WRIGHT

CONSTRUCTION GROUP, LLC

ACADIA PARISH POLICE JURY
MARINE DEBRIS REMOVAL
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Small Business & Service-Disabled Veteran Owned Small Business (SDVOSB) | CAGE: 6L9U3 | UEID: X1DNWHRQXR35

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Executive Summary

Company Overview & Project Understanding

Wright Construction Group, LLC (WCG) is a Certified Service-Disabled Veteran-Owned Small Business (SDVOSB) with demonstrated experience supporting parish, municipal, and federally influenced debris-removal and waterway restoration programs. Since its founding in 2012, WCG has performed debris-removal operations in monitored, environmentally sensitive, and reimbursement-driven environments, including work for St. Tammany Parish Government (LA), the City of Valdosta (GA), Augusta–Richmond County (GA), and Robeson County (NC). These projects demonstrate WCG's ability to execute controlled debris-removal operations under continuous oversight while maintaining compliance with eligibility, environmental, and documentation requirements.

WCG understands that the Acadia Parish Marine Debris Removal program requires more than debris removal – it requires controlled execution within a monitored, permit-driven, and reimbursement-sensitive environment. The Parish's requirements for rapid mobilization, same-day removal of staged debris, continuous monitor coordination, and strict load-ticket documentation establish a framework in which production, compliance, and documentation must be managed concurrently to maintain eligibility for reimbursement.

Successful execution depends on mobilizing crews within 24 hours of Notice to Proceed, completing site assessments within 48 hours, and sustaining concurrent operations across multiple waterways using a combination of land-based and water-based methods. Operations must adapt to varying access conditions, environmental constraints, and permit limitations while maintaining continuous coordination with Parish representatives and monitoring personnel.

WCG recognizes that this program places particular emphasis on eligibility compliance, documentation accuracy, and audit readiness throughout the lifecycle of each task order. This includes controlling debris removal at the point of origin, segregating debris types appropriately, maintaining continuous load-ticket accountability, and coordinating hauling and disposal in accordance with regulatory and permit requirements. These controls are not administrative – they define successful field execution.

This contract supports active FEMA-funded debris-removal operations, and WCG maintains dedicated crews and equipment resources available for immediate mobilization without impact to current commitments. WCG maintains dedicated crews and equipment independent of current workload, enabling immediate deployment to active FEMA-funded operations without competing commitments.

Based on this understanding, WCG is prepared to perform all aspects of the work described in the RFP, including rapid mobilization, simultaneous multi-waterway execution, monitored debris removal, and fully compliant documentation and reporting. This understanding informs WCG's technical approach, which aligns production, compliance, and documentation into a single controlled operational system.

Technical Proposal

Wright Construction Group delivers a FEMA-aligned marine debris removal program integrating disciplined eligibility control, monitored multi-waterway execution, and audit-ready load-ticket documentation to rapidly restore safe waterway conditions while minimizing compliance risk and administrative burden for Acadia Parish.

1 Understanding of Scope

Wright Construction Group, LLC (WCG) understands the Acadia Parish Marine Debris Removal program as a task-order-based emergency waterway debris-removal contract requiring the removal, transport, and disposal of storm-related vegetative and construction and demolition (C&D) debris from designated waterways under monitored, permit-driven, and reimbursement-sensitive conditions. The Parish may direct land-based methods, water-based methods, or a combination of both depending on access conditions, water depth, and environmental sensitivity. As such, the work cannot be approached as a single-method operation, but rather as a flexible and controlled field program that adapts to site-specific constraints while maintaining consistency in production controls, documentation, and compliance.

WCG further understands that this contract operates within overlapping regulatory and administrative frameworks that directly shape how the work must be performed. Compliance with FEMA Public Assistance guidance, U.S. Army Corps of Engineers permit requirements, and Louisiana Department of Environmental Quality regulations is not a downstream or administrative consideration – it is an active, day-to-day production constraint that must be embedded directly into field operations. Debris eligibility, load tracking, disposal documentation, and continuous coordination with monitoring personnel must occur concurrently with production in order to protect the Parish's ability to obtain reimbursement and to minimize the risk of disallowed costs.

The RFP establishes several operational constraints that fundamentally influence execution. These include the requirement for monitor presence prior to initiating debris-removal activities, the prohibition on dredging or disturbing the water bottom, restrictions on staging debris in rights-of-way or unapproved locations, and the requirement that all staged debris be removed the same day it is generated. No debris-removal activities are initiated without confirmed monitor presence, and all work is performed under continuous observation in accordance with RFP requirements.

In addition, all loads must be documented through a controlled load-ticket process and verified by monitors at both pickup and disposal locations. These requirements are not procedural details – they directly impact crew deployment, equipment selection, access planning, and the sequencing of operations in the field.

WCG recognizes that the Acadia Parish program places particular emphasis on same-day debris removal, strict adherence to controlled load-ticket processes, and continuous coordination with Parish representatives and monitoring personnel. These requirements reinforce the need for disciplined field execution in which production, compliance, and documentation are managed as a single integrated system rather than as separate functions. WCG enforces strict same-day removal requirements for all debris generated in the field and does not allow accumulation or staging beyond the limits established in the RFP and approved work plans. This integrated approach is essential to maintaining both operational efficiency and reimbursement eligibility.

WCG also understands that Acadia Parish retains full authority to define work limits, issue and modify task orders, and direct adjustments in methods, sequencing, or resource levels as conditions evolve. Accordingly, execution must be built around scalability, responsiveness, and disciplined daily coordination. Operations must be capable of expanding across multiple waterways simultaneously without loss of control over safety, compliance, or documentation. This understanding informs every aspect of WCG's approach, from mobilization and initial assessment through final closeout and reconciliation.

Based on this understanding, WCG confirms its ability to perform all aspects of the work described in the RFP, including simultaneous execution across multiple waterways, rapid mobilization, full compliance with monitoring and permitting requirements, and sustained production under variable access and environmental conditions. This capability is supported by WCG's demonstrated experience, scalable staffing structure, controlled equipment resources, and established operational controls, all of which are specifically configured to support monitored, reimbursement-driven debris-removal programs such as that required by Acadia Parish.

2 Alignment with RFP Scope Requirements

WCG's approach is directly aligned with the requirements established in Section 1.3 Scope of Services and associated task-order execution requirements. Specifically, WCG provides:

- Waterway debris removal using both land-based and water-based methods, as directed by the Parish
- Removal, transport, and disposal of vegetative and C&D debris in accordance with all regulatory requirements
- Same-day removal of debris generated in the field, with controlled staging only where approved
- Continuous coordination with monitoring personnel and Parish representatives prior to and during operations
- Load-ticket documentation and volume tracking in accordance with FEMA and QA/QC requirements
- Scalable operations capable of executing multiple waterways concurrently under task-order direction
- Full compliance with USACE permits, LDEQ disposal requirements, and Parish-directed operational controls

This alignment is embedded within WCG's execution model and enforced through field supervision, QA/QC oversight, and daily coordination processes.

3 Work Plan & Methodology

WCG's work plan is integrated within the following methodology and execution approach, detailing how all task-order operations will be performed.

WCG's methodology for this program is built on the principle that debris removal in a monitored, environmentally sensitive, and reimbursement-driven environment must be managed as a controlled production system rather than a simple clearing operation. Our approach integrates early coordination, defined execution sequences, field-level controls, and continuous communication so that production, compliance, and documentation progress together rather than competing with one another.

This methodology is grounded in WCG's experience supporting parish and southeastern waterway debris-removal operations, where uncontrolled production routinely results in ineligible debris removal, documentation gaps, and ultimately rejected or disallowed costs. As a result, WCG structures its operations so that eligibility awareness, load tracking, environmental protection, and schedule performance are treated as active production controls embedded directly into field execution rather than as administrative or post-production functions.

This approach is further informed by WCG's experience executing debris-removal operations under FEMA-influenced programs, where eligibility determination, monitoring requirements, and documentation accuracy directly affect reimbursement outcomes. In these environments, compliance cannot be separated from production. WCG therefore integrates eligibility verification, load-ticket control, and monitor coordination into daily field activity so that reimbursement requirements are satisfied concurrently with debris removal, minimizing the risk of rejected loads, audit findings, or delayed cost recovery for the Parish.

3.1 Execution Approach

This section serves as WCG's deployment plan, detailing mobilization, crew scaling, and the ability to execute concurrent operations across multiple waterways in accordance with task-order requirements. **Figure 1** illustrates WCG's integrated deployment and operational flow for marine debris-removal services. This approach reflects a controlled, multi-front execution model in which mobilization, assessment, removal, hauling, and disposal activities are sequenced to maintain continuous production while ensuring compliance with monitoring, environmental, and documentation requirements. Operations are structured to support simultaneous work across multiple waterways, enforce same-day debris removal, and maintain real-time coordination with monitoring personnel, allowing production, compliance, and documentation to progress together as a single system.

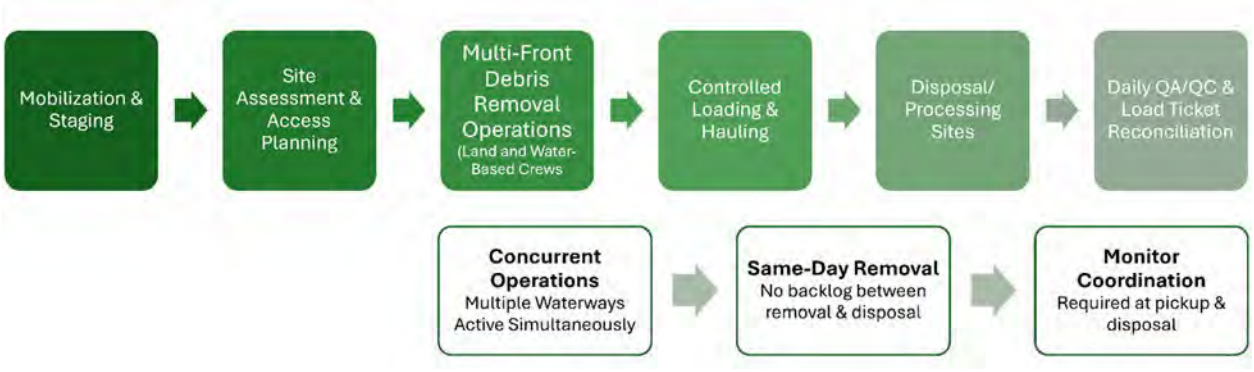


Figure 1: Deployment and Operational Flow. Enables continuous, compliant debris removal across multiple waterways.

WCG executes debris-removal services through a repeatable but adaptable sequence of operations consisting of assessment, access planning, debris extraction, loading, hauling, disposal, and restoration. This sequence establishes a consistent operational framework while allowing our team to adjust methods and resource deployment based on the specific constraints and conditions of individual waterways. **Table 1** presents WCG's mobilization and deployment timeline, illustrating the structured progression from initial response through sustained multi-waterway operations. Operations are sequenced to maintain continuous flow from removal through disposal, preventing backlog, eliminating accumulation in work areas, and maintaining compliance with same-day

removal requirements. This sequence reflects a controlled approach in which mobilization, assessment, and production activities are phased to achieve rapid startup while maintaining alignment with safety requirements, monitoring protocols, and QA/QC controls.

Timeframe	Activity	Outcome	Control
0–24 Hours	Mobilization of leadership, crews, and equipment	Initial crews deployed to staging areas	Safety + readiness checks
24–48 Hours	Site assessments and access planning	Work methods aligned with permits and conditions	Monitor coordination
48–72 Hours	Full production ramp-up	Active debris removal begins across assigned waterways	QA/QC oversight
Ongoing	Scaled multi-waterway operations	Continuous removal, hauling, and disposal	Daily reconciliation

Table 1: Mobilization and Deployment Timeline. WCG executes phased mobilization and controlled production timeline for rapid, compliant multi-waterway debris removal operations.

Upon receipt of a task order, WCG immediately acknowledges Parish direction and initiates mobilization. Within the first 24 hours, project leadership, initial crews, and priority equipment are deployed to designated staging areas. Within 48 hours, field personnel perform preliminary site assessments to confirm access points, evaluate debris conditions, identify environmental and permit constraints, and determine the appropriate combination of land-based and water-based methods. This early assessment phase is critical not only for production planning, but for ensuring that the selected approach aligns with permit requirements and monitor expectations prior to initiating debris-removal activities. Establishing this alignment at the outset reduces the potential for rework, field-level corrections, or delays caused by non-compliant methods.

For work areas accessible from land, WCG deploys excavators equipped with grapples, supported by loaders and haul units configured to minimize ground disturbance and protect slopes, banks, and adjacent infrastructure. Equipment selection is driven not only by production capability, but by the ability to operate safely within constrained access points, maintain stability on variable terrain, and avoid damage to roadway shoulders, levees, and adjoining property. This approach ensures that production efficiency is balanced with environmental protection and restoration obligations.

In restricted or water-access-only environments, WCG utilizes barges, push boats, and shallow-draft support equipment capable of operating in narrow channels and low-depth conditions without disturbing the water bottom. These operations require deliberate sequencing of extraction, staging, and offloading activities to maintain waterway flow, avoid channel obstruction, and prevent accumulation that could impede drainage or create secondary safety concerns. Equipment and crew coordination in these areas are managed continuously to maintain production while preserving compliance with permit conditions.

Across both land-based and water-based operations, debris handling is controlled at the point of removal. Vegetative debris and C&D debris are segregated immediately to prevent cross-contamination that could result in ineligible loads under FEMA and monitoring guidelines. Loading practices are structured to minimize rehandling, maintain consistent volumetric measurement, and prevent material loss during transport. Haul units are loaded methodically and covered where required, ensuring that all transported material remains compliant with regulatory and safety expectations.

All debris generated during operations is removed from the work area the same day and transported to approved disposal or processing facilities. Where waterways do not provide direct vehicle access, WCG transports debris via barge or other approved methods to designated offload locations, where material is transferred to haul units under controlled conditions that maintain load integrity and documentation continuity. These transitions are managed as controlled operations rather than informal staging events, ensuring that documentation remains consistent from point of removal through final disposal.

Throughout execution, operations are sequenced and monitored to prevent backlog, maintain continuous production flow, and preserve compliance with environmental constraints and permit limitations. This sequencing is particularly critical in a monitored, reimbursement-driven program where production, documentation, and compliance must remain aligned at all times to avoid operational disruptions or disallowed costs.

3.2 Parish Staff Participation and Coordination

WCG anticipates Parish participation will focus on kickoff coordination, confirmation of work areas and priorities, review of monitoring feedback, and direction on debris eligibility or access-related exceptions. WCG supports these interactions through a structured coordination process that includes prepared agendas, advance identification of decision points, continuous onsite supervision, and daily updates on production, safety, environmental constraints, and upcoming work sequencing. This coordination model keeps Parish representatives, monitors, and field personnel aligned on current operations and near-term priorities while allowing time-sensitive issues to be addressed promptly.

WCG retains responsibility for day-to-day field execution, including crew supervision, safety implementation, equipment deployment, debris handling, hauling coordination, documentation, and real-time communication of production status. Parish participation is expected primarily in contract administration, priority confirmation, and review of progress, monitoring observations, and invoicing. This clear division of responsibilities supports efficient decision-making, transparency, and accountability throughout execution.

WCG provides transportation for the Parish, monitoring personnel, and authorized representatives to all work sites, including water-access-only locations, using boats, marsh-capable equipment, and other specialized access methods as required to maintain continuous oversight.

For land-accessible work areas, WCG employs low-impact land-based equipment where feasible, consistent with the RFP's expectation that much of the work may be performed using land-based methods. Excavators equipped with grapples, loaders, haul units, and specialized shallow-access support equipment are deployed based on terrain, access width, and debris conditions, with equipment selection driven by both production efficiency and the need to protect slopes, banks, roadways, levees, and adjacent infrastructure while maintaining safe and stable operating conditions.

Where water access is required, WCG utilizes barges, push boats, and other marine-support equipment capable of operating in narrow channels, shallow depths, and constrained offload environments. These activities are coordinated carefully between water-based and land-based crews, with extraction, transport, and offloading sequenced to maintain flow, prevent obstruction, and comply with permit requirements, including the prohibition on disturbing the water bottom and the need to preserve natural drainage conditions.

Across all work areas, debris-handling operations are sequenced to prevent accumulation beyond one day, avoid staging in prohibited areas, and protect adjacent infrastructure and environmentally sensitive features, including levees, berms, wetlands, and roadway corridors. This disciplined sequencing reflects WCG's experience in Louisiana bayou and similar southeastern waterway environments, where controlled production and access management are essential to operational performance and regulatory compliance.

Vegetative debris and construction and demolition debris are segregated at the point of removal and transported to the appropriate LDEQ-approved processing or disposal facilities. WCG's approach emphasizes controlled loading, covered transport where required, and same-day removal from work areas or approved temporary staging locations. Where waterways do not provide direct vehicle access, debris is moved by barge or other approved methods to designated offload points and transferred to haul units under controlled conditions that preserve load integrity and documentation continuity.

This approach reflects WCG's established debris-removal methodology, in which coordinated field execution, controlled hauling and offload logistics, and environmentally compliant disposal are managed as integral components of production rather than separate administrative functions. By maintaining control over these processes throughout daily operations, WCG ensures that production, documentation, and compliance remain aligned, reducing the risk of rejected loads, environmental impacts, or delayed reimbursement.

3.3 Rights-of-Entry (ROE) Acquisition and Property Owner Coordination

WCG recognizes that successful execution depends on timely acquisition and management of Rights-of-Entry (ROEs) for privately owned properties requiring debris removal. As clarified in Addendum No. 3, the Contractor is responsible for obtaining and documenting ROEs where required before work begins. WCG establishes a dedicated ROE Coordination Team reporting to the Project Manager and consisting of:

- ROE Coordinator
- Administrative Specialists
- GIS Mapping Technician
- Field Liaison
- Document Control Specialist

The ROE process is executed through a structured, five-step control framework designed to ensure accuracy, compliance, and timely field access.

- Step 1 – Property Identification
    - Review Parish work assignments
    - Overlay GIS mapping
    - Verify ownership
    - Identify access restrictions
- Step 2 – Owner Contact. WCG initiates multiple contact methods; phone, door-to-door, certified mail, Email, and public notices (if authorized).
- Step 3 – Documentation. WCG collects signed ROE, ownership verification, parcel number, GPS coordinates, and photos.

- Step 4 – Database Tracking. Every ROE is tracked electronically, with associated status including pending, contact attempt #1, contact attempt #2, signed, denied, and complete,
- Step 5 – Field Release. No work begins until ROE is approved, GIS is verified, monitor is notified, and crew is released.

This approach eliminates unauthorized entry and protects the Parish from potential liability while ensuring controlled access to all work areas. By establishing clear procedures and verification steps, it reduces operational delays and enables work to proceed efficiently and without disruption. At the same time, the structured documentation and tracking processes support FEMA reimbursement requirements by creating a complete, auditable record of all activities.

3.4 Client Satisfaction & Operational Controls

WCG recognizes that in programs of this type, client satisfaction is not driven solely by production volume, but by the ability to execute work in a controlled, compliant, and predictable manner. The Parish's priorities – eligibility compliance, monitor coordination, timely completion, and defensible documentation – are treated by WCG as core operational requirements embedded directly into field execution rather than as administrative functions.

To support these priorities, WCG integrates compliance and quality controls into daily field operations. Supervisors and QA/QC personnel actively verify that debris being removed is eligible, that work remains within defined limits, that haul routes and disposal locations are approved, and that load-ticket documentation is accurate, sequentially managed, and consistent with actual field conditions. These controls are applied continuously throughout production, allowing discrepancies to be identified and corrected in real time rather than discovered during invoice reconciliation or post-production review.

Documentation is fully integrated into the production process. Load tickets are issued, verified, and tracked at each stage of removal, hauling, and disposal, ensuring continuity from point of pickup through final disposition. Daily reconciliation of field activity, load counts, and disposal verification is performed as part of normal operations, enabling discrepancies to be resolved immediately. This approach preserves documentation accuracy, reduces the likelihood of rejected loads, and minimizes administrative burden for the Parish during invoice review and reimbursement.

Client satisfaction is further supported through consistent communication and operational transparency. WCG provides daily reporting on production progress, crew deployment, and any emerging constraints or access issues that may affect performance. Coordination with monitors and Parish representatives is maintained throughout the workday to address field conditions, environmental considerations, and operational adjustments as they arise. This continuous communication model ensures that decisions are made promptly, issues are resolved at the field level, and the Parish maintains clear, real-time visibility into ongoing operations.

3.5 Contract Management and Implementation Plan

WCG approaches contract management as an integrated function of field execution rather than a separate administrative layer. The same level of discipline applied to production activities is applied to planning, resource allocation, compliance verification, and documentation management, ensuring that operational decisions are consistently aligned with contractual, regulatory, and reimbursement requirements.

