City of Gainesville

Budget and Finance Department
Purchasing Division

July 19, 2020 Via Email: bsq@picgroupinc.com

Bruny Queen
PIC Group, Inc.
1000 Parkway Circle, Suite 1000
Atlanta, GA 30339

RE: Request for Proposal, FPUR-200036-GD
Temporary Personnel Services

Dear Ms. Queen,

The City is in receipt of PIC Group, Inc.'s response to the City's RFP for Background Screening Services. PIC Group, Inc. submitted a response to the RFP with several pages of the document marked proprietary & confidential. PIC Group, Inc. has requested that the City maintain these documents as confidential.

The City has not and cannot evaluate whether PIC Group, Inc.'s assertion of trade secret confidentiality and exemption is legally supportable. The trade secret determination is strictly factual and all facts supporting confidentiality and exemption from public records law are in the hands of PIC Group, Inc. However, until judicially determined otherwise, the City will maintain the confidentiality and exemption from public records pursuant to PIC Group, Inc.'s assertions.

This letter is to inform you of the procedures the City will follow to protect the confidentiality and exemption of the documents and how the City will handle any public records request for PIC Group, Inc.'s confidential documents. First, the City's evaluation committee, consisting of three separate City staff members, will rank the bidders. Each of these City evaluators will independently review the confidential documents. Each City evaluator will maintain the confidentiality of PIC Group, Inc.'s confidential documents during the independent review process. The City evaluators will not include any confidential information in their evaluation notes.

After independently reviewing the bids, the City evaluators will meet in a committee to rank the bids. This meeting is exempt from the Sunshine law but must be recorded and made available to the public once an intended decision has been made. Again the evaluators will take all precautions to avoid discussion of the confidential information on the record. Please note that designating portions as "Confidential" obscure the relevant portions of the items designated, making consideration of these areas in evaluating the bid difficult or impossible.

Finally, in the event the City receives a public records request for any document that you claim to be confidential, the City will notify you of the request and give you the opportunity to seek

judicial relief preventing the release of the documents you claim to be confidential. If you do not timely file (within 48 hours of notification by the City), the City will understand that you have waived any assertion of confidentiality and will release the documents you claim to be confidential.

If you have any questions or concerns, please contact me at 352-393-8789.

Sincerely,

Gayle Dykeman
2020.07.19 07:31:35
-04'00'

Gayle Dykeman
Procurement Specialist 3

Cc: File #200036
Evaluation Team

SOLICITATION NUMBER FPUR-200036-GD FOR TEMPORARY PERSONNEL SERVICES

RESPONDENT'S CERTIFICATION

Name of Corporation, Partnership, or Individual: PIC Group, Inc.

Physical Address: 1000 Parkway Circle, Suite 1000, Atlanta, GA 30339

Federal Identification #: 62-1409871 State of Incorporation: Georgia (Seal)

I have carefully reviewed this Solicitation including the scope, submission requirements, general information, and the evaluation and award process.

I acknowledge receipt and incorporation of the following addenda, and the cost, if any, of such revisions has been included in the pricing provided.

Addenda _1__ through _4_ acknowledged (if applicable).

I am a small business enterprise (SBE) or service disabled veteran enterprise (SDVE) certified with the City of Gainesville Equal Opportunity Department (http://www.cityofgainesville.org/OfficeofEqualOpportunity.aspx).	☐ YES	X NO
I am a local business requesting Local Preference (include Business Tax Receipt and Zoning Compliance Permit).	☐ YES	X NO
The Living Wage Ordinance applies.	☐ YES	X NO

If YES, additional costs in response price $_____

I further acknowledge that:

☐ **Response is in full compliance with the specifications**; or

X **Response** is in full compliance with the specifications **except** as specifically stated and explained in detail on sheets attached hereto and labeled "Clarifications and Exceptions."

I hereby propose to provide the goods/services requested in this Solicitation. I agree to hold pricing for at least **60** calendar days from the Solicitation due date. I agree that CITY's terms and conditions herein take precedence over any conflicting terms and conditions submitted for CITY's consideration, and agree to abide by all conditions of this Solicitation.

I certify that all information contained in this Response is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to execute and submit this Response on behalf of the organization as its agent and that the organization is ready, willing and able to perform if awarded. I further certify that this Response is made without prior understanding, agreement, connection, discussion, or collusion with any other person, company or corporation submitting an offer for the same product or service; no officer, employee or agent of CITY owns or will benefit

more than 5% from award of this Solicitation; and the undersigned executed this Respondent's Certification with full knowledge and understanding of the matters therein contained.

DocuSigned by:
Frank Avery 7/11/2020
97045880349547A...

Authorized Signature Date

Respondent's Contact
(for additional information)

Name: Frank G. Avery

Title: President/CEO

Telephone: 770-850-0100

Fax: 678-627-4561

Email: frank.avery@picgroupinc.com

Name: Bruny Queen

Title: Commercial Manager

Telephone: 678-627-4461

Fax: 678-627-4561

Email: bsq@picgroupinc.com

If Respondent is not an individual, include authorization for the above individual to sign on behalf of the organization.

REFERENCE FORM

Name of Bidder: **PIC Group, Inc., Atlanta, Georgia**

Provide current, verified information for three references of similar scope performed within the past five years. You may include other pertinent information.

#1 Year(s) services provided: (for example: 1/2018 to 12/2019): 2006-Present

Company Name: Southern Company Services, Inc.

Address: 600 N. 18th Street

City, State, Zip: Birmingham, AL 35242

Contact Name: Mike Carder

Phone Number: 205-992-6326 Fax Number:

Email Address: dmcarder@southernco.com

#2 Year(s) services provided: (for example: 1/2018 to 12/2019): 2017-2019

Company Name: Salt River Project – Navajo Generating Station

Address: Mail Station NGS010 P.O. Box 850

City, State, Zip: Page, AZ 86040

Contact Name: Shayne Jones

Phone Number: 928-645-6533 Fax Number:

Email Address: shayne.jones@srpnet.com

#3 Year(s) services provided: (for example: 1/2018 to 12/2019): 12/17 – to present

Company Name: Calpine Corporation

Address: 6555 Sierra Drive

City, State, Zip: Irving, Texas 75039

Contact Name: Andrew Gundershaug

Phone Number: 530-682-3620 Fax Number:

Email Address: andrew.gundershaug@calpine.com

SOLICITATION NUMBER FPUR-200036-GD FOR TEMPORARY PERSONNEL SERVICES

PRICING RESPONSE FORM

Responding Company's Name: PIC Group, Inc.

The foundation for the determination of the employee Wage Rate is the City of Gainesville Job Classification and its associated Minimum Salary. Most recent information can be located at: https://www.governmentjobs.com/careers/gainesville/classspecs.

Direct reference to the City's Job Description, Job Code, and Minimum Salary for the position should be provided as back-up for the bill rate quoted.

The Bill Rate $/Hour will be determined by an All-Inclusive Multiplier added to the CITY'S minimum salary for the position. The All-Inclusive Multiplier must include all *Affordable Care Act* fees.

This solicitation may award to more than one vendor. The CITY understands that some temporary services companies specialize in certain categories of services; therefore, bidders may bid on one category, many, or all of the work categories identified below. However, bidder must be able to demonstrate that it has the resources to fully support the job categories for which they are bidding.

NOTE: Technical Categories are not sought under this solicitation.

Provide All-Inclusive Multiplier for all Job Categories your company is bidding on below; remember, the All-Inclusive Multiplier must include provision for the *Affordable Care Act*:

No.	Job Categories	All-Inclusive Multiplier
1	General Office & Clerical Work	1.33
2	Labor-Light Lifting (i.e., Store Clerk)	1.35
3	Maintenance, Labor-Heavy Lifting (i.e., janitorial, outdoor labor such as small equipment operators, working in concrete, asphalt, digging trenches, etc.)	1.38
4	Child Care	NA
5	Food Service (i.e., Cooks, Waiters, Kitchen Staff)	NA
6	CDL Drivers	NA
7	School Crossing Guards	NA

Note:

- All-Inclusive Multiplier does not include PIC's Health Care Benefits. Health Care Benefit to be billed at cost per straight time hour per PIC's 2020 Medical Costs table below.

PIC 2020 Medical Costs					
		EE	EE + SP	EE + CH	F
	MEDICAL PLAN	Cost/Hr	Cost/Hr	Cost/Hr	Cost/Hr
	POS	$3.71	$7.42	$6.68	$10.39
	HDHP	$3.97	$6.39	$5.75	$8.95

EE = Employee Only; EE + SP = Employee + Spouse; EE + CH = Employee + Child; F = Family

Note:

- Medical Plan Cost/Hr to billed at 40 hours / week.
- Medical Plan costs to be updated annually

The following services shall be provided by the Contractor prior to employing temporary personnel upon the request of the City. These services must be billed in accordance with the rates stated, unless otherwise included in the billing rate.

a. **Health Statements:** At the request of the City, the Contractor shall have health assessments conducted to determine an employee's general state of health and physical ability to perform the job for which the employee is requested.	Cost per request: $137.50
b. **Drug Testing:** Drug testing may be required for certain job classifications. The Contractor is responsible for conducting drug testing at the request of the City and in accordance with all federal regulations.	Cost per request: $38.50
c. **Criminal Background Check:** (as required by job duties) *Price includes County/Statewide & Federal	Cost per request: $124.85
d. **Criminal Record Check:** (as required by job duties)	Cost per request: $27.50
e. **Motor Vehicle Record Check:** (as required by job duties)	Cost per request: $27.50

Do not quote fractional percentages beyond 2 digits. If more than two digits are quoted, percentage will be obtained by rounding down.

If the Respondent offers discounted pricing, such as prompt payment discounts or volume discounts, it must be clearly stated and explained here. Such discounts, if applicable, will not be used in determining award of the Solicitation. If there are additional rates that are not included

above, they must be included in the "Clarifications and Exceptions" page marked as "Additional Pricing." If Respondent is awarded the contract, additional rates must be formalized via an Amendment to the Contract.

Submitted by:

Name (printed)	PIC Group, Inc.
Signature	DocuSigned by: Frank Avery 97045880349547A...
Title	President/CEO
Date	7/13/2020

[The remainder of this page intentionally left blank]

SOLICITATION NUMBER FPUR-200036-GD FOR TEMPORARY PERSONNEL SERVICES

DRUG-FREE WORKPLACE CERTIFICATION FORM

Preference may be given to a business that certifies that it has implemented a drug-free workplace program. Pursuant to Section 287.087, Florida Statutes, whenever two or more competitive solicitations that are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a response received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing the responses will be followed if none of the tied providers has a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

3. Give each employee engaged in providing the commodities or contractual services that are under proposal a copy of the statement specified in Subsection (1).

4. In the statement specified in Subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893, Florida Statutes, or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.

5. Impose a sanction on any employee who is so convicted or require the satisfactory participation in a drug abuse assistance or rehabilitation program as such is available in the employee's community.

6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of applicable laws, rules, and regulations.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

PIC Group, Inc
CORPORATION, PARTNERSHIP, OR INDIVIDUAL

DATE
7/8/2020

DocuSigned by:
Frank Avery
AUTHORIZED SIGNATURE

DS LW 7/8/2020

CLARIFICATIONS AND EXCEPTIONS

SOLICITATION NUMBER FPUR-200036-GD FOR TEMPORARY PERSONNEL SERVICES

Bidder: PIC Group, Inc.

Deleted language appears as a strikethrough, added language appears in red.

Exceptions to General Terms and Conditions:

Section 13.0: "Any delay or failure by ~~CITY~~ a party to exercise or enforce any of its rights pursuant to this Contract shall not constitute or be deemed a waiver of ~~CITY's~~ such party's right thereafter to enforce those rights, nor will any single or partial exercise of any such right preclude any other or further exercise thereof or the exercise of any other right."