At the outset of the contract, WCG develops a project-specific execution plan that establishes mobilization sequencing, access and staging strategies, debris-removal methods, hauling logistics, disposal coordination, and documentation procedures. This plan serves as the foundation for all task-order execution and provides a consistent operational framework for coordinating field activities with Parish direction and monitoring requirements.

WCG's operational model is structured to deliver consistent cost efficiency across variable production scenarios, aligning with evaluation methods based on task-order and scenario-driven pricing. Within 24 hours of award, WCG submits all required contract documents, including the Contractor Safety Plan, QA/QC Plan, organizational structure, and work plan in accordance with RFP requirements.

Field operations are overseen by experienced supervisory personnel who manage production, safety, quality, and compliance as interdependent functions rather than separate responsibilities. Management-level oversight continuously tracks staffing levels, equipment utilization, production rates, and schedule adherence to ensure that resources remain aligned with task-order objectives. Changes in field conditions – such as weather impacts, access limitations, or monitor observations – are evaluated in real time so that adjustments can be implemented proactively before they affect schedule, compliance, or documentation integrity.

WCG's contract management approach also emphasizes cost defensibility and audit readiness. Labor, equipment, hauling, disposal, and restoration activities are structured within a controlled execution model that supports unit-price billing and withstands third-party review. Operational practices, documentation procedures, and billing processes are intentionally aligned so that field activity, load-ticket records, and invoicing remain consistent and supportable throughout the lifecycle of each task order.

By integrating contract management with field execution, WCG minimizes the potential for documentation discrepancies, billing disputes, or delayed reimbursement. This approach ensures that production, compliance, and invoicing remain synchronized, allowing the Parish to maintain confidence in reported quantities and supporting a smooth and efficient project closeout process.

This approach ensures that each work area is returned to conditions consistent with Parish requirements and RFP expectations. By treating restoration and stabilization as integral components of ongoing field operations rather than deferred closeout tasks, WCG minimizes the risk of deficiencies, supports efficient project reconciliation, and enables timely, orderly contract closeout.

3.6 Task Order Execution and Work Planning

WCG's task-order execution model is designed to balance rapid response with disciplined operational control. Each task order is treated as a defined work package with clearly established work limits, access conditions, debris categories, disposal pathways, monitoring requirements, and reporting expectations. These individual task orders are executed within a broader operational framework that allows multiple work fronts to proceed simultaneously without loss of oversight, ensuring that production can be scaled across multiple waterways while maintaining consistency in field controls, documentation, and compliance. Operations are designed to scale across multiple waterways without loss of control over safety, compliance, or documentation.

Upon issuance of a task order, WCG immediately acknowledges Parish direction and assigns a field operations lead with full authority to direct crews, coordinate with monitors, and respond to

Parish representatives in real time. Field supervision is empowered to make real-time operational decisions within established work limits, allowing immediate response to changing site conditions, monitor direction, and Parish priorities without delay. This field-level authority structure enables immediate decision-making in dynamic conditions while maintaining alignment with overall contract objectives, ensuring that adjustments to sequencing, access, or resource deployment can be implemented without delay.

Daily operations follow a structured coordination cycle designed to maintain control over production, compliance, and documentation. Each workday begins with confirmation of active work areas, crew assignments, and production targets, followed by coordination with monitoring personnel to ensure that work areas are accessible and oversight requirements are satisfied prior to initiating debris-removal activities. Haul routes, disposal locations, and staging conditions are reviewed to confirm continued compliance with permit requirements and RFP constraints.

Throughout the workday, production is tracked continuously, and field supervision adjusts crew deployment, equipment allocation, sequencing of operations, and haul logistics in response to actual site conditions. These adjustments are made in real time to address access limitations, weather conditions, monitoring direction, or evolving debris conditions without disrupting overall production flow. At the end of each day, production data, load counts, and disposal records are reconciled to confirm alignment between field activity and documentation, allowing discrepancies to be identified and corrected immediately. WCG provides daily reporting that includes confirmation of crew counts and planned deployment for the following operational period.

In accordance with the RFP, WCG provides advance notice of anticipated crew levels for the following day, including the number of active crews and expected deployment by work area. This forward planning allows the Parish to direct additional resources when necessary and supports efficient scaling of operations where schedule recovery or acceleration is required. WCG's work-planning model incorporates daily field updates, production and issue logs, and periodic coordination meetings to align priorities and resolve emerging constraints before they affect schedule, eligibility, or compliance.

WCG maintains continuous visibility into operations across all active work fronts through integrated production tracking and reporting. This includes real-time awareness of crew locations, load counts, disposal status, and any variances caused by weather, access constraints, monitoring requirements, or permit limitations. By integrating field supervision with load-ticket review and daily reporting, WCG ensures that production, documentation, and compliance remain aligned, reducing the risk of disputed quantities, rejected loads, or delays in reimbursement.

Our operational model is specifically designed to support concurrent debris-removal operations across multiple waterways. Crews and equipment resources are structured to operate independently under field-level supervision, allowing separate task orders to progress simultaneously without creating bottlenecks in hauling, disposal, or documentation. This distributed deployment approach allows WCG to meet the Parish's requirement for rapid mobilization within 24 hours while sustaining controlled production across geographically dispersed work areas.

3.7 Debris Management Site (DMS) Planning and Operations

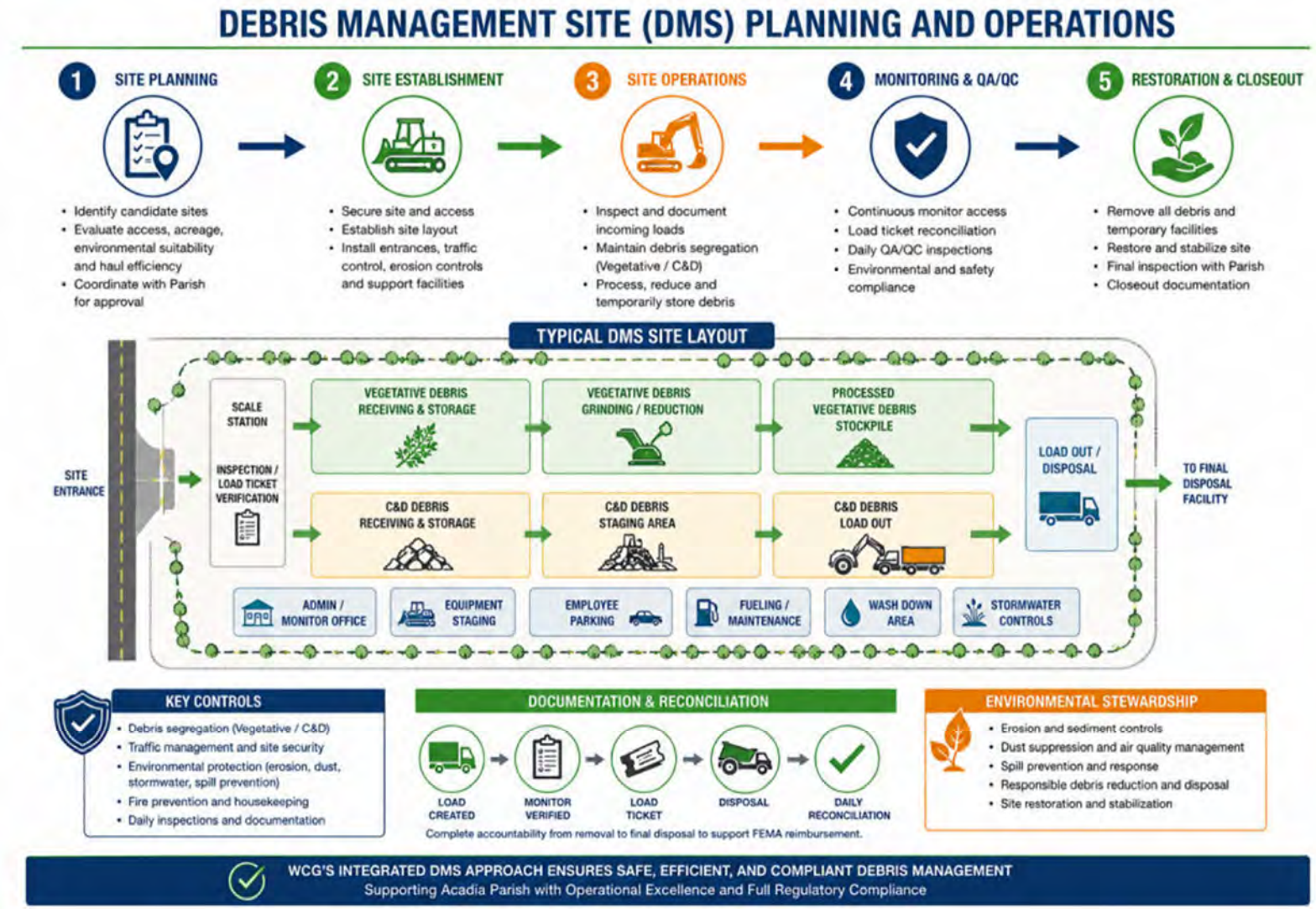
WCG recognizes that efficient debris management depends on properly planned and controlled Debris Management Sites (DMS). As clarified in Addendum No. 3, WCG identifies secures, establishes, operates, and restores all temporary debris management, reduction, and disposal sites

necessary to support task-order execution. DMS planning begins immediately upon receipt of a Task Order and proceeds concurrently with mobilization and field assessments to ensure processing capacity is available when debris-removal operations begin.

Candidate sites are evaluated based on haul efficiency, accessibility, available acreage, environmental suitability, drainage, traffic impacts, and proximity to assigned waterways. WCG coordinates all proposed DMS locations with the Parish prior to activation and establishes site layouts that support safe traffic flow, monitor access, debris segregation, equipment operations, and efficient loading and unloading activities. Vegetative debris and construction and demolition (C&D) debris are maintained in separate processing areas to preserve FEMA eligibility and prevent cross-contamination.

Daily DMS operations are managed under the same controlled production model used throughout field activities. Incoming loads are inspected, documented, and directed to designated processing areas, while debris reduction, temporary storage, and final disposal are coordinated to maintain continuous production and prevent unnecessary stockpile accumulation. WCG integrates debris monitor coordination, load-ticket reconciliation, and QA/QC inspections into daily site operations to ensure complete documentation from the point of removal through final disposal.

Environmental protection measures are maintained throughout DMS operations, including erosion and sediment controls, dust suppression, spill prevention, traffic management, and routine housekeeping. Upon completion of operations, WCG removes temporary facilities, restores disturbed areas, and performs final site stabilization in accordance with Parish requirements and applicable environmental regulations. This integrated approach ensures that debris processing supports efficient field production while maintaining regulatory compliance, documentation integrity, and FEMA reimbursement eligibility.


DEBRIS MANAGEMENT SITE (DMS) PLANNING AND OPERATIONS
1 SITE PLANNING
• Identify candidate sites
• Evaluate access, acreage, environmental suitability and haul efficiency
• Coordinate with Parish for approval
2 SITE ESTABLISHMENT
• Secure site and access
• Establish site layout
• Install entrances, traffic control, erosion controls and support facilities
3 SITE OPERATIONS
• Inspect and document incoming loads
• Maintain debris segregation (Vegetative / C&D)
• Process, reduce and temporarily store debris
4 MONITORING & QA/QC
• Continuous monitor access
• Load ticket reconciliation
• Daily QA/QC inspections
• Environmental and safety compliance
5 RESTORATION & CLOSEOUT
• Remove all debris and temporary facilities
• Restore and stabilize site
• Final inspection with Parish
• Closeout documentation
TYPICAL DMS SITE LAYOUT
SITE ENTRANCE
SCALE STATION
INSPECTION / LOAD TICKET VERIFICATION
VEGETATIVE DEBRIS RECEIVING & STORAGE
VEGETATIVE DEBRIS GRINDING / REDUCTION
PROCESSED VEGETATIVE DEBRIS STOCKPILE
C&D DEBRIS RECEIVING & STORAGE
C&D DEBRIS STAGING AREA
C&D DEBRIS LOAD OUT
LOAD OUT / DISPOSAL
TO FINAL DISPOSAL FACILITY
ADMIN / MONITOR OFFICE
EQUIPMENT STAGING
EMPLOYEE PARKING
FUELING / MAINTENANCE
WASH DOWN AREA
STORMWATER CONTROLS
KEY CONTROLS
• Debris segregation (Vegetative / C&D)
• Traffic management and site security
• Environmental protection (erosion, dust, stormwater, spill prevention)
• Fire prevention and housekeeping
• Daily inspections and documentation
DOCUMENTATION & RECONCILIATION
LOAD CREATED
MONITOR VERIFIED
LOAD TICKET
DISPOSAL
DAILY RECONCILIATION
Complete accountability from removal to final disposal to support FEMA reimbursement.
ENVIRONMENTAL STEWARDSHIP
• Erosion and sediment controls
• Dust suppression and air quality management
• Spill prevention and response
• Responsible debris reduction and disposal
• Site restoration and stabilization
WCG'S INTEGRATED DMS APPROACH ENSURES SAFE, EFFICIENT, AND COMPLIANT DEBRIS MANAGEMENT
Supporting Acadia Parish with Operational Excellence and Full Regulatory Compliance

3.8 Mobilization and Demobilization

WCG's mobilization approach is structured to meet the requirement for deployment within 24 hours of Notice to Proceed while establishing the operational controls necessary for sustained performance. Mobilization is not treated as a simple movement of crews and equipment, but as the initial phase of controlled field execution in which communication protocols, access and disposal coordination, safety implementation, and permit compliance are established prior to full production. As part of mobilization, WCG obtains required Rights-of-Entry (ROEs), secures access points, and establishes Parish-approved staging and disposal locations in coordination with Parish representatives and applicable permit requirements.

Upon issuance of Notice to Proceed, WCG assigns project leadership, deploys initial crews and priority equipment, confirms access points and disposal arrangements, and completes site-specific safety and permit reviews. These activities are sequenced to ensure that assessment and production can begin without delay while maintaining alignment with monitoring requirements and regulatory constraints. Consistent with the RFP, mobilization is treated as a contractor responsibility and is incorporated into the overall operational and pricing model rather than as a separately reimbursable activity.

Because debris-removal operations of this type often expand rapidly, WCG's mobilization strategy is designed for scalability. Initial crews are deployed quickly to establish production, while additional personnel and equipment resources remain available to support expansion as task orders increase. This scalable approach is supported by regionally distributed crews, dedicated equipment resources, and an operational model that emphasizes rapid deployment without loss of control over safety, documentation, or compliance.

Demobilization is performed with the same level of discipline as mobilization and is phased in alignment with task-order completion and Parish direction. As work fronts are completed, WCG removes equipment and temporary support materials in a controlled sequence, clears any remaining staged debris, and restores access routes and staging areas impacted by operations. Restoration activities include repair of rutting, stabilization of disturbed areas, and correction of any impacts to infrastructure, slopes, or adjacent features resulting from contractor operations.

3.9 Execution Control Summary

WCG manages this program as a controlled field operation in which production, compliance, and documentation are executed simultaneously. Operational controls include:

- Defined sequencing of assessment, removal, hauling, and disposal
- Real-time coordination with monitors and Parish representatives
- Continuous verification of debris eligibility and work limits
- Load-ticket accountability from point of removal through final disposal
- Daily reconciliation of field activity and documentation
- Immediate correction of any field or documentation discrepancies

These controls ensure that all work performed remains compliant, fully documented, and aligned with Parish requirements and reimbursement expectations throughout the lifecycle of each task order.

4 Safety, Quality, and Environmental Compliance

4.1 Safety Program

Safety is a central operating control in WCG's debris-removal delivery model and is integrated directly into all phases of field execution. Within 24 hours of award, WCG submits the required Contractor Safety Plan addressing general construction and maritime requirements and assigns dedicated site safety oversight personnel responsible for implementation, daily tailgate meetings, record maintenance, and continuous monitoring of field compliance. Consistent with the RFP, this role is filled by an individual whose sole responsibility is safety oversight for all crews, ensuring that safety requirements are actively enforced in the field rather than managed as a secondary function.

WCG's safety approach is built on a disciplined operating framework that includes pre-mobilization planning, job hazard analyses, daily hazard reviews, toolbox meetings, qualified supervision, and continuous monitoring of field conditions. These elements are not treated as standalone compliance activities, but as integrated controls that directly influence how work is planned, sequenced, and executed in the field.

For the Acadia Parish program, WCG implements site-specific safety planning tailored to waterway debris-removal operations. This includes work performed over and adjacent to water, heavy equipment operations within constrained access areas, hauling and offloading activities, slope access and stabilization, wetland-sensitive movement, traffic control, and coordination with monitors, Parish representatives, and the public. Each of these conditions presents distinct operational risks that require active management through both planning and field-level supervision.

Traffic and public safety measures are implemented as required to meet Parish, LADOTD, FEMA, and OSHA expectations. These measures include the use of flagging personnel, spotters, temporary signage, controlled haul routes, and work-zone management practices designed to protect both workers and the public while maintaining efficient production flow.

Personal protective equipment requirements, incident prevention protocols, and safe equipment operation standards are reinforced daily through supervisory oversight and routine field verification. Safety performance is monitored continuously, with corrective actions implemented immediately when conditions change or risks are identified.

WCG integrates safety into every phase of operations – planning, mobilization, production, and closeout – ensuring that risk management remains aligned with production activities rather than operating independently. This approach supports not only regulatory compliance, but also uninterrupted operations, reduced incident risk, and sustained production in the complex, multi-crew environments characteristic of the Acadia Parish debris-removal program.

4.2 Quality Assurance / Quality Control

WCG's QA/QC process is aligned directly with the debris-removal workflow established in the RFP. QA/QC controls are applied at each stage, including verification of eligible debris at point of removal, monitored load ticket issuance at pickup, controlled hauling and transport, and final verification at disposal sites. Daily reconciliation ensures alignment between field operations, load tickets, and disposal records, maintaining documentation continuity from removal through final disposition.

WCG's QA/QC approach for the Acadia Parish program is centered on continuous production verification, documentation accuracy, and immediate correction of issues that could affect debris eligibility, quantity measurement, or schedule performance. Given the Parish's requirements for monitor presence, sequential load-ticket documentation, and verified cubic-yard measurements at disposal sites, WCG manages QA/QC as an integrated field function rather than a separate review process. Load-ticket accuracy, debris-type segregation, truck certification, approved haul destinations, and coordination with monitoring personnel are treated as active production controls applied consistently throughout daily operations.

WCG's approach leverages experience performing debris-removal operations in monitored, reimbursement-driven environments where documentation, eligibility verification, and load-ticket control directly affect cost recovery outcomes. In these conditions, QA/QC cannot be deferred to post-production review. Field supervisors and QA/QC personnel therefore perform continuous oversight of hauling activity, monitor interactions, and work execution, verifying that no debris-removal operations proceed without required monitor presence and that all activities remain within approved limits and eligibility criteria.

Daily QA/QC activities include direct review of hauling operations, reconciliation of monitor observations, and verification that load-ticket records are accurate, sequential, and fully supported by field conditions. Where discrepancies or deficiencies are identified – such as improper debris segregation, noncompliant loading practices, access deviations, or restoration issues – WCG implements immediate corrective direction in the field and documents the resolution as part of daily reporting. This real-time corrective approach prevents minor issues from becoming compliance risks and ensures that documentation remains consistent with actual operations.

WCG's QA/QC framework is further supported by an established culture of inspection-based quality control, where preparation, verification, and correction are treated as continuous functions. Prior to execution, work limits, access conditions, and debris classifications are reviewed to confirm alignment with task-order requirements and permit constraints. During execution, field-level verification ensures that work is performed as planned. Following execution, documentation is reviewed and reconciled to confirm completeness and accuracy. This closed-loop approach ensures that all work is fully supportable.

By embedding QA/QC into field execution and maintaining continuous alignment between production, monitoring, and documentation, WCG minimizes the risk of rejected loads, audit findings, or delayed reimbursement. This approach provides the Parish with reliable, audit-ready records while supporting efficient invoicing and timely project closeout.

4.3 Monitor Coordination and Documentation Integration

WCG recognizes that continuous coordination with the Parish's debris monitoring team is essential to maintaining production efficiency, documentation integrity, and FEMA reimbursement eligibility. As discussed during the pre-proposal Question and Answer process, WCG understands that Tetra Tech is anticipated to provide debris monitoring services for this contract and has structured its field operations to integrate seamlessly with third-party monitoring personnel throughout each Task Order.

Prior to beginning work, WCG coordinates with Acadia Parish and assigned monitors to confirm work limits, debris eligibility, approved haul routes, DMSs, and daily production priorities. WCG coordinates crew deployment, hauling operations, and DMS activities to provide continuous access

for the anticipated Tetra Tech monitoring team, minimizing production delays while maintaining complete FEMA documentation.

All debris loads remain under positive documentation control from collection through final disposal. Field supervisors coordinate directly with monitors during load-ticket issuance, debris verification, transportation, and disposal to ensure documentation remains complete, accurate, and consistent with FEMA requirements. Daily reconciliation of load tickets, disposal records, and production reports is performed before invoice preparation to promptly resolve discrepancies and maintain complete audit readiness.

By integrating monitor coordination into routine field operations, WCG ensures production, documentation, environmental compliance, and FEMA reimbursement requirements remain aligned while providing Acadia Parish with complete operational transparency throughout contract performance.

4.4 Environmental Protection and Permit Compliance

Environmental protection and permit compliance are central to this procurement and are treated by WCG as active operating constraints that directly shape field execution. WCG understands that Acadia Parish's waterways require the use of low-impact land-based methods, shallow-draft barges, matting over access paths, controlled staging, and strict avoidance of off-permit activity. No dredging or disturbance of the water bottom is permitted, debris may not be stockpiled along rights-of-way, and any contractor-caused damage to levees, berms, roadways, wetlands, banks, utilities, or other adjacent features must be repaired at no cost to the Parish. WCG structures equipment selection, access planning, and haul-out sequencing around these constraints to ensure that production is maintained without compromising environmental or regulatory compliance.

WCG's approach to environmental protection is grounded in its experience performing waterway debris-removal operations in environmentally sensitive and regulated environments, where controlled access, selective removal, and concurrent stabilization activities are required to prevent damage to natural systems and adjacent infrastructure. For the Acadia Parish program, WCG applies these practices through the use of approved staging locations, covered loads, same-day debris removal, protection of wetlands and channel banks, and immediate mitigation or restoration of any unintended impacts resulting from field operations. Where operations have the potential to affect slopes, access corridors, or environmentally sensitive features, erosion control, stabilization, and restoration measures are implemented concurrently with debris-removal activities rather than deferred to closeout.

WCG recognizes that execution outside approved permit conditions transfers responsibility for permitting, mitigation, and associated costs to the contractor. Accordingly, field-level permit awareness is a critical control within WCG's operating model. Supervisors and equipment operators are trained to understand work limits, access constraints, and prohibited activities, and to ensure that all operations remain within approved boundaries. All operations are performed in strict adherence to USACE permit conditions, including the prohibition on dredging or disturbing the water bottom. Equipment selection and operational methods are specifically structured to comply with this requirement. This approach reduces the risk of noncompliance, avoids delays associated with corrective actions, and protects the Parish from exposure to permit violations.

Environmental compliance also extends through hauling, processing, and final disposal. Vegetative debris is directed to Parish-approved or otherwise authorized vegetative processing sites, while construction and demolition debris are transported to LDEQ-approved Type III

landfills. All reduced vegetative material is hauled and finally disposed of in accordance with LDEQ requirements. WCG's work plans document these disposal pathways and include controls for preventing spillage, contamination, and unauthorized staging during transport and processing.

WCG understands that all work must be performed in full accordance with applicable U.S. Army Corps of Engineers permits and any project-specific conditions issued for the Acadia Parish program. Field supervision maintains continuous awareness of permit boundaries, restrictions, and applicable conditions, and all operations are planned and executed to always remain within approved limits. In the event that field conditions necessitate a deviation from permit requirements, WCG coordinates with the Parish prior to proceeding to ensure that appropriate approvals are obtained and that any required mitigation measures are clearly defined and implemented.

5 Staffing & Resources

WCG maintains sufficient available capacity to support the Acadia Parish program without impact to current commitments. Ongoing projects are staffed independently, and additional crews, supervisory personnel, and equipment resources are available for immediate deployment. This capacity allows WCG to mobilize within 24 hours while sustaining concurrent operations across multiple waterways.

WCG proposes a management and field organization deliberately structured for monitored, task-order-based debris-removal operations in environmentally sensitive and logistically complex waterway environments. This organizational model is designed to establish clear authority in the field, maintain continuous oversight of safety and compliance, and support rapid scaling of operations across multiple waterways without loss of control over production, documentation, or coordination with Parish representatives.

WCG's experience with debris-removal deepens understanding that operations of this type require more than conventional construction labor management. Successful execution depends on the integration of field supervision, equipment operations, safety oversight, documentation control, and continuous coordination with monitoring personnel, all functioning simultaneously and in real time. These elements cannot operate independently without introducing risk to compliance, documentation integrity, or production continuity. Accordingly, WCG's staffing model is structured to support concurrent, monitored debris-removal operations across multiple waterways without loss of control over safety, compliance, or documentation.

5.1 Principal Personnel and Functions

WCG's management and field team are equipped with direct experience in debris-removal operations, emergency response, environmental compliance, FEMA documentation requirements, and multi-agency coordination. Principal personnel assigned to this contract include executive leadership, field management, operational support personnel, and additional supervisory and specialty roles that may be activated based on event size and operational requirements. Resumes, licenses, certifications, and specialized qualifications for Principal personnel can be found in **Appendix A**.

WCG's organizational structure is intentionally designed for monitored, task-order-based debris-removal operations in environmentally sensitive and logistically complex waterway environments. Authority is centered at the field level to support rapid decision-making, while executive leadership remains actively engaged to ensure that personnel, equipment, and logistical resources can be deployed or adjusted as conditions evolve.

At the executive level, Bernard M. Wright, President and CEO, provides overall contract authority, resource commitment, and escalation support. His role ensures that sufficient personnel, equipment, and subcontracted support resources can be mobilized rapidly and scaled as task-order requirements expand.

Day-to-day execution is led by a designated Field Manager serving as the onsite Project Manager and primary point of contact for the Parish's debris manager, monitoring personnel, and other Parish representatives. The Field Manager has full authority to direct crews, respond to monitoring feedback, adjust work sequencing, allocate resources, and resolve operational issues in real time. This field-level authority structure ensures that operational adjustments can be implemented immediately while maintaining alignment with Parish-directed priorities.

Supporting the Field Manager is a network of supervisory and functional personnel responsible for crew oversight, safety implementation, equipment deployment, logistics coordination, and documentation management. These roles ensure that production activities are controlled, that monitoring and compliance requirements are continuously met, and that documentation remains accurate and audit-ready throughout operations.

WCG maintains sufficient staffing depth and equipment resources to deploy an initial response within 24 hours of Notice to Proceed and to scale operations as debris quantities, access conditions, and Parish priorities evolve. Additional personnel – including field supervisors, safety personnel, documentation and compliance staff, logistics coordinators, and disposal-site management personnel – are assigned as required to support concurrent work fronts, debris-control zones, and waterway-specific operational constraints.

Documentation and compliance are fully integrated into WCG's staffing model. Dedicated personnel support load-ticket control, daily reconciliation, monitoring coordination, production reporting, and invoice documentation to ensure that all work remains aligned with FEMA eligibility requirements and reimbursement expectations. Staffing levels and functional assignments are adjusted continuously to maintain control over production, documentation, and compliance across all active work areas.

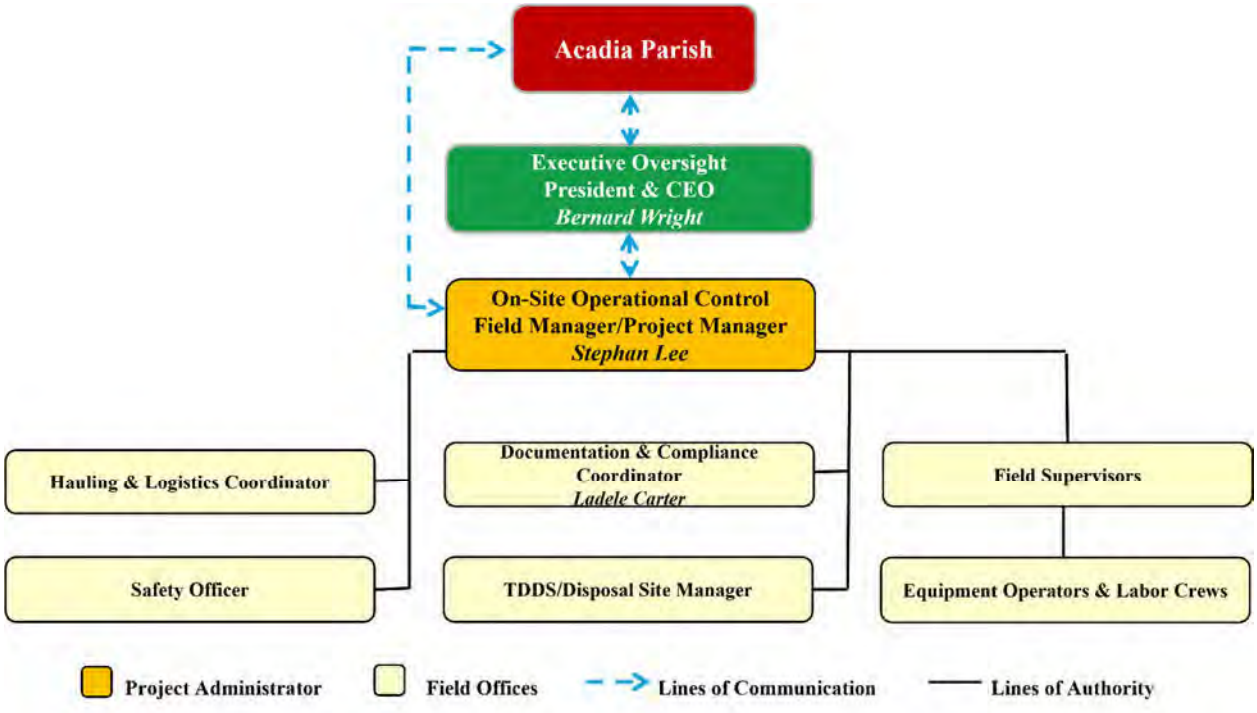


Figure 2: WCG Organizational Chart. Illustrates executive oversight, on-site project management, compliance coordination, and scalable field resources supporting stream clearing and snagging operations

5.2 Crew Composition and Operational Capacity

WCG staffs this contract with experienced personnel capable of performing debris-removal operations in active waterways, constrained access corridors, and environmentally sensitive conditions. Crews include equipment operators, laborers, haul drivers, supervisors, safety personnel, and documentation support staff, all coordinated under the direction of field supervision to ensure that production, compliance, and documentation remain aligned throughout operations.

Crew composition is tailored to individual task orders based on debris type, access conditions, and waterway characteristics, but is consistently structured to support controlled, efficient production. Land-based crews include heavy equipment operators responsible for excavation and loading, debris-handling personnel directing removal and staging activities, haul drivers supporting transport to approved disposal sites, and field supervision maintaining oversight of safety, compliance, and production. In water-access environments, additional personnel support marine operations, including barge positioning, debris transfer, and coordination between water-based and land-based operations to maintain continuous flow and prevent staging constraints.

A defining characteristic of WCG's crew model is its scalability. Crews are organized in self-contained operational units capable of independent deployment, allowing multiple work fronts to operate simultaneously under field-level supervision. This structure enables WCG to expand operations across multiple waterways without creating bottlenecks in hauling, disposal, or documentation, while maintaining consistent control over safety, environmental compliance, and load-ticket accountability.

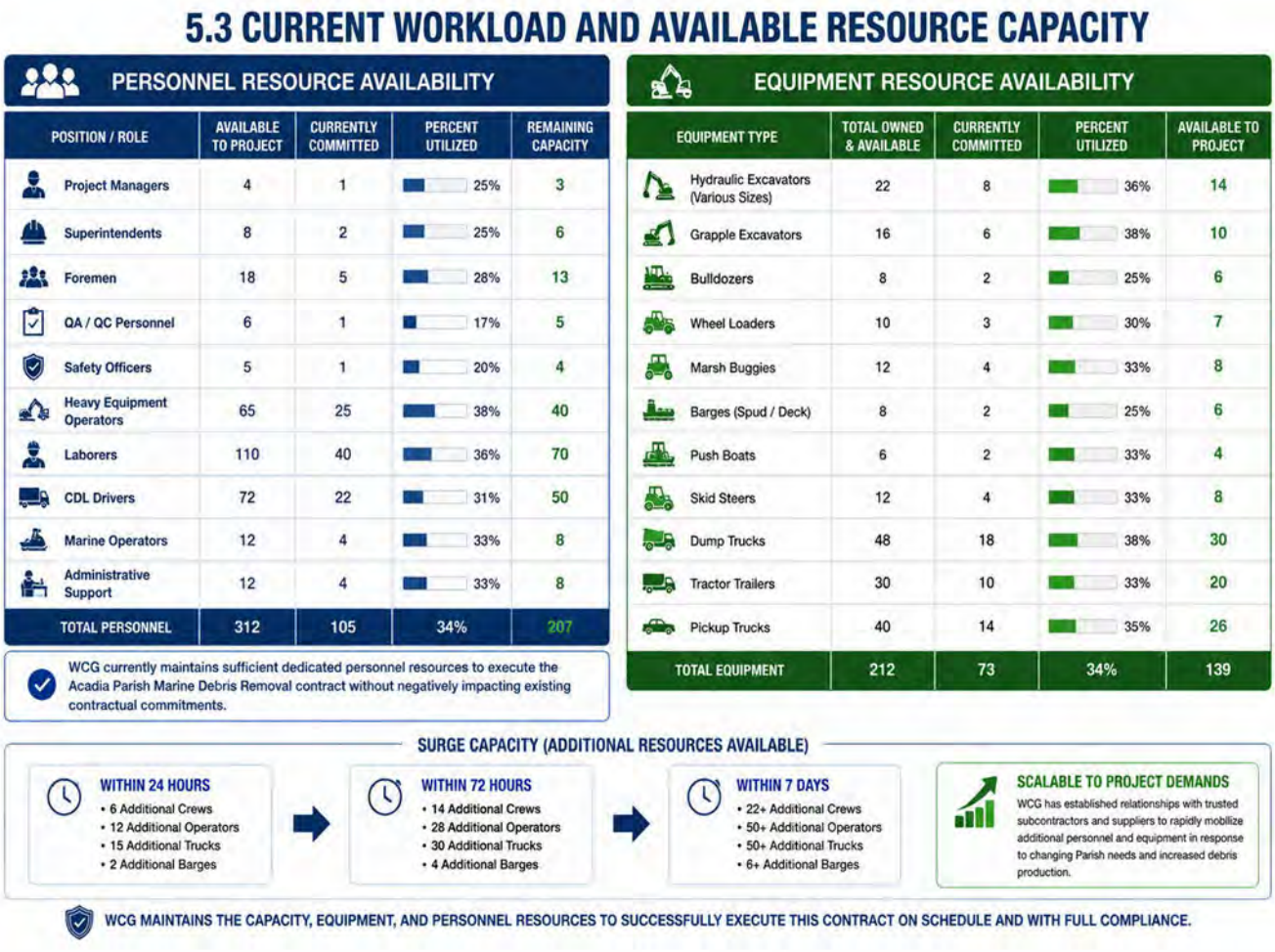
WCG's staffing approach is further structured to support surge operations when required by the Parish. Additional crews can be activated rapidly and integrated into ongoing operations without disrupting existing work, supported by established supervisory oversight, equipment availability,

and documentation controls. This capacity allows WCG to respond effectively to schedule acceleration requirements, changing debris conditions, or expansion of work areas.

Personnel assigned to the project have direct experience in debris-removal operations, monitored field environments, and coordination with public-sector clients and debris monitors. Where required, WCG assigns personnel with relevant certifications and experience in FEMA-influenced debris programs, ensuring that crew-level execution aligns with eligibility, documentation, and reimbursement requirements.

By structuring crews as scalable, independently deployable units supported by consistent supervision and integrated documentation controls, WCG ensures that production remains efficient while maintaining compliance with all regulatory, permitting, and monitoring requirements across all active work areas.

5.3 Current Workload and Available Resource Capacity



5.3.1 Equipment and Resource Capability

WCG self-performs all core operations at contract initiation and does not anticipate reliance on subcontractors. To support scalable execution, WCG recruits and integrates qualified local hires, as necessary, enhancing workforce flexibility while promoting local economic participation within Acadia Parish.

WCG maintains equipment resources aligned to the operational demands of monitored, task-order-based debris-removal work in active waterways and constrained access environments. Equipment deployment is matched to site conditions, debris characteristics, access limitations, and the required method of removal, allowing WCG to support both land-based and water-based operations efficiently, safely, and in compliance with permit requirements.

For land-accessible work areas, WCG deploys excavators equipped with grapples, loaders, haul units, and other support equipment selected to remove and transport debris while minimizing disturbance to banks, slopes, levees, roadways, and adjacent infrastructure. In restricted or water-access-only environments, WCG utilizes barges, push boats, and shallow-draft support equipment capable of operating in narrow channels and low-depth conditions without disturbing the water bottom. This equipment mix enables WCG to adapt methods to the specific operational and environmental constraints of each task order.

Equipment resources are organized to support independent, concurrently operating work fronts, with assets assigned according to the anticipated production demands, access conditions, and debris characteristics of each site. The accompanying equipment table reflects the types of resources available to support excavation, loading, hauling, marine access, offloading, and related field support functions required for this program. To support rapid mobilization and sustained operations across multiple waterways, WCG maintains a fleet of specialized equipment suited for constrained-access, environmentally sensitive, and water-adjacent debris-removal work. **Table 2** summarizes representative equipment available to support field execution, hauling, marine access, and related operational requirements under this program.

WCG EMERGENCY MANAGEMENT WATERWAY DEBRIS REMOVAL EQUIPMENT LISTING				
ID	**MAKE/MODEL**	**YEAR**	**VIN/SERIAL NUMBER**	**LOCATION**
1001	Terramac RT 14	2019	14RH00121	SC
1002	Cat 312L Marsh Buggy	2021	KMK10038	GA
1003	Cat 318B Excavator	1999	3LR00327	MS
1004	New Holland C327 Skidsteer	2023	JAF0C327JLM487183	SC
1005	Deere 75P Excavator	2024	IFF075PACRJ000305	SC
1006	ASV Posi-Track Mulcher	2023	ASVRT135TPDF00423	GA
1007	Cat 307 Marsh Buggy	2022	KC901000	GA
9	Freightliner/Grapple	2015	3ALHG3DV7FDGM077	LA
10	Sterling Red/Grapple	2001	2FZAATAKX1AH96206	GA
11	Sterling White/Grapple	2007	2FXMAZDL37AX82495	GA
2004	Argo Frontier 650	2023	2DG8BAA02PNR49385	NC
2005	Argo Frontier 650	2022	2DG8BAA08PNR49049	GA
2006	Argo Frontier 750	2022	2DG8BA007PNR49013	GA
2007	Barge 12x20		A0001	GA
**	SDLD25	2025	2511090480	LA
**	Barge (Sled) 8x18		A0004	LA
	Hunter Airboat	1999	PAP00029D899	LA
***	Monster Airboat	2016	MCS00006A616	GA

Table 2: WCG Waterway Equipment. WCG maintains and deploys equipment for stream clearing, snagging, and waterway debris-removal operations.

WCG's resource model is structured to support surge operations when required by the Parish. Additional equipment can be activated and deployed as task orders expand, work areas increase, or schedule acceleration is necessary, allowing WCG to scale production without disrupting ongoing operations or compromising control over safety, compliance, or documentation.

All equipment assigned to the project is supported by qualified operators and field supervision experienced in debris-removal operations, monitored work environments, and environmentally sensitive conditions. This ensures that equipment capability is matched by operational discipline in the field, supporting safe execution and alignment with FEMA-influenced documentation and reimbursement requirements where applicable.

By maintaining dedicated equipment resources and management capacity to support immediate mobilization and sustained operations, WCG is prepared to dedicate the assets necessary to execute the Acadia Parish program efficiently across multiple active work areas. This equipment capability strengthens WCG's ability to sustain production while maintaining compliance with all regulatory, permitting, and monitoring requirements.

6 Qualifications

WCG's qualifications for this program are grounded in direct experience performing debris-removal operations in waterways, drainage systems, and environmentally sensitive corridors under parish, municipal, county, and federally influenced oversight structures. This experience combines field execution capability with management discipline, enabling WCG to perform work efficiently while maintaining strict compliance with regulatory requirements, monitoring protocols, and reimbursement standards.

Since its founding in 2012, WCG has provided debris-removal and related services including storm debris removal, waterway clearing, drainage restoration, debris hauling, processing, and environmentally compliant disposal. These services have consistently been performed under conditions requiring continuous monitoring, eligibility verification, and disciplined documentation control. As a result, WCG has developed an operational model in which production, compliance, and documentation are managed as integrated functions rather than independent activities.

WCG's personnel bring direct experience managing debris-removal operations involving multiple crews, constrained access conditions, and active coordination with public-sector owners, inspectors, and debris monitors. This experience includes responsibility for access management, staging logistics, inspection coordination, load-ticket accountability, and documentation control – functions that are critical to successful execution under the Acadia Parish program.