Exceptions to Supplemental Conditions:

Section 1.5: "Responsibility. Except as specifically noted in this Contract, Contractor shall be solely responsible for the means, methods, techniques, sequences, and procedures utilized by Contractor in the performance of this Contract. The Contractor will assign only competent and skilled personnel to perform the Work. ~~All of the Contractor's personnel or subcontractors engaged in any of the Work performed pursuant to this Contract are under the Contractor's sole direction, supervision and control at all times and in all places.~~ The Contractor's employees must be as clean and in good appearance as the job conditions permit, conducting themselves in an industrious and professional manner. The Contractor ~~and its employees~~ cannot represent, act, or be deemed to be an agent or employee of the CITY."

Section 2.1: "THE CONTRACTOR shall be fully liable for the actions of its agents, employees, partners, or subcontractors and fully indemnifies, defends, and holds harmless the CITY its elected officials, its officers, agents, and employees, from any such suits, actions, damages, and/or costs of every name and description, including attorneys' fees, arising from or relating to personal injury and damage to real or personal tangible property ~~alleged to be~~ to the extent caused in whole or in part by THE CONTRACTOR, its agents, employees, partners, or subcontractors. Notwithstanding, any personnel supplied by THE CONTRACTOR to the CITY under this Contract shall be deemed to be under the direction and supervision of the CITY during the term of their assignment and THE CONTRACTOR shall not be required to indemnify the CITY against their acts or neglect."

Section 4.0, first paragraph: "Notwithstanding the completion schedule, CITY has the right to delay performance for up to three (3) consecutive months as necessary or desirable and such delay will not be deemed a breach of Contract, but the performance schedule will be extended for a period equivalent to the time lost by reason of CITY's delay. The CITY agrees to compensate THE CONTRACTOR for any documented, direct out-of-pocket costs arising from such delays. Such ~~extension of time~~ will be THE CONTRACTOR's sole and exclusive remedy for such delay."

Section 6.2, at end of provision following list, insert: "In the event of any of the preceding defaults, the CITY shall provide THE CONTRACTOR with written notice in accordance with Article 5 above before termination may occur."

Add new section 6.4: "Termination by Contractor. In the event CITY fails to remit payment when due pursuant to this Contract, THE CONTRACTOR may suspend the Work and/or terminate this Contract if such failure is not cured within ten (10) calendar days of THE CITY's receipt of THE CONTRACTOR's notice of such failure. CITY shall pay THE CONTRACTOR for all Work performed through the date of suspension and/or termination plus reimburse THE CONTRACTOR for all reasonable costs related to the cancellation, including without limitation the costs to terminate subcontracts and other demobilization costs."

Section 8.0: "LIMITATION OF ~~CITY'S~~ LIABILITY. To the fullest extent permitted by law, ~~CITY shall not be liable to THE CONTRACTOR~~ neither party shall be liable to the other for any incidental, consequential, punitive, exemplary or indirect damages, lost profits, revenue or other business interruption damages, including but not limited to, loss of use of equipment or facility. Notwithstanding anything to the contrary, the total liability of THE CONTRACTOR, its parent, affiliates, subcontractors, successors and assigns, and each of their respective directors, officers and employees, for all claims of any kind during any calendar year, whether in contract, warranty, indemnity, tort (including without limitation negligence, strict liability, or gross negligence), or other cause of action, arising out of the performance or breach of this Contract, shall not exceed an amount equal to the total payments received by THE CONTRACTOR during such calendar year for actual billings to the CITY."

Exceptions to Attachment 3, Scope of Work:

Section 8.0: "**HIRING OF CONTRACTOR'S EMPLOYEES.** If, after hiring a Contractor's temporary employee that has been sent to work with the CITY, a decision is made to put an employee on the CITY's own payroll, ~~the Contractor waives all rights to, and requirements for a payment of a fee reimbursing the Contractor for damage suffered as a result of the loss of the training and advertising invested in that employee.~~ the CITY shall pay THE CONTRACTOR a placement fee equivalent to twenty percent (20%) of such employee's annual compensation upon the expiration of ninety (90) days of continuous employment by the CITY."

City of Gainesville
Procurement Division
200 E University Avenue, Rm 339
Gainesville, FL 32601
(352) 334-5021(main)

Addendum Publish Date: June 22, 2020

Temporary Personnel Services
RFP #: FPUR-200036-GD
ADDENDUM NO. 1

Bid Due Date: July 7, 2020, 3:00pm (Local Time)

NOTE: The original Specifications of this solicitation remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary.

1. Any questions regarding this solicitation shall be submitted in writing to the City of Gainesville (CoG) Procurement Division by 3:00pm, (local time), Thursday, June 25, 2020. Submit questions to: dykemangb@cityofgainesville.org
2. Please find attached:
    a. Attachment A - A copy of the Pre-Bid Discussion/Information Checklist, which includes detail of the solicitation schedule
    b. Attachment B - Bid Opening Zoom Access information
    c. Attachment C - A copy of the Solicitation with the Footer references corrected
    d. Attachment D - Current Contract and Addendums
    e. Attachment E - A copy of the Cone of Silence period information (Financial Procedures Manual Section 41-424 Prohibition of lobbying in procurement matters) that was discussed.
3. Following is a review of the Pre-Bid Meeting that was held via Zoom Conference on June 18, 2020:
    a. City of Gainesville Staff represented by Gayle Dykeman, CoG Procurement Specialist III, Roxy Gonzalez, CoG Parks & Recreation, Lisa Jefferson, CoG HR, Alandya Brutton, GRU Customer Service, Cheryl McBride, GRU HR.
    b. Gayle Dykeman started the meeting by reviewing important Procurement areas of the solicitation, including the solicitation schedule and submittal due date. All communication must go through Gayle Dykeman throughout the duration of the solicitation. All submittals must be entered in DemandStar.com by the due date and time – DemandStar is programmed to reject any bids that are entered after that time. DemandStar is a free tool for vendors to submit bids. DemandStar will automatically close the solicitation at the specified date and time, and the City will not accept any late proposals, regardless of the format presented. While this is an evaluated bid, the minimum requirement of at least five (5) years in Temporary Staffing Services is required. Living Wage does not apply to this solicitation. Spoke at length about the rules guiding the Cone of Silence.
    c. Cheryl McBride gave a brief overview of the solicitation, as can be reviewed by vendors in the solicitation. Cheryl emphasized the importance of developing a partnership with the CITY in its endeavors to meet its staffing requirements.