WCG's qualifications are particularly relevant to this procurement due to experience operating in Louisiana and southeastern waterway environments. These environments present distinct operational challenges, including low-gradient waterways, wetlands-sensitive access, limited staging areas, constrained haul-out locations, and the need to protect adjacent infrastructure and natural features. WCG's familiarity with these conditions enables execution of debris-removal operations safely and efficiently while maintaining full compliance with permit requirements.

In addition, WCG's prior debris-removal work reflects a FEMA-ready operational model in which eligibility awareness, monitored execution, and documentation discipline are embedded directly into field operations. This capability aligns closely with the requirements of the Acadia Parish program, which places significant emphasis on monitor presence, load-ticket control, and documentation sufficient to support reimbursement. By integrating field operations with

documentation control, WCG minimizes the risk of ineligible debris removal, rejected loads, or audit findings while supporting efficient invoicing and project closeout.

6.1 Demonstrated Capability

In addition to long-duration debris-removal programs, WCG has extensive experience supporting emergency response and post-disaster recovery operations following major hurricane events throughout the Gulf Coast and Southeastern United States. These deployments demonstrate WCG's ability to rapidly mobilize personnel, equipment, supervision, and logistics resources under emergency conditions while maintaining safe operations, regulatory compliance, and effective coordination with public-sector stakeholders.

- **2025 – Hurricane Helene Recovery Operations (Storm Event: 2024); Ashe County & Watauga County, North Carolina.** Following the widespread devastation caused by Hurricane Helene (Category 4) in September 2024, WCG supported disaster recovery and restoration efforts across Ashe County and Watauga County, North Carolina. Operations addressed the impacts of historic flooding, landslides, roadway failures, debris accumulation, and damage to public infrastructure in mountainous and access-constrained environments.

  WCG rapidly mobilized personnel, equipment, and field supervision to support debris management, access restoration, site stabilization, and infrastructure rehabilitation activities under challenging field conditions. Execution required adaptive planning, continuous coordination with local stakeholders, and strict adherence to safety, environmental, and operational requirements. This effort demonstrates WCG's ability to support large-scale disaster recovery missions, deploy surge resources efficiently, and execute complex restoration work while maintaining schedule, quality, and safety objectives.

- **2024 – Hurricane Helene (Category 4); Florida Big Bend Region.** WCG mobilized personnel, equipment, and supervisory resources to support debris removal, site stabilization, and restoration activities in areas impacted by severe wind damage, flooding, and infrastructure disruptions. Work was performed under accelerated schedules to assist affected communities in restoring access, public safety, and critical services.

- **2024 – Hurricane Milton (Category 5); State of Florida.** WCG deployed surge-response resources in support of large-scale post-storm recovery operations. Personnel, equipment, and logistics systems were coordinated to support debris management, emergency restoration, and infrastructure recovery activities while maintaining operational flexibility, safety compliance, and responsiveness under rapidly evolving field conditions.

- **2024 – Hurricane Beryl; Houston Metropolitan Area, Texas.** WCG supported recovery operations following widespread wind damage, flooding, and utility disruptions throughout the Houston metropolitan region. Crews and equipment were mobilized to assist with debris removal, access restoration, and emergency response activities while maintaining environmental controls, public safety measures, and schedule-driven performance requirements in a densely populated urban environment.

Collectively, these hurricane-response deployments demonstrate WCG's ability to rapidly scale operations, coordinate multiple crews and subcontractors, manage complex logistics, and execute recovery missions across large geographic areas under high-risk conditions. WCG has consistently

delivered debris-removal and restoration operations requiring continuous oversight, disciplined documentation, regulated hauling and disposal, and close coordination with public owners, emergency-management personnel, and inspectors.

This experience positions WCG to support the City of Suffolk's emergency road clearance, debris collection, hauling, TDDS management, debris reduction, disposal, and FEMA reimbursement objectives through a scalable, well-controlled, and audit-ready operational approach.

Following these large-scale hurricane-response deployments, WCG has also executed a series of representative debris-removal contracts under municipal, county, parish, and federally influenced programs that closely mirror the operational and compliance requirements of the City of Suffolk's Scope of Services. While emergency deployments demonstrate rapid mobilization and surge capability, these structured projects reflect WCG's ability to sustain production under monitored conditions, maintain strict eligibility controls, and deliver documentation necessary to support reimbursement and project closeout. The representative projects below further demonstrate WCG's capability to provide disciplined, compliant, and scalable debris-removal services aligned with the City's operational and reimbursement objectives.

6.2 Past Performance and References

WCG's representative projects described below are comparable in scope, scale, and operational complexity to the services required under this RFP. These projects demonstrate WCG's experience executing debris-removal operations under federally influenced and locally administered programs requiring strict eligibility controls, continuous monitoring, regulated hauling and disposal, environmental stewardship, and disciplined documentation.

Through these efforts, WCG has consistently demonstrated the ability to manage waterway debris-removal operations in monitored environments, coordinate multiple concurrent work fronts, and maintain compliance with regulatory, environmental, and documentation requirements. This experience reflects a proven ability to deliver debris-removal services that align directly with FEMA Public Assistance expectations and the operational, compliance, and reimbursement requirements of the Acadia Parish program.

6.2.1 City of Valdosta, Georgia

Project: NRCS EWP Stream Clearing and Snagging Program
Role: Prime Contractor
Contract Value: [redacted]
Period of Performance: 11/21/2025 – 1/10/2026
Scope: WCG served as Prime Contractor for a federally influenced debris-removal and drainage-restoration program executed under USDA/NRCS Emergency Watershed Protection requirements. Work included removal of storm-generated vegetative debris – such as fallen trees, leaning trees, root balls, and woody obstructions – from defined waterway corridors using controlled mechanical extraction, hauling, and environmentally compliant removal methods. Operations were conducted under continuous coordination with owner representatives and oversight personnel, requiring strict adherence to eligibility criteria, environmental constraints, and documentation protocols. Key outcomes:

- Restored hydraulic flow across multiple NRCS-designated waterways through removal of debris, obstructions, and storm-damaged vegetation
- Executed debris removal and drainage restoration under continuous federal and municipal oversight in a permit-driven environment

- Performed controlled debris processing, staging, and disposal at approved facilities in accordance with NRCS and environmental requirements
- Maintained strict compliance with eligibility, documentation, and inspection protocols while coordinating daily with City and federal representatives

Relevance to Acadia: Demonstrates Prime Contractor execution under federal eligibility requirements with continuous inspection, controlled mechanical loading and haul-out, environmental compliance, and disciplined documentation processes directly aligned with monitored, FEMA-influenced debris-removal operations.

6.2.2 St. Tammany Parish Government, Louisiana

Project: Waterway Debris Removal Program – Phase I and Phase II
Role: Prime Partnership (WCG performed field operations)
Contract Value: Phase I - [redacted]; Phase II - [redacted]
Period of Performance: Phase I 11/5/2022 – 5/7/2023; Phase II 5/10/2025 – 10/10/2025
Scope: WCG executed multiphase debris-removal operations across parish waterways, including removal of storm-generated vegetative debris, access management, controlled mechanical loading, hauling to approved facilities, environmental protection, and restoration of disturbed areas. Work was performed under continuous coordination with Parish officials, inspectors, and monitoring personnel, with operations structured to maintain compliance with permit conditions and documentation requirements. Key outcomes:

- Removed debris across more than 72 miles of parish waterways under continuous monitoring
- Executed phased operations across multiple concurrent work fronts to sustain production
- Managed large volumes of vegetative debris with controlled mechanical loading and regulated hauling
- Maintained continuous coordination with Parish officials and inspectors, supporting compliant documentation and project closeout
- Restored hydraulic flow across bayous and waterways through controlled removal of obstructions and debris

Relevance to Acadia: Demonstrates the ability to manage large-scale, parish-led waterway debris-removal programs in Louisiana under monitored conditions, including phased execution, access and offload coordination, hauling logistics, and sustained production across extended linear corridors.

6.2.3 Augusta–Richmond County, Georgia

Project: Waterway Debris Removal and Corridor Clearing Program
Role: Prime Partnership (Field Operations Lead)
Contract Value: [redacted]
Period of Performance: 7/1/2025 – 11/30/2025
Scope: WCG performed debris removal across waterways, floodplains, and buffer zones, utilizing controlled mechanical methods to remove trees, brush, vines, and storm debris. Operations included debris segregation, loading, hauling, disposal, traffic coordination, and restoration in a populated municipal environment with active public interfaces and infrastructure constraints. Key outcomes:

- Performed debris removal across approximately 41 miles of waterways, floodplains, and buffer zones

- Deployed multiple crews in a populated environment with concurrent work fronts and active public interfaces
- Executed controlled debris segregation, hauling, and disposal under environmental and access constraints
- Maintained safe operations and compliance while coordinating with County representatives and inspectors

Relevance to Acadia: Demonstrates controlled debris-removal execution in populated and infrastructure-adjacent environments, with emphasis on safe hauling practices, environmental compliance, and coordination with public stakeholders under regulated conditions.

6.2.4 Robeson County, North Carolina

Project: Countywide Waterway Debris Removal Program
Role: Subcontractor
Contract Value: [redacted]
Period of Performance: 11/8/2025 - 5/17/2026
Scope: WCG is currently supporting large-scale storm-debris removal operations across an extensive county waterway network, coordinating multiple crews and equipment spreads for debris collection, loading, hauling, staging, disposal, and documentation under county and regulatory oversight. Operations involve concurrent work fronts, distributed crew deployment, and continuous coordination with monitoring and oversight personnel. Key outcomes:

- Supporting debris removal operations across approximately 483 miles of waterways under ongoing countywide deployment
- Managing multiple crews and equipment spreads operating concurrently across geographically dispersed work areas
- Sustaining high-volume debris removal, hauling, and disposal operations under continuous monitoring and oversight
- Maintaining production, documentation accuracy, and compliance across extended operational durations

Relevance to Acadia: Demonstrates the ability to sustain debris-removal production across multiple work fronts, rapidly scale crews and equipment, and maintain compliance and documentation integrity across geographically dispersed waterways following major storm events.

6.2.5 Ashe County, North Carolina

Project: Hurricane Helene Waterway Debris Removal and Restoration Program
Role: Subcontractor (Field Operations Lead)
Contract Value: [redacted]
Period of Performance: 2/21/2025 – 6/30/2025
Scope: WCG performed waterway debris removal under a federally administered U.S. Army Corps of Engineers (USACE) program following Hurricane Helene. Work included removal of storm-generated vegetative debris – including fallen trees, root balls, and woody obstructions – from waterways and adjacent corridors in mountainous, access-constrained environments. Operations involved controlled mechanical extraction, loading, hauling, and disposal under continuous federal oversight. Key outcomes:

- Executed debris-removal operations across geographically dispersed waterways under continuous federal inspection and oversight

- Managed multiple crews and equipment spreads operating concurrently in mountainous and access-constrained environments
- Performed controlled mechanical extraction while maintaining defined work limits and protecting adjacent infrastructure and environmental features
- Sustained production under dynamic field conditions requiring ongoing adjustments to access, sequencing, and resource deployment
- Maintained disciplined production tracking, documentation, and coordination with federal and local stakeholders to support compliance verification and program closeout

Relevance to Acadia: Demonstrates execution under federally monitored, permit-driven conditions requiring strict eligibility control, continuous inspection, and disciplined documentation – directly aligning with Acadia Parish requirements for task-order execution, multi-waterway operations, and reimbursement-driven debris removal.

Across these programs, WCG has performed debris-removal operations across hundreds of miles of waterways, supporting concurrent multi-crew deployments, sustained production under monitoring, and compliant load tracking and disposal.

6.2.6 References

WCG provides the following client references for representative projects of similar scope, complexity, and regulatory environment. These references are familiar with WCG's performance in monitored debris-removal operations and can attest to our ability to execute work safely, maintain compliance with eligibility and documentation requirements, and deliver reliable results under public-sector oversight. Past Performance Questionnaires are located in **Appendix B**.

Client Name	Services Provided	Period of Performance	Client Manager Name	Contact Information
City of Valdosta, GA	Federally influenced debris removal under NRCS EWP, including eligibility determination, mechanical loading, hauling, staging, disposal, environmental controls, inspection coordination, and drainage restoration across multiple waterways.	11/21/2025 – 1/10/2026	[redacted]	[redacted]
Relevance: Federally monitored waterway debris removal with drainage restoration and strict compliance aligned with FEMA-reimbursable operations.				
East Feliciana Parish, LA	Waterway debris removal across approximately 37 miles of storm-impacted waterways, including controlled mechanical extraction, access and offload coordination, regulated hauling and disposal, and stabilization/restoration of disturbed areas under inspection checkpoints and documentation practices consistent with federally aligned watershed work.	3/28/24 - 8/9/24	[redacted]	[redacted]
Relevance: Parish-led waterway debris removal program demonstrating controlled multi-waterway execution, environmental compliance, coordinated access and disposal logistics, and disciplined documentation in a monitored, inspection-driven environment aligned with FEMA-funded debris operations.				

Augusta-Richmond County, GA	Waterway debris removal across approximately 41 miles of streams, floodplains, and buffer zones, including mechanical extraction, hauling, compliant processing/disposal, environmental controls, and inspection-aligned documentation under municipal and federally influenced oversight.	2/21/2025 – 6/30/2025	[redacted]	[redacted]
Relevance: Multi-waterway debris removal across linear corridors with concurrent crews, controlled mechanical operations, environmental compliance, and disciplined documentation under inspection-driven and monitoring-intensive conditions.				

Table 3: WCG Project References. Summarizes verified client relationships supporting past performance credibility

6.3 Summary of Capability

WCG approaches debris-removal programs of this type with the understanding that successful execution is measured not only by production, but by the ability to deliver consistent, defensible results under scrutiny. The Parish's objectives – timely debris removal, regulatory compliance, and reimbursement eligibility – require a contractor capable of maintaining control across all aspects of the operation, even as conditions evolve.

Our experience in monitored, permit-driven environments has shaped an operating model that emphasizes accountability, coordination, and disciplined field execution. This includes maintaining clear lines of authority, ensuring alignment between field activity and documentation, and sustaining communication with Parish representatives and monitoring personnel so that decisions are informed, timely, and consistent with program requirements.

WCG recognizes that debris-removal operations in active waterways present ongoing challenges related to access, environmental constraints, and concurrent work across multiple locations. These challenges are addressed through structured planning, scalable resource deployment, and continuous oversight in the field, allowing operations to adapt without compromising safety, compliance, or documentation integrity.

As a result, WCG delivers debris-removal services as a controlled, reliable operation that maintains consistency from initial mobilization through final closeout. This approach reduces risk to the Parish, supports efficient administration of the program, and ensures that all work performed remains aligned with regulatory requirements and reimbursement expectations.

WCG's integrated approach reduces execution risk, maintains compliance throughout operations, and supports efficient reimbursement, providing Acadia Parish with a reliable and controlled debris-removal solution

Addenda Acknowledgement

Project: Acadia Parish Police Jury Marine Debris Removal – RFP

Company: Wright Construction Group LLC

Addenda No: 1

Addenda Date: 6.2.26

Addenda No: 2

Addenda Date: 6.11.26

Addenda No: 3

Addenda Date: 6.23.26

Addenda No: 4

Addenda Date: 6.26.26

Signature: _____ **Date:** 6.26.2026

Certification Statement

EXHIBIT "C" CERTIFICATION STATEMENT

The undersigned hereby acknowledges she/he has read and understands all requirements and specifications of the Request for Proposals (RFP), including attachments.

OFFICIAL CONTACT. The Parish requests that the Proposer designate one person to receive all documents and the method in which the documents are best delivered. Identify the Contact name and fill in the information below:

Date 6.24.2026 Official Contact Name: Bernard M Wright

A. E-mail Address: bernard.wright@wrightconstructiongrp.com

B. Facsimile Number with area code: ( )

C. US Mail Address: 2829 Montana Ave Suite A300 | El Paso, TX 79903

Proposer certifies that the above information is true and grants permission to the Parish or Agencies to contact the above-named person or otherwise verify the information provided.

By its submission of this proposal and authorized signature below, Proposer certifies that:

1. The information contained in its response to this RFQ/RFP is accurate;
2. Proposer complies with each of the mandatory requirements listed in the RFQ/RFP and will meet or exceed the functional and technical requirements specified therein;
3. Proposer accepts the procedures, evaluation criteria, mandatory contract terms and conditions, and all other administrative requirements set forth in this RFQ/RFP.
4. Proposer's quote is valid for at least 90 days from the date of proposal's signature below;
5. Proposer understands that if selected as the successful Proposer, he/she will have 30 business days from the date of delivery of final contract in which to complete contract negotiations, if any, and execute the final contract document.

Authorized Signature:

Typed or Printed Name: Bernard M Wright

Title: President & CEO

Company Name: Wright Construction Group LLC

Address: 2829 Montana Ave Suite A300

City: El Paso State: TX Zip: 79903

6.24.2026

Signature of Proposer's Authorized Representative Date

Authorized Signature Page

Project: Acadia Parish Police Jury Marine Debris Removal – RFP

Company: Wright Construction Group LLC

Authorized Representative: Bernard M. Wright, CEO/Founder

Signature: _____ **Date:** 6.24.2026

Completed Price Sheet

EXHIBIT "B" – COST PROPOSAL
ACADIA PARISH POLICE JURY
EMERGENCY WATERWAY DEBRIS REMOVAL SERVICES

Name of Contractor:	Wright Construction Group LLC		
Address:	2829 Montana Ave, Suite A300	**City, State, Zip:**	El Paso, TX 79903
Telephone:	504.272.5022	**Authorized Signature:**	
Printed Name:	Bernard Wright	**Title:**	Chief Executive Officer
Date:	6.26.26	**LA Contractor's License No.:**	74460
Addenda Acknowledged:	Add 1 6.2.26, Add 2 6.11.26, Add 3 6.23.26, Add 4 6.26.26		

FEE SCHEDULE — ACADIA PARISH POLICE JURY WATERWAY DEBRIS REMOVAL SERVICES

Item No.	Description of Work	Unit	Est. Unit Cost ($/CY)	Est. Quantity (CY)*	Estimated Total ($)*
1A	LAND-BASED VEGETATIVE STORM DEBRIS REMOVAL: Removal of vegetative storm debris from all Parish waterways assigned on a Task Order basis via land-based operations. Contractor shall load, haul and dispose vegetative debris at the designated LDEQ approved vegetative disposal/processing site using land-based machinery only. Payment on a cubic yard basis for actual volume of waste. If debris is accessible by land, it shall be paid under this line item even if removed via water-based machinery. Tipping fees passed through at actual cost without markup.	CY	[redacted]	[redacted]	[redacted]
1B	WATER-BASED VEGETATIVE STORM DEBRIS REMOVAL: Removal of vegetative storm debris from all Parish waterways assigned on a Task Order basis via water-based operations (barge/boat). Contractor shall load, haul and dispose vegetative debris at the designated LDEQ approved vegetative disposal/processing site. Payment on a cubic yard basis for actual volume of waste. Tipping fees passed through at actual cost without markup.	CY	[redacted]	[redacted]	[redacted]
2A	LAND-BASED CONSTRUCTION & DEMOLITION (C&D) STORM DEBRIS REMOVAL: Removal of all C&D storm debris from designated waterways assigned on a Task Order basis via land-based operations. Contractor will load, haul and dispose at a Contractor-designated Type III landfill approved by LDEQ. If debris is accessible by land it shall be paid under this line item even if removed via water-based machinery. Tipping fees passed through at actual cost without markup.	CY	[redacted]	[redacted]	[redacted]
2B	WATER-BASED CONSTRUCTION & DEMOLITION (C&D) STORM DEBRIS REMOVAL: Removal of all C&D storm debris from designated waterways assigned on a Task Order basis via water-based operations. Contractor will load, haul and dispose at a Contractor-designated Type III landfill approved by LDEQ. Payment on a cubic yard basis for actual volume of waste. Tipping fees passed through at actual cost without markup.	CY	[redacted]	[redacted]	[redacted]

3	MANAGEMENT, REDUCTION (BY GRINDING), AND PROCESSING OF ALL VEGETATIVE DEBRIS: Includes site preparation and layout; management, maintenance and operation of disposal site; receiving, sorting, and segregation of vegetative debris; furnishing materials, supplies, labor, tools and equipment; maintenance of internal roadways; traffic control, dust control, drainage/erosion control; inspection towers,, lighting, all required permits, environmental monitoring, safety measures; construction of internal roadways; and closure/remediation of Acadia Parish Police Jury-owned disposal site. Vegetative debris must be continually reduced by chipping as delivered on-site.	CY	[redacted]	[redacted]	[redacted]
4	LOADING, HAULING, AND FINAL DISPOSAL OF ALL REDUCED VEGETATIVE DEBRIS. Includes loading, hauling, and final disposal per LDEQ regulations of all reduced/mulched material from Line Item 3 to the Final Disposal Site.	CY	[redacted]	[redacted]	[redacted]
ESTIMATED TOTAL PROPOSAL VALUE (Budgetary Reference Only — Actual payment based on verified CY load-ticket quantities)				[redacted]	**$1,395,010.00**

*	**IMPORTANT NOTES REGARDING THIS COST PROPOSAL**
1.	UNIT COST ($/CY) cells highlighted in YELLOW are the **BINDING** bid rates submitted based on the RFP requirements.
2.	Estimated Quantities (CY) are WCG's internal budgetary projections based on the Acadia Parish GIS debris maps and field experience. These are **NOT** guaranteed volumes — actual quantities will be based on productivity achieved during an activation..
3.	Estimated Totals are for INTERNAL PLANNING ONLY and are not submitted as part of Exhibit B. Only the Unit Cost ($/CY) column is required by the RFP.
4.	Tipping fees for Items 1A, 1B, 2A, and 2B are passed through to the Parish at actual cost WITHOUT markup, per RFP Section 1.3.11.1.C.

Authorized Signature of Proposer's Representative: [signature] **Date:** 6.24.2026

WCG PRICING ASSUMPTIONS & RATE JUSTIFICATION — ACADIA PARISH MARINE DEBRIS RFP

SECTION	**ITEM 1A — LAND-BASED VEGETATIVE DEBRIS REMOVAL** [redacted]
Labor	Crew of 6 (operator + laborers) @ [redacted] blended rate
Equipment	Excavator w/ grapple + 2 debris trucks @ [redacted] combined
Production	Estimated [redacted] crew-day on accessible bayou banks
Disposal	Tipping fee passed through at cost (no markup)
Rate Analysis Risk	FEMA DR-4611 (Ida) LA waterway contracts averaged [redacted] land-based

SECTION	**ITEM 1B — WATER-BASED VEGETATIVE DEBRIS REMOVAL** [redacted]
Labor	Crew of 6–8 including marine operator @ [redacted] blended
Equipment	Barge + push boat + excavator/crane @ [redacted] combined
Access premium	[redacted] over land-based reflecting limited bayou access, barge logistics, wetland permitting constraints
Production	Estimated [redacted] crew-day on water-only access areas
Rate Analysis Risk	Louisiana DR-4277/4559/4611 barge debris contracts: [redacted] range

SECTION	**ITEM 2A — LAND-BASED C&D DEBRIS REMOVAL** [redacted]
Premium over 1A	[redacted] for heavier loads, separate waste stream sorting, Type III landfill haul vs. reduction site
Equipment	Heavier grapple/clamshell bucket; reinforced dump trucks for C&D
Rate Analysis Risk	Louisiana C&D waterway debris: [redacted] (DR-4611 contracts)

SECTION	ITEM 2B — WATER-BASED C&D DEBRIS REMOVAL [redacted]
Premium over 2A	[redacted] or barge access combined with C&D handling complexity
Rate Analysis Risk	Comparable barge C&D removal: [redacted] in south Louisiana
SECTION	**ITEM 3 — GRINDING / REDUCTION OF VEGETATIVE DEBRIS** [redacted]
Equipment	Tub grinder / horizontal grinder + site management
Includes	Site prep, dust/erosion control, inspection towers, environmental monitoring, site closure
Rate Analysis Risk	FEMA PA grinding rates: [redacted]
SECTION	**ITEM 4 — LOADING, HAULING & FINAL DISPOSAL OF REDUCED MATERIAL** [redacted]
Scope	Outbound haul of mulched material from DMS to final landfill/end-user
Variable	Final disposal cost depends on haul distance — adjust if awarded
Rate Analysis Risk	Final haul-out of mulch in Louisiana: [redacted] depending on haul distance
CONVERSION	LF to CY CONVERSION GUIDE (for WCG Internal Reference)
Formula	CY = LF × (avg. debris width in ft) × (avg. debris depth in ft) / 27
Bayou example	100 LF × 8 ft wide × 4 ft debris depth / 27 = ~119 CY
Note	Actual CY certified by QA/QC Monitor per FEMA protocol at disposal tower. Document pre/post conditions with photos.
KEY RISKS	PRICING RISK FACTORS TO MONITOR
Access	Many Acadia Parish waterways require wetland matting — cost built into unit rates but reassess if >50% requires mats
Haul distance	DMS to final landfill distance not specified — Item 4 rate may need adjustment after award
Shallow draft	RFP notes variable draft; shallow-draft barge day-rate premium may compress Item 1B margin
Weather	Louisiana summer/hurricane season: mobilization cost risk on standby days not billed

WCG PRICING ASSUMPTIONS & RATE JUSTIFICATION — ACADIA PARISH MARINE DEBRIS RFP

SECTION	ITEM 1A — LAND-BASED VEGETATIVE DEBRIS REMOVAL [redacted]
Labor	Crew of 6 (operator + laborers) @ [redacted] blended rate
Equipment	Excavator w/ grapple + 2 debris trucks @ [redacted] combined
Production	Estimated [redacted] crew-day on accessible bayou banks
Disposal	Tipping fee passed through at cost (no markup)
Rate Analysis Risk	FEMA DR-4611 (Ida) LA waterway contracts averaged [redacted] land-based

SECTION	ITEM 1B — WATER-BASED VEGETATIVE DEBRIS REMOVAL [redacted]
Labor	Crew of 6–8 including marine operator @ [redacted] blended
Equipment	Barge + push boat + excavator/crane @ [redacted] combined
Access premium	[redacted] over land-based reflecting limited bayou access, barge logistics, wetland permitting constraints
Production	Estimated [redacted] crew-day on water-only access areas
Rate Analysis Risk	Louisiana DR-4277/4559/4611 barge debris contracts: [redacted]

SECTION	ITEM 2A — LAND-BASED C&D DEBRIS REMOVAL [redacted]
Premium over 1A	[redacted] for heavier loads, separate waste stream sorting, Type III landfill haul vs. reduction site
Equipment	Heavier grapple/clamshell bucket; reinforced dump trucks for C&D
Rate Analysis Risk	Louisiana C&D waterway debris: [redacted] DR-4611 contracts)

SECTION	ITEM 2B — WATER-BASED C&D DEBRIS REMOVAL [redacted]
Premium over 2A	[redacted] for barge access combined with C&D handling complexity
Rate Analysis Risk	Comparable barge C&D removal [redacted] in south Louisiana

SECTION	ITEM 3 — GRINDING / REDUCTION OF VEGETATIVE DEBRIS [redacted]
Equipment	Tub grinder / horizontal grinder + site management
Includes	Site prep, dust/erosion control, inspection towers, environmental monitoring, site closure
Rate Analysis Risk	FEMA PA grinding rates: [redacted]

SECTION	ITEM 4 — LOADING, HAULING & FINAL DISPOSAL OF REDUCED MATERIAL [redacted]
Scope	Outbound haul of mulched material from DMS to final landfill/end-user
Variable	Final disposal cost depends on haul distance — adjust if awarded
Rate Analysis Risk	Final haul-out of mulch in Louisiana: [redacted] depending on haul distance

CONVERSION	LF to CY CONVERSION GUIDE (for WCG Internal Reference)
Formula	CY = LF x (avg. debris width in ft) x (avg. debris depth in ft) / 27
Bayou example	100 LF x 8 ft wide x 4 ft debris depth / 27 = ~119 CY
Note	Actual CY certified by QA/QC Monitor per FEMA protocol at disposal tower. Document pre/post conditions with photos.

KEY RISKS	PRICING RISK FACTORS TO MONITOR
Access	Many Acadia Parish waterways require wetland matting — cost built into unit rates but reassess if >50% requires mats
Haul distance	DMS to final landfill distance not specified — Item 4 rate may need adjustment after award
Shallow draft	RFP notes variable draft; shallow-draft barge day-rate premium may compress Item 1B margin
Weather	Louisiana summer/hurricane season: mobilization cost risk on standby days not billed

Bonding Letter

Higginbotham™

April 29, 2026

For Bidding Purposes

RE: Bond Reference Letter for Wright Construction Group, LLC

To Whom It May Concern:

We are pleased to provide this letter on behalf of our valued client Wright Construction Group, LLC. Over the years, Wright Construction Group, LLC, has proven to be an innovator in the industry with an experienced leadership team and a history of successfully completing projects. They are a valued client and we highly recommend them to you.

Wright Construction Group, LLC, currently has a bonding program with Berkshire Hathaway Specialty Insurance Company that includes the capacity to bond projects in excess of $30,000,000 with an aggregate of $60,000,000. We would favorably consider any reasonable request for this exceptional client.

The surety's support of such a request is based upon review of normal underwriting considerations at the time of the bond request including, but not limited to, review of file updates, indemnity, contract terms, project scope, job location, and bond forms.

This letter is not a guarantee of support or an assumption of liability. Therefore, we assume no 3rd party liability, as bonding is a matter between Wright Construction Group, LLC, and their surety.

Berkshire Hathaway Specialty Insurance Company is rated A++ XV by A.M. Best, Inc., and licensed in all 50 states. They are one of the recognized leaders in the surety industry. Additionally, Berkshire Hathaway Specialty Insurance Company is listed and holds a Certificate of Authority on the Department of the Treasury Circular 570.

If you require additional information, please do not hesitate to call me.

Sincerely,

Blaine Allen

Blaine Allen
Construction & Surety

6101 S Broadway Ave., Ste 430, Tyler, TX 75703 | Ph: 214-471-8328 | E: blallen@higginbotham.net

Certificate of Insurance

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 2/26/2026

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 The Baldwin Group Personal Insurance, LLC 4211 West Boy Scout Blvd. Suite 165 Tampa FL 33607	CONTACT NAME: Certificates Team PHONE (A/C, No, Ext): 855-447-2873 FAX (A/C, No): 813-434-2015 E-MAIL ADDRESS: certificates.msol@baldwin.com
INSURED Wright Construction Group LLC 2829 Montana Ave, Suite A300 El Paso, TX 79903	WRIGCON-05

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : American Interstate Insurance	31895
INSURER B : Admiral Insurance Company	24856
INSURER C : Progressive Southeastern Insur	38784
INSURER D : Aspen American Insurance Compa	43460
INSURER E :	
INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** [redacted] **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	X COMMERCIAL GENERAL LIABILITY			[redacted]	4/10/2025	4/10/2026	EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 300,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 2,000,000
	X POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$ 2,000,000
	OTHER:							$
C	AUTOMOBILE LIABILITY			[redacted]	2/11/2026	2/11/2027	COMBINED SINGLE LIMIT (Ea accident)	$ 750,000
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY X SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	$
	DED RETENTION $							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	N/A		[redacted]	9/12/2025	9/12/2026	X PER STATUTE OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N Y						E.L. EACH ACCIDENT	$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000
D	Inland Marine			[redacted]	1/22/2026	1/22/2027	Each Claim Limit	595,500

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Bernard Wright is excluded from workers compensation coverage.
For Informational Purposes

CERTIFICATE HOLDER

Wright Construction Group LLC
2829 Montana Ave, Suite A300
El Paso, TX 79903

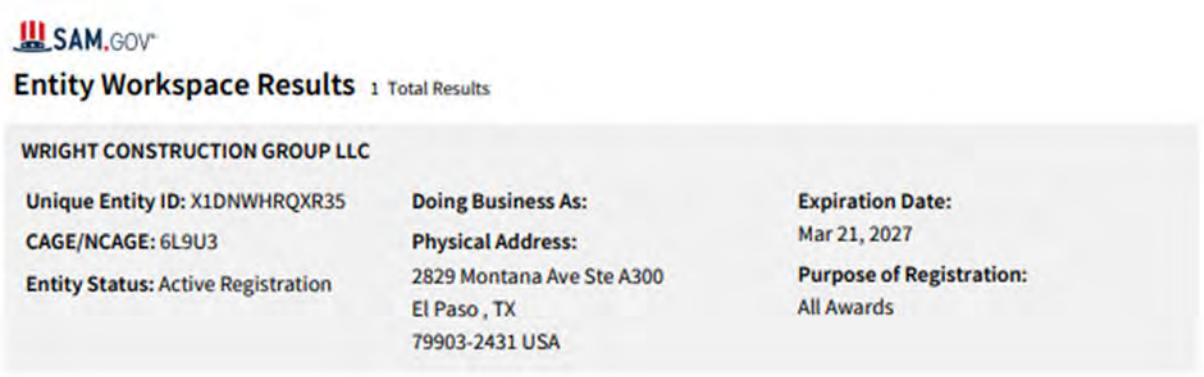
CANCELLATION

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

ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD

Proof of SAM Registration



SAM.GOV

Entity Workspace Results 1 Total Results

WRIGHT CONSTRUCTION GROUP LLC

Unique Entity ID: X1DNWHRQXR35
CAGE/NCAGE: 6L9U3
Entity Status: Active Registration

Doing Business As:
Physical Address:
2829 Montana Ave Ste A300
El Paso , TX
79903-2431 USA

Expiration Date:
Mar 21, 2027
Purpose of Registration:
All Awards

Proof of Good Standing with the Louisiana Secretary of State

UNITED STATES OF AMERICA

State of Louisiana

Nancy Landry

SECRETARY OF STATE

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

WRIGHT CONSTRUCTION GROUP LLC

A limited liability company domiciled in SPICEWOODTX, TEXAS,

Filed charter and qualified to do business in this State on June 30, 2022,

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

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

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

June 1, 2026

Nancy Landry

Secretary of State

Web 44999905Q

STATE OF LOUISIANA · UNION · JUSTICE · CONFIDENCE · SECRETARY OF STATE

Certificate ID: 12205023#XBF52

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

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Federal Contract Compliance (FEMA)

FEDERAL CONTRACT COMPLIANCE (FEMA)

In the event performance of this Agreement will be funded in whole or in part by federal funds, the Contractor shall comply with the following provisions, as applicable:

[Federally Assisted Construction Contracts]
1. **Equal Employment Opportunity (41 C.F.R. Part 60).** During the performance of this Agreement, the Contractor agrees as follows:

(a) The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity or national origin. The Contractor will take affirmative steps to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity or national origin. Such action shall include but not be limited to the following:

Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

(b) The Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity or national origin.

(c) The Contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the Contractor's legal duty to furnish information.

(d) The Contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representative of the contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

(e) The Contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.

(f) The Contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations and orders.

(g) In the event of the Contractor's noncompliance with the non-discrimination clauses of this contract or with any of the said rules, regulations or orders, this contract may be canceled, terminated, or suspended in whole or in part and the Contractor may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such further sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

(h) The Contractor will include the foregoing provisions in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The Contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance. Provided, however, that in the event a Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency, the Contractor may request the US to enter into such litigation to protect the interest of the US.

[Federally Assisted Construction Contracts in excess of $2,000]

2. **Davis-Bacon Act (40 U.S.C. §§ 3141-3144 and 3146-3148).**

(a) All transactions regarding this agreement shall be in compliance with the Davis-Bacon Act (40 U.S.C. §§ 3141-3144 and 3146-3148) and the requirements of 29 C.F.R. Part 5 as may be applicable. The Contractor shall comply with the Davis-Bacon Act (40 U.S.C. §§ 3141-3144 and 3146-3148) and the requirements of 29 C.F.R. Part 5 as applicable.

(b) Contractors are required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination by the Secretary of Labor. Additionally, Contractors are required to pay wages not less than once per week.

[Federally Assisted Contract for Construction or Repair in excess of $2,000]

3. **Copeland Anti-Kickback Act (40 U.S.C. § 3145).**

(a) Contractor shall comply with 18 U.S.C. § 874, 40 U.S.C. § 3145, and the requirements of 29 C.F.R. Part 3 as may be applicable, which are incorporated by reference into this Agreement.

(b) The Contractor or subcontractor(s) shall insert in any subcontracts the clause above and such other clauses as FEMA may by appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime Contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with all of these contract clauses.

(c) A breach of the contract clauses above may be grounds for termination of the Agreement, and for debarment as provided in 29 C.F.R. § 5.12.

4. **Contract Work and Hours Safety Standards Act (40 U.S.C. §§ 3701-3708).**

(a) Overtime Requirements. No contractor or subcontractor contracting for any part of the contract work described herein which may require the employment of laborers or mechanics shall require or permit any such employee in any workweek in which he/she is employed to work in excess of forty hours in such workweek unless such employee receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

(b) Violation; liability for unpaid wages; liquidated damages. In the event of a violation of this section, the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work performed under contract for the District of Columbia or a territory, to such District or territory), for liquidated damages. Such liquidated damages shall be computed with respect to each employee employed in violation of this section, in the sum of $26 for each calendar day on which such employee was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by this section.

(c) Withholding for unpaid wages and liquidated damages. The state or county shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or any other federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor , such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in this section.

(d) Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clauses set forth in this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in this section.

[Contracts awarded in excess of $150,000 under a federal grant]

5. **Clean Air Act and Federal Water Pollution Control Act.**

(a) Clean Air Act (42 U.S.C. §§ 7401, et seq.). The Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended. The Contractor agrees to report each violation to the County and understands and agrees that the County will, in turn, report each violation as required to assure notification to the FEMA, and the appropriate EPA Regional Office. The Contractor agrees to include these requirements in each subcontract exceeding $150,000 financed in whole or in part with federal FEMA assistance.

(b) Federal Water Pollution Control Act (33 U.S.C. §§ 1251, et seq.) The Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Federal Water Pollution Control Act, as amended. The Contractor agrees to report each violation to the County and understands and agrees that the County will, in turn, report each violation as required to assure notification to the FEMA, and the appropriate EPA Regional Office. The Contractor agrees to include these requirements in each subcontract exceeding $150,000 financed in whole or in part with federal FEMA assistance.

6. **Debarment and Suspension.**

(a) In the event this Agreement is a "covered transaction" as defined in 2 C.F.R. Part. 180 and Part 3000, the contractor is required to verify that the contractor, its principals or affiliates, are not excluded (as defined in 2 C.F.R. § 180.940) or disqualified (as defined in 2 C.F.R. § 180.935).

(b) If applicable, the contractor must comply with 2 C.F.R. Part. 180, subpart C and 2 C.F.R. Part 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

(c) This certification is a material representation of fact relied upon by the state and county. If it is later determined that the contractor did not comply with 2 C.F.R. Part 180, subpart C and 2 C.F.R. Part 3000, subpart C, in addition to remedies available to the state and county, the federal government may pursue available remedies, including but not limited to suspension and/or debarment.

(d) The bidder or proposer agrees to comply with the requirements of 2 C.F.R. Part 180, subpart C and 2 C.F.R. Part 3000, subpart C while any bid or proposal is valid and throughout the period of any Agreement that may arise therefrom. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

[Contract of $100,000 or more under a federal grant]

7. **Byrd Anti-Lobbying Amendment (31 U.S.C. § 1352).**

Contractors who apply or bid for an award of $100,000 or more shall file the required certification (**APPENDIX A, 44 C.F.R. PART 18 - CERTIFICATION REGARDING LOBBYING**). Each tier certifies to the tier above that it will not and has not use federal appropriated funds to pay any person or organization for influencing or attempting to influence an office or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-federal funds that takes place in connection with obtaining any federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certifications to the awarding agency.

8. **Procurement of Recovered Materials.**

(a) In the performance of this Agreement, the Contractor shall make maximum use of products containing recovered materials that are EPA designated items unless the product cannot be acquired: competitively within a timeframe providing for compliance with the contract performance schedule; meeting contract performance requirements; or at a reasonable price. Information about this requirement, along with a list of EPA designated items, is available at EPA's Comprehensive Procurement Guidelines website, https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program

(b) The Contractor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act.

9. **Procurement of Recovered Materials (2 C.F.R. § 200.323)**. A non–Federal entity that is a state agency or agency of a political subdivision of a state and its contractors must comply with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 C.F.R. Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds $10,000 or the value of the quantity acquired during the preceding fiscal year exceeded $10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

10. **Prohibition on Covered Telecommunications Equipment/Services (2 C.F.R. § 200.216).**

(a) Pursuant to Section 889, Public Law No.: 115-232 and 2 C.F.R. § 200.216, the recipient, its contractors and subcontractors may not use loan or grant funds from the federal awarding agency to: (1) procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of a system; (2) enter, extend, or renew a contract to procure or obtain equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of a system; (3) enter, extend or renew contracts with entities that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of a system; or (4) provide, as part of its performance of contract, subcontract, or other contractual instrument, any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of a system.

(b) This provision shall not be construed to: (a) prohibit a contractor from providing a service that connects to the facilities of a third-party, such as backhaul, roaming, or interconnection arrangements; or (b) cover telecommunications equipment that cannot route or redirect user data traffic or permit visibility into any user data or packets that such equipment transmits or otherwise handles. By necessary implication and regulation, the prohibitions also do not apply to: covered telecommunications equipment or services that are not used as a substantial or essential component of any system and are not used as critical technology of any system; or other telecommunications equipment or services that are not considered covered telecommunications equipment or services.