4. Following are questions and answers that were discussed in the meeting:

   a. Question:
   1. Can vendors bid on parts of the solicitation, but not all the services requested?
   2. Is it possible to only bid on General Office & Clerical Work or does the agency need to bid on all disciplines?
   3. So you are awarding to only one vendor? Or more?

   Answer: The agency can bid on one or more disciplines. See the solicitation, FORMS Page 7

   b. **Question:** If the City selects a new vendor, how will the transition to the new vendor be handled for the current temp employees?
   Answer: Best practice is to have existing temporary personnel reapply with the new vendor.

   c. **Question:** What is the total spend for 2019?
   Answer: $149,422

   d. **Question:** What is the expected spend for 2021?
   Answer: The CITY will typically extrapolate from the prior three years, however there are some new categories for which we have no history - if we are able to hire those positions, there is the potential that the spend will be higher.

   e. **Question:** Several health testing questions have been listed here to provide one response to all:
      1. Regarding the statements in the solicitation regarding health testing, are you referring to COVID19 testing?
      2. In the solicitation regarding health testing, are you referring to COVID19 testing?
      3. Are the health assessment requirements applicable to all positions, including office clerical?
      4. Can you clarify what exactly may be involved in determining “employee’s general state of health and physical ability to perform the job”… does this have to do with COVID testing, temperature taking daily, or does the contractor have to undergo a physical before being assigned?

   Answer: The primary purpose is to make sure the person is physically able to do the job, in some cases this may require additional tests, depending on the job requirements. Additional clarifying information will be provided on this question in a future Addendum.

   f. **Question:** We do not have experience with unions, are we expected to provide union workers?
   Answer: While the temporary employee is doing the job of a Union Worker, they are not required to join the Union, as they are not City employees, they are your agency’s employees.

   g. **Question:** Is there a prescribed format for the submittal?
   Answer: No but would prefer to receive all required forms at the front of the submittal.

   h. **Question:** Is Drug Testing required of all Temp Employees?
   Answer: Some positions require drug testing. Additional detail will be provided in the next Addendum.

   i. **Question:** Do you require a 7- or 10-year background check?
   Answer: Depends on the position – additional detail pending.

   j. **Question:** Background check in the County – last 7 or 10 years?
   Answer: Depends on the position – additional detail pending.

k. **Question:** Are you asking, in the section below the pricing sheet, if these items are included in the all-inclusive multiplier?
Answer: No, if your company includes those items in the all-inclusive multiplier as part of their service, please just indicate that the service is part of the regular service of the company and included in the all-inclusive multiplier.

l. **Question:** Do we have to subcontract with a local vendor to get local vendor preference?
Answer: The headquarters of the company claiming local vendor preference must be within the CITY'S geographic limits to be considered for Local Preference.

m. **Question**: What is the length of the average assignment?
Answer: The average assignment is 122 days.

n. **Question:** Do we need to be in the City of Gainesville to bid?
Answer: No you can be located anywhere to bid, all bids are encouraged.

o. **Question**: Amount of positions? Is that the number of resources you are looking for? More? Less?
Answer: GRU does not expect increments above current run rate.

p. **Question**: Do you have 2021 projections for use of CDL driver and Crossing Guard positions?
Answer: We do not have projections on these segments.

q. **Question:** Do we need to submit questions to Robbin or Gayle?
Answer: Gayle Dykeman, dykemangb@cityofgaineville.org

5. Following are questions that have been received in writing:

a. **Question:**
   1. Is there an incumbent for this contract or is this for a new contract?
   2. If yes, can you please let us know the name of incumbent, their hourly rate and historical spend?
   3. What is the current vendor and what rates are they billing?
   4. Provide the current contract and markup.

   Answer: The City currently obtains Temporary Services from TempForce. Their hourly rate varies based on the job position. The current mark-up is 23% for clerical, and 49% for jobs that require physical labor; and for each position, $.29/hour is billed to cover Affordable Care Act costs. 2019 spend was $149, 422. See Attachment D for the current contract.

b. **Question:** Is budget allocated for this contract? If yes, can you please let us know the same?
Answer: Each Department and GRU develop their own budget for temporary services, so yes, it is budgeted.

c. **Question:** Can you provide the job description for the mentioned positions?
Answer: Please reference the solicitation, FORMS Section, Page 7. There is a link there to access the job descriptions.

d. **Question**: Do we have to sub-contract to meet the Small Business Enterprise and Local Preference goal?
Answer: See response in #4, i.

e. **Question**: Are school crossing guards posted at Elementary and Middle Schools? Or Elementary Schools only?
Answer: Under research

f. **Question**: How many hours per day does a school crossing guard work? What are the a.m. post times and p.m. post times currently?
Answer: Under research

g. **Question:** Do you want the chosen vendor to consider employing any of the current guards?
Answer: Under research

h. **Question:** What are the current hourly wage and bill rates for School Crossing Guards?
Answer: Under research

i. **Question:** Are the health assessment requirements applicable to all positions, including office clerical?
Answer: See response in Question 4.e.

j. **Question:** Are you looking for MSP services?
Answer: No

k. **Question**: How many staffing suppliers do you currently use?
Answer: Primarily one, however additional vendors are used for technical and food service staffing.

l. **Question**: Do you have an estimate of your annual contingent labor spend?
Answer: Please see above, Question 5.a.

m. **Question**: What states/countries would you like your MSP to cover?
Answer: City of Gainesville and Gainesville Regional Utilities only

n. **Question:** Do you have a current MSP or VMS?
Answer: No

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER COMPANY NAME: PIC Group, Inc.

SIGNATURE: DocuSigned by: Frank Avery 97045880349547A...

LEGIBLY PRINT NAME: Frank Avery

DATE: 7/8/2020

DS SG 7/8/2020

Addendum Publish Date: June 29, 2020

Temporary Personnel Services
RFP #: FPUR-200036-GD
ADDENDUM NO. 2

Bid Due Date: ~~July 7, 2020, 3:00pm (Local Time)~~
New Bid Due Date: July 13, 2020, 3:00pm Local Time

NOTE: The original Specifications of this solicitation remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary.