(c) As described in Section 889, Public Law No.: 115-232, "covered telecommunications equipment or services" means any of the following: (1) Telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities); (2) For the purpose of public safety, security of government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities); (3) Telecommunications or video surveillance services provided by such entities or using such equipment; (4) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country; and (5) systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system.

(d) If the contractor identifies covered telecommunications equipment or services used as a substantial or essential component of any system or as critical technology as part of any system, during the performance of the agreement, or contractor is notified of such by a subcontractor at any tier or by any other source, the contractor shall report the information to the FEMA funding recipient. The Contractor shall report the following information:

Within one business day from the date of such identification or notification: Contract Number; order number(s); supplier name; supplier unique entity identifier; supplier Commercial and Government Entity (CAGE) code; brand; model; model number; item description; and any readily available information about mitigation actions undertaken or recommended.

Within 10 business days of submitting the aforementioned information: Any further available information about mitigation actions undertaken or recommended. In addition, the contractor shall describe the efforts it undertook to prevent future use or submission of covered telecommunications equipment or services.

(e) The Contractor shall insert the substance of this section, including this paragraph (e) in all subcontracts and other contractual instruments.

11. **Domestic Preferences for Procurements (2 C.F.R. § 200.322)**. As appropriate and to the extent consistent with law, the non–Federal entity should, to the greatest extent practicable under a Federal award, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products). The requirements of this section must be included in all subawards including all contracts and purchase orders for work or products under this award. For purposes of this section: 1) "Produced in the United States" means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States; and 2) "Manufactured products" means items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.

12. **Buy America Preferences for Procurements (2 C.F.R. Part 184)**. The Buy America Preference applies to Federal awards where funds are appropriated or otherwise made available for infrastructure projects in the United States, regardless of whether infrastructure is the primary purpose of the Federal award. Contractors and their subcontractors who bid on a public infrastructure project subject to the domestic preference requirement of the Build America, Buy America Act (BABAA) shall file the required certification unless a domestic preference requirement has been waived by the awarding federal agency. Contractors and their subcontractors certify that no federal financial assistance funding for infrastructure projects will be provided unless all iron, steel, manufactured products and construction materials used in the project are produced in the United States. Contractors and subcontractors shall also disclose any use of federal financial assistance for infrastructure projects that does not ensure compliance with the BABAA domestic preference requirements. Such disclosure shall be forwarded to the FEMA funding recipient who, in turn, will forward the disclosures to FEMA; subrecipients will forward disclosures to the pass-through entity, who will, in turn, forward the disclosures to FEMA.

13. **Access to Records.**

(a) The Contractor agrees to provide County, the Federal Emergency Management Agency Administrator, the Comptroller General of the US, or any other authorized representatives access to books, records, documents, and papers of the Contractor which are pertinent to this Agreement for the purpose of making audits, examinations, excerpts and transcriptions.

(b) The Contractor agrees to permit the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed. The Contractor agrees to provide the FEMA administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the Agreement.

(c) In compliance with the Disaster Recovery Act of 2018, the County and Contractor acknowledge and agree that no language in this Agreement is intended to prohibit audits or internal reviews by the FEMA Administrator or Comptroller General of the US.

14. **DHS Seal, Logo, and Flag.** The Contractor shall not use the Department of Homeland Security (DHS) seal(s), logos, crests, or reproductions of the flags or any likeness of DHS agency officials without prior FEMA approval.

15. **Compliance with Federal Law, Regulations, and Executive Orders.** Contractor hereby acknowledges that all or a portion of this Agreement may be funded by Federal Emergency Management Agency (FEMA) financial assistance. Contractor shall comply with all applicable Federal laws, regulations, executive orders, and FEMA policies, procedures and directives.

16. **No Obligation.** The Federal Government is not a party to this Agreement and is not subject to any obligations or liabilities to the County, Contractor, or any other party pertaining to any matter arising out of this Agreement.

17. **Program Fraud and False or Fraudulent Statements or Related Acts.** Contractor acknowledges that 31 U.S.C. Chapter 38 (Administrative Remedies for False Claims and Statements) applies to its actions pertaining to this Agreement.

18. **Rights to Inventions**. If the federal award meets the definition of a "funding agreement" under 37 C.F.R. § 401.2(a) and the recipient wishes to enter into contract with a small business firm or non-profit organization regarding the substitution of parties, assignment, or performance of experimental, developmental, or research work under the "funding agreement," the recipient must comply with the requirements of 37 C.F.R. Part 401 and any implementing regulations issued by FEMA.

19. **Copyright and Data Rights**. Contractor grants to the County a paid up, royalty free, nonexclusive, irrevocable, worldwide license in data first produced in the performance of this contract to reproduce, publish or otherwise use, including prepare derivative works, distribute copies to the public, and perform publicly and display publicly such data. For data required by the contract but not first produced in the performance of this contract, the Contractor will identify such data and grant to the County or acquire on its behalf a license of the same scope as for data first produced in the performance of this contract. Data, as used herein, shall include any work subject to copyright under 17 U.S.C. § 102, for example, any written reports or literary works, software or source code, music, choreography, pictures or images, graphics, sculptures, videos, motion pictures or other audio-visual works, sound or video recordings, or architectural works. Upon or before the completion of this contract, Contractor will deliver to the County data first produced in the performance of this contract and data required by this contract but not first produced in the performance of this contract in formats acceptable by the County.

APPENDIX A, 44 C.F.R. PART 18 - CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, 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. 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 certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, Contractor understands and agrees that the provisions of 31 U.S.C. Chapter 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

Signature of Contractor's Authorized Official

Bernard M Wright/President & CEO

Name/Title

6.24.2026

Date

CERTIFICATION REGARDING BUILD AMERICA, BUY AMERICA ACT

Pursuant to the provisions of the Build America, Buy America Act (BABAA) Public Law 117-58 and 2 C.F.R. Part 184, the undersigned certifies, to the best of his or her knowledge and belief, that:

The iron, steel, manufactured products, and construction materials incorporated into the infrastructure project in the performance of this contract are in full compliance with the requirements of the Build America, Buy America Act (BABAA), including the following:

(1) In the case of iron or steel products, all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.

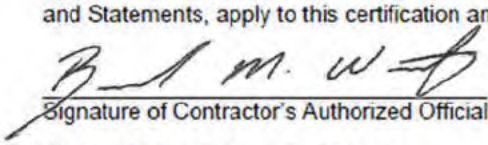
(2) In the case of manufactured products:

(i) The product was manufactured in the United States; and

(ii) The cost of the components of the manufactured product that are mined, produced, or manufactured in the United States is greater than 55 percent of the total cost of all components of the manufactured product, unless another standard that meets or exceeds this standard has been established under applicable law or regulation for determining the minimum amount of domestic content of the manufactured product.

(3) In the case of construction materials, all manufacturing processes for the construction material occurred in the United States.

The undersigned contractor certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, undersigned contractor understands and agrees that the provisions of 31 U.S.C. Chapter 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

Bernard M Wright/President & CEO
Name/Title

6.24.2026
Date

Federal Contract Provisions

REQUIRED CONTRACT PROVISIONS FOR CONTRACTS FUNDED BY FEDERAL AWARDS (2 C.F.R. Part 200, Appendix II)

(A) Contracts for more than the simplified acquisition threshold must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms and provide for such sanctions and penalties as appropriate.

(B) Contracts in excess of $10,000 must address termination for cause and for convenience by the non–Federal entity including the manner by which it will be effected and the basis for settlement.

(C) Procurement Standards. Pursuant to 2 C.F.R. § 200.321, the non–Federal entity and each contractor awarding subcontracts must take all necessary *affirmative steps* to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

(D) Equal Employment Opportunity. Except as otherwise provided under 41 C.F.R. Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 C.F.R. Part 60–1.3 must include the equal opportunity clause provided under 41 C.F.R. Part 60–1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 FR 12319, 12935, 3 C.F.R. Part 1964–1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 C.F.R. Part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."

(E) Davis–Bacon Act. When required by Federal program legislation, all prime construction contracts in excess of $2,000 awarded by non–Federal entities must include a provision for compliance with the Davis–Bacon Act (40 U.S.C. §§ 3141–3144 and 3146–3148) as supplemented by Department of Labor regulations (29 C.F.R. Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non–Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non–Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland "Anti–Kickback" Act (40 U.S.C. § 3145), as supplemented by Department of Labor regulations (29 C.F.R. Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non–Federal entity must report all suspected or reported violations to the Federal awarding agency.

(F) Contract Work Hours and Safety Standards Act. Where applicable, all contracts awarded by the non–Federal entity in excess of $100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. § 3702 and 3704, as supplemented by Department of Labor regulations (29 C.F.R. Part 5). Under 40 U.S.C. § 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. § 3704 are applicable to construction work and provide that no laborer

or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

(G) Rights to Inventions Made Under a Contract or Agreement. If the Federal award meets the definition of "funding agreement" under 37 C.F.R. § 401.2(a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient must comply with the requirements of 37 C.F.R. Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.

(H) Clean Air Act and the Federal Water Pollution Control Act. Contracts and subgrants of amounts in excess of $150,000 must contain a provision that requires the non–Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. §§ 7401–7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. §§ 1251–1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

(I) Debarment and Suspension. A contract award (see 2 C.F.R. § 180.220) must not be made to parties listed on the governmentwide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 C.F.R. Part 180 that implement Executive Orders 12549 (3 C.F.R. Part 1986 Comp., p. 189) and 12689 (3 C.F.R. Part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

(J) Byrd Anti–Lobbying Amendment. Contractors that apply or bid for an award exceeding $100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. § 1352. Each tier must also disclose any lobbying with non–Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non–Federal award.

(K) Procurement of Recovered Materials (2 C.F.R. § 200.323). A non–Federal entity that is a state agency or agency of a political subdivision of a state and its contractors must comply with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 C.F.R. Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds $10,000 or the value of the quantity acquired during the preceding fiscal year exceeded $10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

(L) Prohibition on Covered Telecommunications Equipment/Services (2 C.F.R. § 200.216). Pursuant to Section 889, Public Law No.: 115-232 and 2 C.F.R. § 200.216, a non–Federal entity, its contractors and

subcontractors shall not use loan or grant funds from the Federal awarding agency to: (1) procure or obtain covered telecommunications equipment or services; (2) extend or renew a contract to procure or obtain covered telecommunications equipment or services; or (3) enter into a contract (or extend or renew a contract) to procure or obtain covered telecommunications equipment or services. This provision shall not be construed to: (a) prohibit providing a service that connects to the facilities of a third-party, such as backhaul, roaming, or interconnection arrangements; or (b) cover telecommunications equipment that cannot route or redirect user data traffic or permit visibility into any user data or packets that such equipment transmits or otherwise handles.

As described in Section 889, Public Law No.: 115-232, "covered telecommunications equipment or services" means any of the following: (1) Telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities); (2) For the purpose of public safety, security of government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities); (3) Telecommunications or video surveillance services provided by such entities or using such equipment; (4) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country. For the purposes of this section, "covered telecommunications equipment or services" also include systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system.

(M) Domestic Preferences for Procurements (2 C.F.R. § 200.322). As appropriate and to the extent consistent with law, the non–Federal entity should, to the greatest extent practicable under a Federal award, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products). The requirements of this section must be included in all subawards including all contracts and purchase orders for work or products under this award. For purposes of this section: 1) "Produced in the United States" means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States; and 2) "Manufactured products" means items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.

(N) Buy America Preference for Procurements (2 C.F.R. Part 184). The Buy America Preference applies to Federal awards where funds are appropriated or otherwise made available for infrastructure projects in the United States, regardless of whether infrastructure is the primary purpose of the Federal award. Contractors and their subcontractors who bid on a public infrastructure project subject to the domestic preference requirement of the Build America, Buy America Act (BABAA) shall file the required certification unless a domestic preference requirement has been waived by the awarding federal agency. Contractors and their subcontractors shall ensure that all construction materials used in the infrastructure project are "produced in the United States" in accordance with the requirements of the BABAA. Contractors and their subcontractors shall also disclose any use of federal financial assistance for infrastructure projects that is not in compliance with the BABAA domestic preference requirements.

OTHER REQUIRED CONTRACT PROVISIONS:

(A) Compliance with Federal Law, Regulations, and Executive Orders. All or a portion of this Agreement may be funded by federal financial assistance. Contractor shall comply with all applicable Federal laws, regulations, executive orders, policies, procedures and directives.

(B) No Obligation by Federal Government. The Federal Government is not a party to this Agreement and is not subject to any obligation or liability of any party to this Agreement or any other party pertaining to any matter related to this Agreement.

(C) Program Fraud and False or Fraudulent Statements or Related Acts. As applicable, the requirements of 31 U.S.C. Chapter 38 (Administrative Remedies for False Claims and Statements) shall apply to a Contractor's actions pertaining to the performance of this Agreement.

(D) E-Verify. Contractor shall register with and utilize the E-Verify System to verify the employment eligibility of individuals to work in the United States and 48 C.F.R. 52.222-54 is incorporated herein by reference. If applicable, in accordance with Subpart 22.18 of the Federal Acquisition Register, the Contractor must: (1) enroll in the E-Verify Program; (2) use E-Verify to verify the employment eligibility of all new hires working in the United States; (3) use E-Verify to verify the employment eligibility of all employees assigned to perform work pursuant to the Agreement; and (4) include these requirements in any related subcontracts. Information on the E-Verify Program: http://www.dhs.gov/E-Verify.

(E) Rights in Copyright and Data. Contractor shall:

a. Grant the Federal Government a royalty-free, nonexclusive and irrevocable right to:
   i. Reproduce, publish, or otherwise use for Federal purposes any work that is subject to copyright and that the contractor develops, or acquires ownership of, under this award;
   ii. Authorize others to reproduce, publish, or otherwise use such work for Federal purposes; and

b. Grant the Federal Government the right to:
   i. Obtain, reproduce, publish, or otherwise use data produced under this award; and
   ii. Authorize others to receive, reproduce, publish, or otherwise use such data for Federal purposes; and

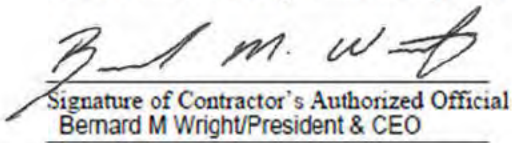
c. Include the Federal Government rights described above in any subcontracts.

(F) Access to Records. For any contract in excess of the simplified acquisition threshold, Contractor shall provide access to any books, documents, papers, and records that are directly pertinent to the Agreement to enable and support audits, examinations, excerpts, and transcriptions. Contractor shall provide access to those records for all of the following:

i. The non-Federal award recipient;
ii. The Federal awarding agency, including its Inspector General; and
iii. The Comptroller General of the United States.

(G) Records Retention.

For contracts in excess of the simplified acquisition threshold, Contractor shall provide for retention of all records related to the Agreement for 6 years after receiving final payment and all pending matters are closed.



Signature of Contractor's Authorized Official

Bernard M Wright/President & CEO

Name/Title

6.24.2026

Date

Certification Regarding Debarment and Lobbying

The following certifications are made by Wright Construction Group, LLC (WCG) in connection with this proposal and any resulting federally funded contract.

Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion — Lower Tier Covered Transactions

(1) Wright Construction Group, LLC certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

(2) Where Wright Construction Group, LLC is unable to certify to any of the statements in this certification, an explanation is attached to this proposal.

This certification is required by 2 CFR part 180 as adopted by 2 CFR 200.214 and Executive Orders 12549 and 12689.

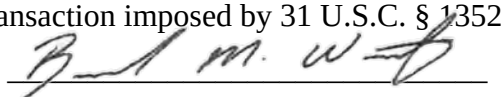
Certification Regarding Lobbying (31 U.S.C. § 1352)

(a) No Federal appropriated funds have been paid or will be paid, by or on behalf of Wright Construction Group, LLC, 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 or loan, the entering into of any cooperative agreement, or the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(b) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence any of the above-named officials in connection with this Federal contract, grant, loan, or cooperative agreement, Wright Construction Group, LLC will complete and submit Standard Form-LLL, “Disclosure of Lobbying Activities,” in accordance with its instructions.

(c) Wright Construction Group, LLC requires 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 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.

Authorized Signature: 

Printed Name: Bernard M. Wright

Title: Chief Executive Officer

Company: Wright Construction Group, LLC

Date: 6.24.2026

Litigation/Claims Disclosure

Project: Acadia Parish Police Jury Marine Debris Removal – RFP

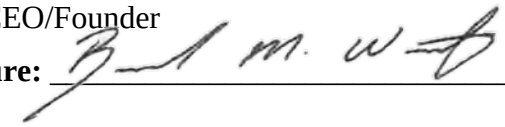
Company: Wright Construction Group LLC

Wright Construction Group LLC (WCG) hereby affirms that, within the past five (5) years, the company has not been subject to any material litigation, claims, disputes, or legal actions that would adversely affect its ability to perform the work described in this Request for Proposals. WCG further certifies that there are no pending or threatened legal actions, claims, or disputes that would materially impact the company's financial condition, operational capacity, or ability to successfully execute the requirements of this contract. This statement is made in good faith and reflects the current legal standing of Wright Construction Group LLC as of the date of submission.

Authorized Representative

Name: Bernard M. Wright

Title: CEO/Founder

Signature:  **Date:** 6.24.2026

Appendix A – Resumes of Key Personnel

Proposed Position/Title: Executive Oversight

Bernard M. Wright

CERTIFICATIONS

Procore Certification – Architect
Procore Certification – Engineer
USACE Certified CQM

PROFESSIONAL SUMMARY

A seasoned executive and senior construction management professional with extensive domestic and international experience leading large-scale infrastructure, healthcare, emergency management, and federal construction programs. Born and raised in Suffolk, Virginia, Mr. Wright brings not only professional expertise but a personal commitment to the communities he serves — understanding firsthand the resilience required to rebuild and recover when disaster strikes. He brings a proven record of delivering complex projects through disciplined operational strategy, strong contract administration, and high-performance team leadership, with deep expertise spanning construction planning, program management, budgeting, scheduling, emergency mobilization, and stakeholder coordination. Recognized for driving operational efficiency, improving project execution, and aligning field operations with corporate and client objectives, Mr. Wright has successfully managed multi-million- and multi-billion-dollar portfolios while maintaining rigorous cost control, schedule integrity, and quality standards across diverse and demanding environments. A highly effective leader and skilled negotiator, he excels at managing cross-functional teams, subcontractor networks, and government stakeholders in high-pressure, time-sensitive situations. Known for building cohesive, high-performing teams and improving organizational performance, Mr. Wright delivers consistent results across diverse geographic regions — and brings that same dedication home when his community needs it most.

PROFESSIONAL EXPERIENCE

WRIGHT CONSTRUCTION GROUP (2012-PRESENT)
Chief Executive Officer/President | El Paso, TX

Mr. Wright brings over 20 years of progressive leadership experience in construction, emergency management, and large-scale disaster recovery operations, with deep expertise in marine and waterway debris removal, environmental restoration, and infrastructure rehabilitation. As President and CEO of Wright Construction Group, LLC — a Service-Disabled Veteran-Owned Small Business — he has directed the successful execution of NRCS and FEMA-funded recovery projects, waterway debris clearing operations, and infrastructure rehabilitation missions for federal, state, and local government agencies throughout the Southeastern United States. His hands-on field leadership spans some of the most consequential disaster response efforts in recent history, including large-scale debris removal and demolition operations in the wake of Hurricanes Katrina, Rita, and Ike across heavily impacted Gulf Coast communities, and most recently, Hurricane Helene recovery operations spanning Georgia, Florida, and North Carolina. Mr. Wright's operational expertise encompasses full-cycle project management including personnel supervision, heavy equipment operations, subcontractor oversight, logistics coordination, environmental compliance, safety management, and emergency mobilization — consistently delivering

results in high-pressure, time-sensitive environments. His proven ability to simultaneously manage complex multi-site operations across multiple states, coordinate with government stakeholders, and maintain strict regulatory compliance positions him as a trusted leader in federal construction and disaster recovery contracting.

KIRLIN BUILDERS LLC (2017-2019)
Executive Vice President | Austin, Texas | Rockville, MD

As Executive Vice President, Mr. Wright provided senior leadership across multiple operational divisions, supporting executive decision-making and organizational performance. He was responsible for ensuring departments met financial and operational targets while also guiding long-term strategic planning initiatives. His responsibilities included leading budget planning sessions, evaluating employee and departmental performance, implementing operational policies, and supporting executive leadership in resolving complex organizational challenges. He also contributed to workforce development by overseeing training programs and mentoring management personnel. Mr Wright managed large scale Emergency Operations in Puerto Rico and the United States Virgin Islands, which included Right-of-way debris operations, debris reduction operations and construction of residential properties and emergency medical facilities.