1) **Change in Due Date**: The due date has been extended to Monday, July 13, 2020, 3:00pm

2) **Correction:** Addendum 1, Question 4.c. - the answer to this question is INCORRECT. For detailed spend information, see Attachment 1 to this Addendum

3) The following questions from Addendum 1 are still under research and will be provided in the next Addendum. Similar questions that were submitted by the Questions Due Date have been bundled together.

A. Question, Addendum 1, 4. h.:
   1) Is Drug Testing required of all Temp Employees?
   2) Which positions require a drug test?
   3) Regarding the Pre-Employment drug screening and Background checks, is there a minimum level of Panel needed? (i.e. 5 panel drug test or higher?)
   4) Please specify how many drug panels and what drugs you expect the drug screens to cover.

   Answer: Depends on the position – additional detail pending

B. Question: In reference to Attachment 3 Statement of Work, Section 10.0.3 interview at site. Are travel and expenses paid?
   Answer: Under research.

C. Question, Addendum 1. 4.i.:
   1) What level of background check is required
   2) Do you require a 7- or 10-year background check?
   3) Please specify what criteria are included in a Criminal Background Check as being requested with this RFP.
   4) Please specify what criteria are included in a Criminal Background Check as being requested with this RFP.
   5) Please specify what criteria are included in a Criminal Record Check as being requested with this RFP.

   Answer: Depends on the position – additional detail pending.

D. Question, Addendum 1. 4.j.: Background check in the County – last 7 or 10 years?
   Answer: Depends on the position – additional detail pending.

4) Following are answers to questions that were unanswered in Addendum 1, dated June 22, 2020.

   A. Question, Addendum 1, 5.e.: Are school crossing guards posted at Elementary and Middle Schools? Or Elementary Schools Only?
   Answer: School crossing guards are posted at both Elementary and Middle Schools.

   B. Question, Addendum 1, 5.f.: How many hours per day does a school crossing guard work? What are the a.m. post times and p.m. post times?
   Answer: School crossing guards typically work 2-4 hours per day. The a.m. and p.m. post are determined by the hours of the school to which they are assigned.

   C. Question, Addendum 1, 5.g.: Do you want the chosen vendor to consider employing any of the current guards?
   Answer: Yes

   D. Question, Addendum 1, 5.h.: What are the current hourly wage and bill rates for School Crossing Guards?
   Answer: School crossing guards are currently paid $25.30/hour and are paid through the CITY's payroll, so there is currently no bill rate.

5) Following are questions that were submitted by the Questions Deadline, (June 25, 2020) for which answers are under research and will appear in the next Addendum.

   A. Question: Will the contract be temporary staffing, direct hire/permanent recruiting or a combination?
   Answer: Under research.

   B. Question: How many vacancies currently exist?
   Answer: Under research.

   C. Question: Will the contract require the payroll of the current temporary employees
   Answer: Under research.

   D. Question: Will 3rd party testing on skills be required for any position before submission?
   Answer: Under research.

   E. Question: On average, how many contractor's employees are hired by GRU or GG prior to the completion of 90 days of temporary employment
   Answer: Under research.

   F. Question: Would GRU and GG be willing to add a contract clause allowing for amendment to billing rates for new taxes, state or federal mandates or other new payroll expenses that may arise during the contract term? In other words, unforeseen legislative changes or additions.
   Answer: Under research.

   G. Question: Are contractors required to participate in E-verify?
   Answer: Under research.

H. Question: In reference to Attachment 3 Statement of Work, Section 10.0.3 interview at site. Are travel and expenses paid?
Answer: Under research.

I. Question: In reference to Attachment 3 Statement of Work, Section 5.2 Training and Testing employees for proficiency in the job that they will be performing in accordance the job classification. What type of evidence is required?
Answer: Under research.

6) Following are questions and answers that were submitted prior to the Questions Deadline (June 25, 2020, 3:00pm)

A. Questions:
1) Is this a new requirement or is there an incumbent(s)? If so, can you please disclose the incumbent(s) name and if possible please provide the incumbent proposals?
2) Who is/are the current vendors?
Answer: See Addendum 1, 5.a. and Addendum 1, Attachment D. To reference the current company as the "incumbent" would be a misnomer, as they are required to present proposals to this solicitation.

B. Questions:
1) What is the estimated budget for this contract? If unknown, please provide the previous spending.
2) What is the estimated budget for the new contract?
Answer: See Addendum 1, 4.c.

C. Questions:
1) To offer you competitive pricing, please share the incumbent's cost proposal.
2) What are the current pay and bill rates/markup?
Answer: See Addendum 1, Attachment D. This information is over 10 years old and should not be used as a benchmark for pricing. The CITY assumes that each vendor is putting forward their best pricing for their business model. The "incumbent's" current pricing is unavailable, as they are required to participate in the bid process as well.

D. Question: Please specify the list of benefits current temporaries receive from the "incumbent".
Answer: Current vendor is required to comply with the Affordable Care Act. See also Addendum 1, Attachment D.1

E. Question: Please specify the list of vacation and holidays current employees receive from the "incumbent".
Answer: Current temporary employees are able to qualify for up to forty (40) hours of vacation and six (6) paid holidays annually, subsequent to meeting eligibility requirements.

F. Question: How many temporaries are currently working under this contract?
Answer: See Bid Package, Exhibit D

G. Questions:
   1) As it is a multiple award contract, please describe how vendors under contract will receive a fair share of business without vendor rotation of job orders implemented in the procurement process?
   2) Will this be an exclusive or non-exclusive contract?
   3) Are you looking for one vendor or are you planning to use multiple vendors to fill your services?

   Answer: While this is a multiple award contract, each discipline will only be awarded to one vendor. So, for example, Clerical Temp business will be awarded to one vendor, CDL drivers will be awarded to one vendor. If a vendor bids on more than one discipline, it is possible for that vendor to win the award for more than one discipline.

H. Question: Please describe the issues/problems that the CITY is facing under the current contract.
   Answer: There are no issues with the current vendor.