GILBANE, INC (2015-2017)
Senior Project Manager | Arlington, VA | Stockton, CA

Mr. Wright's role as Senior Project Manager; he was responsible for overseeing large-scale construction projects from initiation through completion. He maintained direct communication with owners, clients, and stakeholders to ensure alignment on project scope, schedule, and budget expectations. He coordinated closely with field supervision teams to direct daily construction activities and ensured that project execution aligned with contract requirements and company standards. Mr. Wright was also responsible for managing project financials, including cost tracking, contract administration, procurement, and reporting. He supported preconstruction estimating efforts, participated in project strategy meetings, and ensured that all work complied with applicable safety and regulatory standards. He consistently monitored project performance and implemented corrective actions to maintain schedule and budget compliance.

THE BERG CORPORATION (2014-2015)
Program Manager/Senior Project Manager | Baltimore, MD

Mr. Wright provided program-level leadership for demolition operations across the Baltimore, Washington, D.C., and Northern Virginia regions. In this capacity, he was responsible for overseeing project scheduling, budgeting, safety planning, and operational execution. He served as the primary client liaison and ensured that all project deliverables were completed in accordance with contract requirements. He also developed demolition execution plans, safety and quality control programs, and hazard mitigation strategies, including blast assessments and risk analysis. Mr. Wright was responsible for training field personnel on advanced demolition technologies, including robotic systems, and supported structural and foundation evaluations to ensure safe and efficient project execution.

KAZI INVESTMENT GROUP (2012-2014)
Program Manager/Country Manager | Alexandria, VA | Kyrgyzstan | UAE

Mr. Wright directed international construction operations across Southeast Asia and the Middle East, overseeing regional business performance, project execution, and organizational development. He was responsible for managing staff recruitment, training, retention, and performance across multiple international locations. He also led business development initiatives, contract negotiation, cost management, and project profitability tracking. His responsibilities included managing subcontractor relationships, overseeing project risk management, and developing strategic growth plans for regional operations. Mr. Wright ensured that all projects adhered to safety, quality, and performance standards while maintaining alignment with client expectations.

ECC (2007-2012)
Senior Project Manager | New Orleans, LA | Lakewood, CO | Afghanistan

Mr. Wright managed federal construction projects on behalf of government clients, overseeing planning, execution, and performance monitoring throughout the project lifecycle. He was responsible for evaluating contractor performance, budgets, staffing levels, and material utilization to ensure alignment with project scope and schedule requirements. Mr. Wright has monitored project progress, identified risks, and implemented corrective actions to maintain critical milestones. He prepared detailed progress reports for senior leadership and clients and ensured full compliance with applicable policies, procedures, and contractual obligations. He also served as the primary point of contact for all construction-related client communications. Mr. Wright led ground-level disaster recovery operations in response to Hurricanes Katrina, Rita, and Ike, executing comprehensive debris removal, structural demolition, and waterway clearing missions across affected Gulf Coast regions. Oversaw the safe demolition of storm-damaged structures and coordinated waterway debris removal efforts to restore navigability to canals, channels, and drainage systems critical to community recovery. Managed multi-crew operations under tight federal timelines, ensuring compliance with environmental and safety requirements throughout all phases of recovery work.

PROJECTS
Hurricane Helene Recovery Operations – North Carolina & Florida (2024–2025)

Hurricane Milton Recovery Operations – Florida (2024)

Hurricane Beryl Recovery Operations – Texas (2024)

St. Tammany Parish Waterway Debris Removal – Phases I & II, Louisiana

Livingston Parish Waterway Debris Removal Program, Louisiana

Amite River Waterway Restoration & Debris Removal, Louisiana

East Feliciana Parish Waterway Debris Removal, Louisiana

Augusta-Richmond County Waterway Debris Removal, Georgia

NRCS Emergency Watershed Protection (EWP) Stream Restoration Projects

Hurricane Katrina Recovery Operations – New Orleans, LA

Hurricane Rita Recovery Operations – Lake Charles, LA

Hurricane Ike Recovery Operations – Calcasieu Parish, LA

Proposed Position/Title: Project Manager/Field Manager

Stephan Lee

CERTIFICATIONS

Adult & Pediatric First Aid/CPR/AED

OSHA 30 Hour

EM 385-1-1 16- Hour

Construction Quality Management (CQM)

DOD Mandatory Controlled Unclassified Information Training (CUI)

PROFESSIONAL SUMMARY

Mr. Stephan Lee is an accomplished Director of Emergency Response with extensive experience leading complex construction operations, emergency management initiatives, disaster recovery programs, and environmental restoration efforts. He has demonstrated expertise in directing large-scale field operations involving flood mitigation, waterway debris removal, infrastructure restoration, watershed management, and emergency response activities in high-risk and mission-critical environments. He is widely recognized for his strong operational leadership, regulatory compliance oversight, and ability to execute mission-focused objectives under demanding and rapidly changing conditions. Throughout his career, he has successfully led multidisciplinary teams supporting public safety, environmental protection, and the restoration and resilience of critical infrastructure systems.

PROFESSIONAL EXPERIENCE

WRIGHT CONSTRUCTION GROUP

Director of Operations | El Paso, TX

Mr. Lee has extensive experience managing field operations, project execution, and resource coordination for waterway restoration, debris removal, and disaster recovery projects throughout the Southeastern United States. As a Project Manager and Field Operations Manager, he is responsible for planning and directing day-to-day operations, coordinating personnel and equipment, managing subcontractors, monitoring production, and ensuring compliance with project schedules, environmental requirements, and safety standards. His experience includes supporting large-scale waterway clearing and restoration efforts in Livingston Parish, St. Tammany Parish, East Feliciana Parish, the Amite River Basin, Augusta-Richmond County, and multiple NRCS Emergency Watershed Protection (EWP) projects involving the removal of storm debris, hazardous vegetation, and channel obstructions.

Mr. Lee has also played a key role in emergency response and disaster recovery operations following Hurricanes Helene, Milton, and Beryl, overseeing field mobilization, debris management activities, access restoration, infrastructure stabilization, and recovery operations in areas impacted by severe flooding, storm damage, and utility disruptions. His expertise includes crew supervision, equipment deployment,

production tracking, logistics management, quality control, environmental compliance, and stakeholder coordination, ensuring the successful execution of complex projects in challenging and time-sensitive environments.

PROJECTS

Hurricane Helene Recovery Operations – North Carolina & Florida (2024–2025)

Hurricane Milton Recovery Operations – Florida (2024)

Hurricane Beryl Recovery Operations – Texas (2024)

St. Tammany Parish Waterway Debris Removal – Phases I & II, Louisiana

Livingston Parish Waterway Debris Removal Program, Louisiana

Amite River Waterway Restoration & Debris Removal, Louisiana

East Feliciana Parish Waterway Debris Removal, Louisiana

Augusta-Richmond County Waterway Debris Removal, Georgia

NRCS Emergency Watershed Protection (EWP) Stream Restoration Projects

Copies of Certifications


American Red Cross
Training Services

Certificate of Completion

Stephan Lee

Has successfully completed requirements for

Adult and Pediatric First Aid/CPR/AED

Date Completed: 10/5/2025
Valid Until: 10/5/2027

Conducted by: Single Source Health & Safety - My CPR Pros

Adult & Pediatric First Aid/CPR/AED


OSHA

14-602160121

30-hour Construction Safety and Health

This card issued to

STEPHAN LEE

Jason L. Cole

9/11/2022

OSHA 30 Hour


CERTUS

Certificate of Completion

stephan lee

16-Hour EM 385-1-1

EM 385-1-1 16- Hour


U.S. ARMY CORPS OF ENGINEERS

USACE LEARNING CENTER
HUNTSVILLE, ALABAMA

NAVFAC

CERTIFICATE

Stephan Lee

has completed the Corps of Engineers and Naval Facility Engineering Command Training Course

CONSTRUCTION QUALITY MANAGEMENT FOR CONTRACTORS - #784

THIS CERTIFICATE EXPIRES FIVE YEARS FROM DATE OF ISSUE

CQM C Recertification online course: https://www.nmcls.net

Jeffrey D. Cowden

Construction Quality Control Management


CERTIFICATE OF COMPLETION

This is to certify that

Stephan Lee

has completed

DOD Mandatory Controlled Unclassified Information (CUI) Training

February 02, 2026

DOD Mandatory Controlled Unclassified Information Training (CUI)

Proposed Position/Title: Lead Field Supervisor

Ladele Carter

CERTIFICATIONS

Adult & Pediatric First Aid/CPR/AED

OSHA 10 Hour

EM 385-1-1

PROFESSIONAL SUMMARY

Mr. Ladele Carter is an experienced Field Crew Supervisor with a strong background in emergency management, disaster response, environmental restoration, and construction field operations. He has a proven record of supervising field personnel engaged in waterway debris removal, drainage system maintenance, flood mitigation, and environmental restoration projects in high-risk and fast-paced operational environments.

He is recognized for strong field leadership, operational coordination, and safety compliance, with consistent success ensuring that all field activities are executed efficiently and in accordance with federal, environmental, and industry standards. He brings a practical, mission-focused approach to managing crews, improving field performance, and supporting infrastructure protection and recovery efforts in both emergency and planned project settings.

PROFESSIONAL EXPERIENCE

WRIGHT CONSTRUCTION GROUP
Field Crew Supervisor | El Paso, TX

Ms. Carter serves as a Documentation and Compliance Coordinator supporting waterway restoration, debris removal, environmental recovery, and disaster response projects. Her responsibilities include managing project documentation, maintaining compliance records, coordinating reporting requirements, tracking project deliverables, and supporting contract administration activities for federal, state, and local government clients. She plays a critical role in ensuring project records are complete, accurate, and maintained in accordance with contract requirements, environmental permits, safety regulations, and agency-specific reporting standards.

Ms. Carter has supported waterway debris removal and restoration projects throughout the Southeastern United States, including efforts in Livingston Parish, St. Tammany Parish, East Feliciana Parish, the Amite River Basin, Augusta-Richmond County, and multiple NRCS Emergency Watershed Protection (EWP) projects. She has also supported disaster recovery operations associated with Hurricanes Helene, Milton, and Beryl, assisting with documentation management, daily reporting, compliance tracking, resource accountability, subcontractor documentation, environmental monitoring records, and project closeout

requirements. Her experience includes coordinating documentation required for FEMA-funded recovery efforts, supporting regulatory compliance initiatives, maintaining project records, and ensuring timely submission of reports and deliverables necessary for successful project execution and reimbursement.

PROJECTS

Hurricane Helene Recovery Operations – North Carolina & Florida (2024–2025)

Hurricane Milton Recovery Operations – Florida (2024)

Hurricane Beryl Recovery Operations – Texas (2024)

St. Tammany Parish Waterway Debris Removal – Phases I & II, Louisiana

Livingston Parish Waterway Debris Removal Program, Louisiana

Amite River Waterway Restoration & Debris Removal, Louisiana

East Feliciana Parish Waterway Debris Removal, Louisiana

Augusta-Richmond County Waterway Debris Removal, Georgia

NRCS Emergency Watershed Protection (EWP) Stream Restoration Projects

Copies of Certifications


American Red Cross
Training Services

Certificate of Completion

Ladele Carter

has successfully completed requirements for

Adult and Pediatric First Aid/CPR/AED

Date Completed: 10/8/2025
Valid Until: 10/8/2027

Conducted by: Single Source Health & Safety - My CPR Pros

Adult & Pediatric First Aid/CPR/AED


26-006007259

10-hour Construction Safety and Health

This card issued to

Ladele Carter

Derrick Taylor
Trainer Name

05/04/2016
Date of Issue

OSHA 10 Hour


CERTUS

Certificate of Completion

Ladele Carter

16-Hour EM 385-1-1

EM 385-1-1 40- Hour

Proposed Position/Title: Hauling & Logistics Coordinator

Ephron Lee

CERTIFICATIONS

CBCP (Certified Business Continuity Professional) – DRI International

Asbestos Awareness

HAZWOPER 40 Hours

OSHA 10 General Industry

OSHA 30 General Industry

Emergency Management Institute

PMP (Project Management Professional) – Project Management Institute

Homeland Security Exercise and Evaluation Program (HSEEP)

Hazardous Materials Incident Commander

Hazardous Materials Technician

HazMat Awareness and Operations

PROFESSIONAL SUMMARY

Mr. Lee is an Emergency Management Planner with 20+ years of experience leading all-hazards preparedness, response, and recovery efforts across federal, state, and local agencies. Specialized expertise in water and wastewater infrastructure resilience, including compliance with America's Water Infrastructure Act (AWIA). Certified Business Continuity Professional (CBCP) and Project Management Professional (PMP) with advanced capabilities in risk and resilience assessments (RRA), emergency operations planning (EOP), and continuity of operations (COOP). Mr. Lee has a proven track record of strengthening organizational readiness through comprehensive gap analyses, achieving up to 30% improvement in preparedness and 25% faster recovery timelines. He is highly skilled in regulatory compliance, technical writing, and multi-jurisdictional coordination. Mr. Lee is experienced in applying NIMS/ICS, HSEEP, and AWWA standards to design and deliver training, exercises, and after-action reporting that enhance operational effectiveness and stakeholder engagement

PROFESSIONAL EXPERIENCE

WRIGHT CONSTRUCTION GROUP (AUG 2025-PRESENT)

Emergency Management Manager | Remote

Serves as an Emergency Management Manager responsible for planning, directing, and evaluating comprehensive all-hazards emergency management programs encompassing preparedness, mitigation, response, and recovery operations. Develops, implements, and maintains Emergency Operations Plans (EOPs), Continuity of Operations (COOP) plans, and hazard mitigation strategies in accordance with federal doctrine, including NIMS, ICS, and HSEEP. Leads risk and resilience assessments to identify vulnerabilities and ensure compliance with applicable federal regulations and industry standards for critical infrastructure protection. He supervises multidisciplinary teams, coordinates resource allocation, and manages federal disaster assistance programs, including FEMA Public Assistance and Hazard Mitigation funding. Mr. Lee collaborates with federal, state, local, tribal, and private-sector stakeholders to support unified, multi-jurisdictional incident management and recovery operations. He designs and conducts training, exercises, and after-action reviews to improve operational readiness and program effectiveness. Mr. Lee applies data analysis, situational awareness tools, and performance metrics to support decision-making, enhance response capabilities, and ensure continuity of essential services during emergencies and disasters

FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) (AUG 2021-PRESENT)

Emergency Management Specialist: Interagency Recovery Coordinator (IRC) | Remote

Mr. Lee serves as an Interagency Recovery Coordinator supporting all-hazards recovery and resilience initiatives for water and wastewater systems, leading nine missions that accelerated America's Water Infrastructure Act (AWIA) compliance and emergency planning efforts by 25%. He manages $25M in Public Assistance funding to support risk and resilience assessments (RRA), improving reimbursement timelines by 15% and strengthening continuity planning for municipal utilities. Mr. Lee directs and mentors three cross-functional teams (8–10 personnel each), achieving a 100% on-time delivery rate for Emergency Response Plans (ERPs) and standard operating procedures. Conducts gap analyses and implements targeted training aligned with CPG 101 and AWWA G430/G440 standards, increasing operational efficiency by 30%. He coordinates $10M in post-disaster recovery resources, ensuring equitable, NIMS-compliant resource allocation among federal, state, and NGO partners. He leverages GIS, project management tools, and financial analysis to support data-driven decision-making and enhance recovery planning and continuity of operations across multiple jurisdictions.

WSP GLOBAL USA (AUG 2022-APRIL 2026)
Emergency Management Specialist | Remote

Mr. Lee provided emergency management and resilience planning support for critical water and wastewater infrastructure projects, developing five risk assessments and emergency operations strategies for assets valued at $500M and reducing anticipated disaster impacts by 20%. He conducted gap analyses aligned with industry standards, including AWWA M19, resulting in the update of three Emergency Response Plans (ERPs) and enhanced multi-jurisdictional coordination. Managed post-disaster damage assessments and resource allocation across three large-scale recovery operations, securing $1.5M in FEMA reimbursements. Mr. Lee designed and facilitated HSEEP-compliant training exercises for over 100 local agencies, improving operational efficiency by 15% and strengthening emergency response capabilities. He streamlined the disbursement of over $2M in recovery funding and led after-action reporting efforts, accelerating equipment deployment and achieving a 10% reduction in service restoration timelines for impacted communities

22nd CHEMICAL CHARLIE COMPANY | UNITED STATES ARMY (JAN 2014-JUNE 2022)
Emergency Management Supervisor | Edgewood, MD

Mr. Lee led emergency management operations for chemical, biological, and hazardous material response, overseeing $75M in specialized assets and developing standard operating procedures that improved regulatory compliance by 20% and ensured readiness for water contamination incidents. He executed more than 50 missions in support of OSHA and FEMA standards, including fuel planning and evacuation operations for water treatment facilities. Mr. Lee managed over $5M in Public Assistance projects with a 100% closeout rate, applying ICS principles to reduce recovery timelines by 25% and enhance emergency response capabilities for water infrastructure systems by 40%.

EDUCATION

Master of Science in Environmental Policy and Management | American Military University (AMU) | Expected Graduation: Dec 2026 | Remote

Master of Science in Emergency Management Executive Leadership | American Military University (AMU) | 2024

Bachelor of Arts in Homeland Security | Minor: Emergency Management | American Military University (AMU) | 2023

Copies of Certifications

DRI CERTIFICATION APPLICATION

DRI Certification

Asbestos Awareness

Hazwoper 40 Hour

OSHA 10 Hour

OSHA 30 Hour

IS-1300.A

Project Management Professional PMP

HSEEP

Hazardous Materials Incident Commander
Hazardous Materials Technician
HazMat Awareness and Operations

Proposed Position/Title: Documentation & Compliance Coordinator

Theresa Hadley

CERTIFICATIONS

IS-100.c – Introduction to Incident Command

IS-200.c – Basic Incident Command System

IS-242.c – Effective Communication

IS-700.b – National Incident Management System

PROFESSIONAL SUMMARY

Ms. Hadley is a Disaster Recovery and Emergency Management professional with hands-on experience supporting FEMA-compliant operations, debris management, and data-driven recovery efforts. She has proven ability to manage and validate critical data, lead teams, and ensure accurate documentation to support disaster response and recovery operations. She is skilled in GIS-informed analysis, risk assessment, and operational tracking, with experience overseeing field monitoring activities and coordinating debris removal in dynamic, high-tempo environments. DMs. Hadley has demonstrated success in maintaining safety compliance, improving data accuracy, and supporting efficient recovery operations through strong attention to detail and problem-solving. FEMA-certified in ICS, NIMS, and National Response Framework, with a strong foundation in customer service, teamwork, and adaptability in complex emergency management settings

PROFESSIONAL EXPERIENCE

WRIGHT CONSTRUCTION GROUP (MARCH 2025-PRESENT)

Office Manager | El Paso TX | OCT 2025-PRESENT

Ms. Hadley is responsible for overseeing daily administrative operations, ensuring efficient office workflow, and supporting organizational objectives. Manage scheduling, correspondence, records management, and office systems to maintain accurate documentation and streamline processes. She coordinates with internal staff and external stakeholders to facilitate communication, track priorities, and support project execution. She supervises administrative personnel, provides training and guidance, and ensures compliance with organizational policies and procedures. Oversees budget tracking, procurement, and inventory management, maintaining accountability for office resources.

Implement process improvements to increase efficiency, enhance customer service, and support a productive, organized work environment.

Disaster Data Manager | GA | MARCH 2025-OCT 2025

Ms. Hadley served as a Disaster Data Manager responsible for the collection, validation, analysis, and reporting of critical data supporting disaster response and recovery operations. She establishes quality control processes by reviewing field documentation, including load tickets, photographic evidence, and contractor reports, ensuring audit readiness and timely reimbursement. Ms. Hadley coordinates with field personnel, contractors, and interagency partners to maintain situational awareness and consistent data flow across operational sites. Provides training and technical guidance to data teams, leveraging tools such as GIS, databases, and reporting systems to monitor project performance and inform decision-making. She has demonstrated her expertise in FEMA frameworks, including the Incident Command System (ICS), National Incident Management System (NIMS), and the National Response Framework (NRF), while maintaining a strong focus on accuracy, attention to detail, and the ability to operate effectively in high-tempo, high-pressure environments. Plays a critical role in enabling efficient, compliant, and data-driven disaster recovery operations that support community resilience and rapid restoration of essential services.

SYNERGY DISASTER RECOVERY (JULY 2024-OCT 2025)
Disaster Recovery Data Manager | Mayo, FL

Ms. Hadley leveraged expertise in GIS, data analysis, and team leadership to support disaster recovery operations and ensure accurate, data-driven decision-making compliance with FEMA standards. She provided guidance and mentorship to team members, fostering a collaborative and high-performing work environment. Ms. Hadley has trained and supported new staff in reviewing and validating field data, including monitoring contractor activities related to debris removal operations such as tree cutting, hauling, and management of construction debris and white goods, ensuring accuracy, accountability, and adherence to operational and regulatory requirements.

SYNERGY CORPORATE TECHNOLOGIES (SEPT 2023-FEB 2024)
Emergency Management Specialist | Remote

Ms. Hadley collected and validated critical operational data using photographic evidence and load tickets to ensure accuracy and compliance with disaster recovery requirements. Maintained and updated internal records, documentation, and databases to reflect current

project status and operational changes. Entered and managed data from multiple sources—including digital files, field reports, and paper documentation—into tracking systems to support reporting and reimbursement processes. Documented debris hauling operations by tracking truck movements, load details, and disposal activities, ensuring complete and auditable records. Monitored and enforced safety protocols at operational sites to keep roadways clear and protect workers and the public from hazards associated with debris removal and heavy equipment operations

ELITE STAFFING INC (FEB 2023–AUG 2023)
Field Debris Monitor | Northport, FL

Ms. Hadley monitored and documented the movement of trucks transporting construction and demolition (C&D) and vegetative debris to ensure alignment with operational plans and regulatory requirements. She conducted environmental surveillance to prevent debris contamination in waterways, supporting environmental protection standards. Ms. Hadley enforced safety protocols by maintaining secure work zones and preventing unauthorized access near active heavy equipment, reducing risk to personnel and the public. Tracked fleet activity, including load capacities and haul progress, to provide real-time operational insights that improved logistics coordination, productivity, and overall efficiency of debris removal operations.

TETRA TECH (NOV 2022–JAN 2023)
Field Debris Monitor | Northport, FL

Ms. Hadley issued and tracked load tickets for each debris transport, documenting key details such as debris type, estimated volume, weight, and disposal location to ensure accurate and auditable records. She assessed truck load capacities and assigned percentage estimates to support capacity management and efficient logistical planning. Collected and organized supporting documentation, including photographic evidence of debris removal and completed safety inspections, ensuring comprehensive end-of-shift reporting for supervisory review. Ms. Hadley enforced safety protocols by maintaining controlled work zones and preventing unauthorized access to near-active equipment, reducing risk to personnel and the public during debris operations.

PROJECTS

Hurricane Helene Recovery Operations – North Carolina & Florida (2024–2025)

Copies of Certifications

ICS -100

ICS 200

IS – 242.c

IS – 700.b

Appendix B – Past Performance Questionnaires

City of Augusta

PAST AND PRESENT PERFORMANCE QUESTIONNAIRE

CONTRACTOR INFORMATION [completed by Contractor]

Contractor Company Name	Wright Construction Group	Street Address	2829 Montana Ave, Suite A300
Contractor Point of Contact Name	Masie Hagizada	City	El Paso
Point of Contact Phone Number	915.245.4887	State	TX
Reference Project Title	City of Valdosta Stream Clearing & Snagging	Zip Code	79903
Contract POP (start to finish):	90 Days	Email	Masie.hagizada@wrightconstructiongrp.com
Contract Number	NOA-EWP10242025	Contract Dollar Value	[redacted]
Description of Work	Delivered the NRCS EWP stream-clearing/snagging under unit-price, inspector-driven acceptance with regulated off-loading/disposal and environmental protections – matching federal documentation and QC rigor. WCG is the Prime contractor for the Emergency Watershed Protection – Stream Clearing and Snagging Project for the City of Valdosta, Georgia, to restore natural water flow and mitigate flood risks along Sugar Creek, Two-mile Branch, and Three-mile Branch. The work includes tree and debris removal, streambank restoration, and sediment control measures to protect the local ecosystem. Scheduled for completion in January 2026, this unit-price project reinforces environmental resilience and watershed sustainability.		
Role of Contractor on This Project (check appropriate box)	☒Prime Contractor ☐ Sub-contractor ☐ Key Personnel ☐ Teaming Partner		

REFERENCE CONTACT INFORMATION [completed by Reference Contact]

Company Name	[redacted]	Street Address	[redacted]
POC Name	[redacted]	City	Valdosta
Phone Number	[redacted]	State	GA
Fax Number		Zip Code	[redacted]
Email	[redacted]		

PERFORMANCE INFORMATION: Choose the number on the scale of 1 to 6 that most accurately describes the contractor's performance or situation. ***PLEASE PROVIDE A NARRATIVE EXPLANATION FOR ANY RATINGS OF 1 OR 2*** in the applicable text box OR in the Remarks section, below (text box will expand to whatever extent is necessary).

1	2	3	4	5	6
UNSATISFACTORY	MARGINAL	SATISFACTORY	VERY GOOD	EXCEPTIONAL	NEUTRAL
Performance did not meet most contractual requirements. There were serious problems and the contractor's corrective actions were ineffective.	Performance did not meet some contractual requirements. There were problems, some of a serious nature, for which corrective action was only marginally effective.	Performance met contractual requirements. There were some minor problems and corrective actions taken by the contractor are satisfactory.	Performance met all contract requirements and exceeded some to the government's benefit. There were a few minor problems, which the contractor resolved in a timely, effective manner.	Performance met all contract requirements and exceeded many to the government's benefit. Problems, if any, were negligible and were resolved in a timely, highly effective manner.	No record of past performance or the record is inconclusive

	The Contractor ...	1	2	3	4	5	6
1.	Provided experienced managers and supervisors with the technical and administrative abilities needed to meet contract requirements. Narrative:	☐	☐	☐	☐	☒	☐
2.	Demonstrated ability to hire, maintain, and replace, if necessary, qualified personnel during the contract period. Narrative:	☐	☐	☐	☐	☒	☐
3.	Delegated authority to project managers and supervisors commensurate with contract requirements. Narrative:	☐	☐	☐	☐	☒	☐

~~Source Selection Information–See FAR 2.101 and 3.104~~

4.	Home office participated in solving significant local problems. Narrative:	☐	☐	☐	☐	☒	☐
5.	Followed approved quality control plan. Narrative:	☐	☐	☐	☐	☒	☐
6.	Provided effective quality control and/or inspection procedures to meet contract requirements. Narrative:	☐	☐	☐	☐	☒	☐
7.	Corrected deficiencies in timely manner and pursuant to their quality control procedures. Narrative:	☐	☐	☐	☐	☐	☒
8.	Provided timely resolution of contract discrepancies Narrative:	☐	☐	☐	☐	☐	☒
9.	Identified problems as they occurred. Narrative:	☐	☐	☐	☐	☒	☐
10.	Suggested alternative approaches to problems. Narrative:	☐	☐	☐	☐	☒	☐
11.	Displayed initiative to solve problems. Narrative	☐	☐	☐	☐	☒	☐
12.	Developed realistic progress schedules. Narrative:	☐	☐	☐	☐	☒	☐
13.	Met established project schedules. Narrative:	☐	☐	☐	☐	☒	☐
14.	Provided timely resolution of warranty defects. Narrative:	☐	☐	☐	☐	☐	☒
15.	Was responsive to contract changes. Narrative:	☐	☐	☐	☐	☐	☒
16.	Provided adequate project supervision. Narrative:	☐	☐	☐	☐	☒	☐
17.	Obtained consent of surety for increases in bonding as work-in-progress increased. Narrative:	☐	☐	☐	☐	☐	☒
18.	Paid subcontractors/suppliers in a timely manner. Narrative:	☐	☐	☐	☐	☐	☒
19.	Provided accurate and complete line item cost proposals including all aspects of work required for each task. Narrative:	☐	☐	☐	☐	☒	☐
20.	Cooperated with Government personnel after award. Narrative:	☐	☐	☐	☐	☒	☐
21.	How would you rate the contractor's overall performance? Narrative:	☐	☐	☐	☐	☒	☐
22.	Was the contractor ever issued a cure or show cause notice under the referenced contract? If yes, explain outcome in "remarks."	☐	YES		☒	NO	
23	Would you award another contract to this contractor? If not, please explain in "remarks."	☒	YES		☐	NO	
24	To the best of your knowledge, is the contractor rated in CPARS?	☐	YES		☐	NO	

Source Selection Information–See FAR 2.101 and 3.104

REMARKS: **Example** Wright Construction Group delivered exceptional performance on their project for the City of Valdosta, GA. The team consistently went above and beyond contractual requirements, even completing additional work at no cost to the City of Valdosta. They demonstrated a clear understanding of the project's complexity and the daily operational challenges involved, proactively addressing issues to keep the work on track. Despite these challenges, Wright Construction Group executed the project efficiently and completed it in a timely manner. Their professionalism, commitment to quality, and dedication to client satisfaction were evident throughout the duration of the project.

Source Selection Information–See FAR 2.101 and 3.104

East Feliciana Parish Waterway Debris Removal

PAST AND PRESENT PERFORMANCE QUESTIONNAIRE

CONTRACTOR INFORMATION [completed by Contractor]

Contractor Company Name	Wright Construction Group	Street Address	2829 Montana Ave, Suite A300
Contractor Point of Contact Name	Masie Hagizada	City	El Paso
Point of Contact Phone Number	915.245.4887	State	TX
Reference Project Title	East Feliciana Parish Waterway Debris Removal	Zip Code	79903
Contract POP (start to finish):	90 Days	Email	Masie.hagizada@wrightconstructiongrp.com
Contract Number	CJ 4417 / NR237217XXXC007	Contract Dollar Value	[redacted]
Description of Work	Executed ~37 miles of storm-related debris removal across designated waterways with approved access/off-load sites, regulated hauling/disposal, and stabilization/restoration of disturbed areas – delivered under inspection checkpoints and documentation practices typical of federally aligned watershed work.		
Role of Contractor on This Project (check appropriate box)	☒ Prime Contractor ☐ Sub-contractor ☐ Key Personnel ☐ Teaming Partner		

Source Selection Information–See FAR 2.101 and 3.104

REFERENCE CONTACT INFORMATION [completed by Reference Contact]

Company Name	[redacted]	Street Address	[redacted]
POC Name	[redacted]	City	Sarasota
Phone Number	[redacted]	State	FL
Fax Number		Zip Code	[redacted]
Email	[redacted]		

PERFORMANCE INFORMATION: Choose the number on the scale of 1 to 6 that most accurately describes the contractor's performance or situation. ***PLEASE PROVIDE A NARRATIVE EXPLANATION FOR ANY RATINGS OF 1 OR 2*** in the applicable text box OR in the Remarks section, below (text box will expand to whatever extent is necessary).

1	2	3	4	5	6
UNSATISFACTORY	MARGINAL	SATISFACTORY	VERY GOOD	EXCEPTIONAL	NEUTRAL
Performance did not meet most contractual requirements. There were serious problems and the contractor's corrective actions were ineffective.	Performance did not meet some contractual requirements. There were problems, some of a serious nature, for which corrective action was only marginally effective.	Performance met contractual requirements. There were some minor problems and corrective actions taken by the contractor are satisfactory.	Performance met all contract requirements and exceeded some to the government's benefit. There were a few minor problems, which the contractor resolved in a timely, effective manner.	Performance met all contract requirements and exceeded many to the government's benefit. Problems, if any, were negligible and were resolved in a timely, highly effective manner.	No record of past performance or the record is inconclusive

	The Contractor ...	1	2	3	4	5	6
1.	Provided experienced managers and supervisors with the technical and administrative abilities needed to meet contract requirements. Narrative:	☐	☐	☐	☐	☐	☒
2.	Demonstrated ability to hire, maintain, and replace, if necessary, qualified personnel during the contract period. Narrative:	☐	☐	☐	☐	☐	☒
3.	Delegated authority to project managers and supervisors commensurate with contract requirements. Narrative:	☐	☐	☐	☐	☐	☒

~~Source Selection Information–See FAR 2.101 and 3.104~~

4.	Home office participated in solving significant local problems. Narrative:	☐	☐	☐	☐	☐	☒
5.	Followed approved quality control plan. Narrative:	☐	☐	☐	☐	☐	☒
6.	Provided effective quality control and/or inspection procedures to meet contract requirements. Narrative:	☐	☐	☐	☐	☐	☒
7.	Corrected deficiencies in timely manner and pursuant to their quality control procedures. Narrative:	☐	☐	☐	☐	☐	☒
8.	Provided timely resolution of contract discrepancies Narrative:	☐	☐	☐	☐	☐	☒
9.	Identified problems as they occurred. Narrative:	☐	☐	☐	☐	☐	☐
10.	Suggested alternative approaches to problems. Narrative:	☐	☐	☐	☐	☐	☒
11.	Displayed initiative to solve problems. Narrative	☐	☐	☐	☐	☐	☒
12.	Developed realistic progress schedules. Narrative:	☐	☐	☐	☐	☐	☒
13.	Met established project schedules. Narrative:	☐	☐	☐	☐	☐	☒
14.	Provided timely resolution of warranty defects. Narrative:	☐	☐	☐	☐	☐	☒
15.	Was responsive to contract changes. Narrative:	☐	☐	☐	☐	☐	☒
16.	Provided adequate project supervision. Narrative:	☐	☐	☐	☐	☐	☒
17.	Obtained consent of surety for increases in bonding as work-in-progress increased. Narrative:	☐	☐	☐	☐	☐	☒
18.	Paid subcontractors/suppliers in a timely manner. Narrative:	☐	☐	☐	☐	☐	☒
19.	Provided accurate and complete line item cost proposals including all aspects of work required for each task. Narrative:	☐	☐	☐	☐	☐	☒
20.	Cooperated with Government personnel after award. Narrative:	☐	☐	☐	☐	☐	☒
21.	How would you rate the contractor's overall performance? Narrative:	☐	☐	☐	☐	☐	☒
22.	Was the contractor ever issued a cure or show cause notice under the referenced contract? If yes, explain outcome in "remarks."	☐	YES		☒	NO	
23	Would you award another contract to this contractor? If not, please explain in "remarks."	☒	YES		☐	NO	
24	To the best of your knowledge, is the contractor rated in CPARS?	☒	YES		☐	NO	

Source Selection Information–See FAR 2.101 and 3.104

REMARKS: Wright Construction Group delivered exceptional performance on their project in East Feliciana Parish. The team consistently went above and beyond contractual requirements, even completing additional work at no cost to the Parish. They demonstrated a clear understanding of the project's complexity and the daily operational challenges involved, proactively addressing issues to keep the work on track. Despite these challenges, Wright Construction Group executed the project efficiently and completed it in a timely manner. Their professionalism, commitment to quality, and dedication to client satisfaction were evident throughout the duration of the project. I would highly recommend them for any new project work, especially where performance is essential.

[redacted]

Source Selection Information–See FAR 2.101 and 3.104

Augusta-Richmond County Waterway Debris Removal

PAST AND PRESENT PERFORMANCE QUESTIONNAIRE

CONTRACTOR INFORMATION [completed by Contractor]

Contractor Company Name	Wright Construction Group	Street Address	2829 Montana Ave, Suite A300
Contractor Point of Contact Name	Masie Hagizada	City	El Paso
Point of Contact Phone Number	915.245.4887	State	TX
Reference Project Title	Augusta-Richmond County Waterway Debris Removal	Zip Code	79903
Contract POP (start to finish):	180 Days	Email	Masie.hagizada@wrightconstructiongrp.com
Contract Number	CJ 4538	Contract Dollar Value	[redacted]
Description of Work	Performed ~41 miles of waterways debris removal across streams, floodplains, and buffers, including compliant processing/disposal and environmental control—executed with inspection checkpoints and documentation aligned to large-scale municipal/federal expectations. WCG, as lead subcontractor our globally recognized emergency and environmental large business strategic partner, executing the debris removal and restoration of waterways across Augusta–Richmond County, GA. The project improves stormwater flow and mitigates flood risks through targeted clearing of streams, floodplains, and buffer zones. Scope includes removal of large, woody debris and obstructions using advanced methods, with all materials processed and disposed of per environmental standards. This effort reinforces Augusta's commitment to flood mitigation and environmental resilience, leveraging WCG's proven expertise in safe, efficient operations.		
Role of Contractor on This Project (check appropriate box)	☒ Prime Contractor ☐ Sub-contractor ☐ Key Personnel ☐ Teaming Partner		

Source Selection Information--See FAR 2.101 and 3.104

REFERENCE CONTACT INFORMATION [completed by Reference Contact]

Company Name	[redacted]	Street Address	[redacted]
POC Name	[redacted]	City	Sarasota
Phone Number	[redacted]	State	FL
Fax Number		Zip Code	[redacted]
Email	[redacted]		

PERFORMANCE INFORMATION: Choose the number on the scale of 1 to 6 that most accurately describes the contractor's performance or situation. ***PLEASE PROVIDE A NARRATIVE EXPLANATION FOR ANY RATINGS OF 1 OR 2*** in the applicable text box OR in the Remarks section, below (text box will expand to whatever extent is necessary).

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UNSATISFACTORY	MARGINAL	SATISFACTORY	VERY GOOD	EXCEPTIONAL	NEUTRAL
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	The Contractor ...	1	2	3	4	5	6
1.	Provided experienced managers and supervisors with the technical and administrative abilities needed to meet contract requirements. Narrative:	☐	☐	☐	☐	☐	☒
2.	Demonstrated ability to hire, maintain, and replace, if necessary, qualified personnel during the contract period. Narrative:	☐	☐	☐	☐	☐	☒
3.	Delegated authority to project managers and supervisors commensurate with contract requirements. Narrative:	☐	☐	☐	☐	☐	☐

Source Selection Information - See FAR 2.101 and 3.104

4.	Home office participated in solving significant local problems. Narrative:	☐	☐	☐	☐	☐	☒
5.	Followed approved quality control plan. Narrative:	☐	☐	☐	☐	☐	☒
6.	Provided effective quality control and/or inspection procedures to meet contract requirements. Narrative:	☐	☐	☐	☐	☐	☒
7.	Corrected deficiencies in timely manner and pursuant to their quality control procedures. Narrative:	☐	☐	☐	☐	☐	☒
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11.	Displayed initiative to solve problems. Narrative	☐	☐	☐	☐	☐	☒
12.	Developed realistic progress schedules. Narrative:	☐	☐	☐	☐	☐	☒
13.	Met established project schedules. Narrative:	☐	☐	☐	☐	☐	☒
14.	Provided timely resolution of warranty defects. Narrative:	☐	☐	☐	☐	☐	☒
15.	Was responsive to contract changes. Narrative:	☐	☐	☐	☐	☐	☒
16.	Provided adequate project supervision. Narrative:	☐	☐	☐	☐	☐	☒
17.	Obtained consent of surety for increases in bonding as work-in-progress increased. Narrative:	☐	☐	☐	☐	☐	☒
18.	Paid subcontractors/suppliers in a timely manner. Narrative:	☐	☐	☐	☐	☐	☒
19.	Provided accurate and complete line item cost proposals including all aspects of work required for each task. Narrative:	☐	☐	☐	☐	☐	☒
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21.	How would you rate the contractor's overall performance? Narrative:	☐	☐	☐	☐	☐	☒
22.	Was the contractor ever issued a cure or show cause notice under the referenced contract? If yes, explain outcome in "remarks."	☐	YES		☒	NO	
23	Would you award another contract to this contractor? If not, please explain in "remarks."	☒	YES		☐	NO	
24	To the best of your knowledge, is the contractor rated in CPARS?	☒	YES		☐	NO	

Source Selection Information--See FAR 2.101 and 3.104

REMARKS: Wright Construction Group has demonstrated consistent excellence throughout the course of our recent emergency management project in the City of Augusta project. Their team's professionalism, attention to detail, and deep understanding of both historical preservation and modern everyday residential concerns were clearly evident from project initiation through final delivery. Wright Construction's strongest attribute lies in their proactive project management, collaborative communication style, and ability to self-perform and adapt to evolving project requirements. They maintained a clear and structured schedule while remaining flexible to accommodate unforeseen conditions – especially important during the encountering of a historically significant area/structure. Their understanding of compliance requirements was thorough and ensured seamless integration with regulatory expectations. Moreover, Wright Construction showed exceptional coordination with subcontractors and responsiveness to client feedback significantly reduced delays and maintained high quality across all phases of the project. Minor scheduling delays occurred during early material procurement phases, largely due to the specialized nature of repurposed materials. However, these delays were communicated promptly and mitigated effectively through adaptive rescheduling and resource allocation. In summary, Wright Construction Group's performance was exemplary, with particular strengths in quality assurance, communications, and historical preservation. Their ability to anticipate and mitigate risks, combined with a commitment to maintaining project standards, positions them as a reliable and low-risk contractor for future projects. I would highly recommend them for any project especially ones that have a strong need for compliance and performance agility where performance under regulatory oversight is essential.

Source Selection Information--See FAR 2.101 and 3.104