I. Questions:
   1) Refer to the Pricing Response Form, it is our understanding that the all-inclusive multiplier refers to all-inclusive markup percentage of the vendors. Is that correct? If not, please explain.
   2) On the pricing sheet, if we include an all-inclusive multiplier, do we still need to include the cost per request?

   Answer: Correct. If your proposal's all-inclusive multiplier includes all of the services listed in the cost/request section, indicate on your proposal that these services are already included in the all-inclusive multiplier, and do not respond to the itemized request.

J. Question: Refer to the Pricing Response Form, it is our understanding that the vendors need to provide the breakdown of markup percentage of Health Statements, Drug Testing, Criminal Background Check, Criminal Record Check and Motor Vehicle Record Check per position. Is it correct? If no, please explain.
   Answer: No, See Addendum 1, 4.k.

K. Question: Is it possible for the CITY to extend the due date?
   Answer: Yes, due date is extended to Monday, July 13, 2020, 3:00pm.

L. Questions:
   1) How much was spent on temporary services in 2017, 2018 2019 (for the services requested under this RFP?)
   2) Exhibit D indicated 2019 Historical Usage Data of GRU Hours 49,293 and GG Hours 66,525 for a total utilization of 115,818 hours in the General Office and Clerical Category. However, in Addendum 1, Question 4-C the total spend for 2019 was answered as $149,422. That spend amount cannot equate to the hours provided as that would make the average Bill Rate $1.29? Can you please restate the total spend by Job Category including hours utilized and total spend per category?

   Answer: Yes! There was an error in reporting spend in Addendum 1, sincere apologies. This has been corrected and all data requested can be found attached to this Addendum 2, Exhibit A.

M. Question: How many temporary employees are currently utilized?
Answer: See Bid, Exhibit D

N. Question: How many temporary employees are in each category?
Answer: See Bid, Exhibit D

O. Question: Are there subcontracting goals?
Answer: No

P. Question: Is an out of state license required?
Answer: Out of state vendors will be required to register with the State of Florida through SunBiz.

Q. Question: Are vendors required to have an office or will out of state vendors be considered?
Answer: See Addendum 1, 4.n.

R. Question: On page 5 (section 4.0) of the RFP document, you have mentioned a "Subcontractor Information Form". We don't see this included anywhere. Can you please provide?
Answer: This form is not required for this solicitation.

S. Question: The DemandStar online tool asks us to enter a "Bid Amount" before we can upload out proposal. What do we enter here?
Answer: Enter $.01

T. Question: Are we allowed to submit a video presentation for our firm's RFP?
Answer: No, all submissions must be in writing and submitted through DemandStar.

U. Question: Do you require any on-site representative(s) from the temporary staffing firm? In not, would you give preference in awarding a firm that does provide an on-site representative?
Answer: On-site representation is not a factor in this solicitation.

V. Question: Please define the "competitive negotiation" process and/or period, and how that relates to the "Best and Final Offer".
Answer: In some solicitations, negotiations may take place. In this solicitation, the bid your company submits should be your best and final offer.

W. Question: Is there any leeway for revision/redlines to the actual service contract when/if offered?
Answer: If you company has identified deviations to the solicitation, these should be identified and submitted with your company's submittal. These deviations may be considered but the CITY is under no obligation to accept the deviations. Likewise, Contract Deviations may be considered, but the CITY is under no obligation to accept the deviations.

X. Question: Are we permitted, and how can we access the minimum hourly wages for the position listed in the RFP?
Answer: See the RFP. FORMS Section, Page 7.

Y. Question: If there are any positions that we cannot staff, based on risk analysis, does that disqualify us from consideration?
Answer: No, but you must identify those positions that you will be unable to fulfill.

Z. Question: Are the Pervious bidders' responses for this awarded proposal a matter of public record? If so where can they be found?
Answer: Addendum 1, Attachment D.1

AA. Question: Does the City of Gainesville provide any paid vacation or paid holidays to temporary employees?
Answer: No

BB. Question: Does the City of Gainesville provide any benefits to temporary employees? If so does the city make any contributions to the cost of these benefits?
Answer: No

CC. Question: Is there a maximum time that an employee can be on a project
Answer: No

DD. Question: What is the average duration of the assignments?
Answer: See Addendum 1, 4.m.

EE. Question: Is a Bid Bond required for this proposal as per Section 10.3? If is is can we assume that this requirement needs to be satisfied at the time of award?
Answer: No Bid Bond is required.

FF. Question: Is there any fixed fiscal year budget allocated for this contract?
Answer: No

GG. Question: Does the CITY disclose the number of temporary employees required in the fiscal year in various work categories?
Answer: The CITY does not forecast future utilization. For a history of temporary services utilization see Attachment A to this Addendum

HH. Question: Does all-inclusive multiplier include all our costs and burden?
Answer: If the all-inclusive multiplier you propose does not include all of your costs and burden, then you must identify any additional costs associated with utilizing your services.

II. Question: Is the assumption that a twenty percent multiplier would be captured as 1.20 in Cost Form?
Answer: Yes.

JJ. Question: Will references be checked for all bidders or only the shortlisted bidders?
Answer: The Evaluation Team will determine when and how references will be checked once they have had an opportunity to review the submittals.

KK. Question: Can we provide references from clients where we have executed a similar scope from the public and private sectors?
Answer: Yes, as long as the reference information is current and the services were provided in the last five years.

LL. Question: In reference to PRICING RESPONSE FORM, Note: Technical Categories are not sought under this solicitation. Please provide additional clarification for the Technical Categories and type of positions and or services.
Answer: Technical Categories are not a segment the CITY is seeking from this solicitation.

MM. Question: General question: 2019 breakdown of position hired in the maintenance department to which locations?
Answer: Parks, Recreation & Cultural Affairs hires most of the maintenance staff, their locations are determined by the assignment.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 2 by his or her signature below, and a copy of this Addendum to be returned with proposal.

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 2 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER COMPANY NAME: PIC Group, Inc.

SIGNATURE: DocuSigned by: Frank Avery 97045880349547A...

LEGIBLY PRINT NAME: Frank Avery

DATE: 7/8/2020

DS SG 7/8/2020

RFP # FPUR-200036-GD
Temporary Personnel Services

Addendum 2
EXHIBIT A
3-YEAR HISTORICAL DATA

FY 2019 (10/1/18-9/30/19)

Category	Agency	# of Assignments	Hours	Spend
General Office & Clerical	GRU	50	43,293	$ 843,158.08
	GG	81	66,525	$ 1,116,124.76
Labor-Light Lifting	GRU			
	GG	2	3,263	$ 57,729.90
Maintenance, Labor	GRU	1	376	$ 6,132.56
	GG	24	22,327	$ 337,726.35
Child Care	GRU			
	GG			
Food Service	GRU			
	GG	8	7,639	$ 96,574.55
CDL Driver	GRU			
	GG			
School Crossing Guard	GRU			
	GG			
		166	100,130	$ 2,457,446.20

FY 2018 (10/1/17 - 9/30/18)

Category	Agency	# of Assignments	Hours	Spend
General Office & Clerical	GRU	64	34,510	$ 529,179.15
	GG	86	47,956	$ 835,904.53
Labor-Light Lifting	GRU			
	GG	4	1,913	$ 33,835.31
Maintenance, Labor	GRU	1	311	$ 6,563.97
	GG	39	24,678	$ 324,051.43
Child Care	GRU			
	GG			
Food Service	GRU			
	GG	5	4,053	$ 51,803.37
CDL Driver	GRU			
	GG			
School Crossing Guard	GRU			
	GG			
		199	78,911	$ 1,781,337.76

FY 2017 (10/1/16 - 9/30/17)

Category	Agency	# of Assignments	Hours		Spend
General Office & Clerical	GRU	41	29,340	$	456,656.54
	GG	46	41,912	$	763,695.62
Labor-Light Lifting	GRU	1	453	$	5,694.21
	GG	2	4,173	$	71,173.17
Maintenance, Labor	GRU				
	GG	21	22,704	$	323,644.03
Child Care	GRU				
	GG				
Food Service	GRU	5	9,135	$	115,095.58
	GG				
CDL Driver	GRU				
	GG				
School Crossing Guard	GRU				
	GG				
		116	78,377	$	1,735,959.15

Addendum Publish Date: July 4, 2020

Temporary Personnel Services
RFP #: FPUR-200036-GD
ADDENDUM NO. 3

Bid Due Date: ~~July 7, 2020, 3:00pm (Local Time)~~
New Bid Due Date: July 13, 2020, 3:00pm Local Time

NOTE: The original Specifications of this solicitation remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary.

1) The following questions from Addendum 1. Similar questions that were submitted by the Questions Due Date have been bundled together.

A. Question, Addendum 1, 4. h.:
   1) Is Drug Testing required of all Temp Employees?
   2) Which positions require a drug test?
   3) Regarding the Pre-Employment drug screening and Background checks, is there a minimum level of Panel needed? (i.e. 5 panel drug test or higher?)
   4) Please specify how many drug panels and what drugs you expect the drug screens to cover.

   Answer: The basis for the testing outside federal requirements apply to:
      1. Any job that requires a CDL
      2. Any job that works with minors
      3. Any job that requires a safety sensitive job duty in its essential functions of the job, City will determine based on where the temp employee will be placed
      4. Any public safety position (fire/police)

B. Question: In reference to Attachment 3 Statement of Work, Section 10.0.3 interview at site. Are travel and expenses paid?
   Answer: Under research.

C. Question, Addendum 1. 4.i.:
   1) What level of background check is required
   2) Do you require a 7- or 10-year background check?
   3) Please specify what criteria are included in a Criminal Background Check as being requested with this RFP.
   4) Please specify what criteria are included in a Criminal Background Check as being requested with this RFP.
   5) Please specify what criteria are included in a Criminal Record Check as being requested with this RFP.
   6) Question, Addendum 1. 4.j.: Background check in the County – last 7 or 10 years?
      Answer: The CITY requires a 10-year background check on positions deemed safety sensitive; i.e. - CDL or works with minors. All other complete a 7-year background

check. This includes social, date of birth, employment verification, criminal background and MVR. Depends on the position – additional detail pending.

D. Question: On average, how many contractor's employees are hired by GRU or GG prior to the completion of 90 days of temporary employment
Answer: GRU hires none to very few in the first 90 days.

E. Question: In reference to Attachment 3 Statement of Work, Section 5.2 Training and Testing employees for proficiency in the job that they will be performing in accordance the job classification. What type of evidence is required?
Answer: Staff Support positions will require testing in Typing, Word, and Excel. The results of those tests should be provided to the CITY for review.

2) Following are questions that were submitted by the Questions Deadline, (June 25, 2020) for which answers are under research and will appear in the next Addendum.

A. Question: Will the contract be temporary staffing, direct hire/permanent recruiting or a combination?
Answer: Under research.

B. Question: How many vacancies currently exist?
Answer: Under research.

C. Question: Will the contract require the payroll of the current temporary employees
Answer: Under research.

D. Question: Will 3rd party testing on skills be required for any position before submission?
Answer: Under research.

E. Question: Would GRU and GG be willing to add a contract clause allowing for amendment to billing rates for new taxes, state or federal mandates or other new payroll expenses that may arise during the contract term? In other words, unforeseen legislative changes or additions.
Answer: Under research.

F. Question: Are contractors required to participate in E-verify?
Answer: Under research.

G. Question: In reference to Attachment 3 Statement of Work, Section 10.0.3 interview at site. Are travel and expenses paid?
Answer: Under research.

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3) Revised solicitation schedule for FPUR-200036-GD – Temporary Personnel Services

Activity	DAY	DATE	TIME	LOCATION	COMMENTS
RFP for Distribution	Monday	06/08/20			Cone of Silence Begins
Non Mandatory Pre-Bid Meeting	Thursday	06/18/20	9:30am	Zoom	
Deadline for receipt of questions	Thursday	06/25/20	3:00pm		
Deadline for receipt of proposals	Monday	07/13/20	3:00pm	DemandStar	View in Zoom Meeting
Oral presentations, if conducted	Wednesday	07/29/20	1:00-4:00pm	Zoom	
Oral presentations, if conducted	Friday	07/31/20	1:00-4:00pm	Zoom	
Oral presentations, if conducted	Monday	08/10/20	10:00am-Noon	Zoom	
Projected award recommendation	Wednesday	08/12/20			TENTATIVE
Recom'd of Award to City Commission	Thursday	08/20/20	1:00pm	TBD	TENTATIVE - Cone of Silence Ends
Contract Finalization Period		2-5 weeks			TENTATIVE
Purchase Order issued		1 day			When fully executed Contract received
Projected contract start date		10/01/20			TENTATIVE

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4) Bidders and public are welcome to observe the bid opening on July 13, 2020 at 3:00pm. There will be no discussion regarding the bids at this time. The opening will occur on DemandStar and can be viewed on Zoom. Registration is required to enter the Zoom meeting so that attendance to the bid opening can be documented for public record, however, this meeting will not be recorded.

   To access the Zoom meeting:

   https://us02web.zoom.us/j/83769751875?pwd=aGJTd0hLTURnSDJ1MjR2MXB6VTl0UT09

   Meeting ID: 837 6975 1875

   Password: 0YDtzy

   One tap mobile

   +13017158592,,83769751875#,,,,0#,,822340# US (Germantown)

   +13126266799,,83769751875#,,,,0#,,822340# US (Chicago)

   Dial by your location

   +1 301 715 8592 US (Germantown)

   +1 312 626 6799 US (Chicago)

   +1 929 205 6099 US (New York)

   +1 253 215 8782 US (Tacoma)

   +1 346 248 7799 US (Houston)

   +1 669 900 6833 US (San Jose)

   Meeting ID: 837 6975 1875

   Password: 822340

   Find your local number: https://us02web.zoom.us/u/kZdGkC3wz

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ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 2 by his or her signature below, and a copy of this Addendum to be returned with proposal.

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 2 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER COMPANY NAME: PIC Group Inc

SIGNATURE: DocuSigned by: Frank Avery 97045880349547A...

LEGIBLY PRINT NAME: Frank Avery

DATE: 7/8/2020

DS SG 7/8/2020

Addendum Publish Date: July 7, 2020

Temporary Personnel Services
RFP #: FPUR-200036-GD
ADDENDUM NO. 4

Bid Due Date: ~~July 7, 2020, 3:00pm (Local Time)~~
New Bid Due Date: July 13, 2020, 3:00pm Local Time

NOTE: The original Specifications of this solicitation remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary.

Following are the remaining questions, with answers, that were submitted by the Questions Deadline, June 25, 2020.

A. Question: Will the contract be temporary staffing, direct hire/permanent recruiting or a combination?
Answer: Temporary Staffing

B. Question: How many vacancies currently exist?
Answer: Vacancies reported on 7/3/2020: GRU-55, General Government-115. Current assignments as reported on 7/3/2020: GRU-20, General Government-36.

C. Question: Will the contract require the payroll of the current temporary employees
Answer: If the intent of this question is to determine if current temporary employees should be transition to a new vendor's contract, the temporary employee will need to reapply with the new vendor. See Addendum 1, 4.b.

D. Question: Will 3rd party testing on skills be required for any position before submission?
Answer: There are some positions that require skills testing and the expectation would be for the temporary assignee to possess the skills before assigned. Who or how the vendor chooses to conduct skills tests is their decision.

E. Question: Would GRU and GG be willing to add a contract clause allowing for amendment to billing rates for new taxes, state or federal mandates or other new payroll expenses that may arise during the contract term? In other words, unforeseen legislative changes or additions.
Answer: If the events described occur during the contract term, both parties can discuss and an amendment to the contract can be issued at that time.

F. Question: Are contractors required to participate in E-verify?
Answer: Yes

G. Question: In reference to Attachment 3 Statement of Work, Section 10.0.3 interview at site. Are travel and expenses paid?
Answer: No

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 4 by his or her signature below, and a copy of this Addendum to be returned with proposal.

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 4 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER COMPANY NAME: PIC Group Inc

SIGNATURE: DocuSigned by: Frank Avery 97045880349547A...

LEGIBLY PRINT NAME: Frank Avery

DATE: 7/8/2020

DS SG 7/8/2020

PIC Group, Inc.
1000 Parkwood Circle, Suite 1000
Atlanta, GA 30339

July 13, 2020

Ms. Gayle Dykeman
Procurement Specialist
City of Gainesville
City Hall, 200 E. University Ave., Room 339
Gainesville, FL 32601

RE: Response to RFP No. FPUR-200036-GD dated 06/08/2020 for Temporary Personnel
City of Gainesville | Gainesville Regional Utilities
PIC Proposal No: 2020-00285

Dear Ms. Dykeman,

On behalf of PIC Group, Inc. (PIC), I would like to thank you for the opportunity to provide our proposal for temporary personnel to augment resource needs for the City of Gainesville and at Gainesville Regional Utilities (GRU). We welcome the opportunity to provide a virtual presentation on our approach and discuss key elements of our offering.

Our offering is focused on building a long-term relationship and emphasizes an open book approach so a Win-Win proposition can be realized. We have shared detailed ***burden rates*** for an in-depth understanding of how we arrived at proposed markups. Benefits plans have been itemized so ***cost-effective*** employee specific markups can easily be applied as function to the benefits selection each employee makes to keep your costs as low as possible. We have shared our internal ***self-evaluation*** per the Score Card criteria shared in the RFP document.

- **Community Awareness:** Our offering directly addresses the challenges of community awareness with a Project Team that is focused on social responsibilities and ensuring a consistent and safe workforce is maintained.
    - We deliver a swift response to ***emergent resource*** needs as operating facilities near retirement.
    - We offer enhanced ***employee retention*** through a progressive employee transition program.
    - Our Employee Care Plan addresses employees seeking new ***career paths*** for a smooth transition.

PIC Group, Inc.
1000 Parkwood Circle, Suite 1000
Atlanta, GA 30339

- **Safety is Imperative:** As an independent third-party O&M service provider, PIC recognizes that continuous and ongoing workforce development is critical to the safety of personnel and equipment alike.
    - All PIC employees receive ***Pandemic Prevention Training*** as part of their safety certification.
    - ***Foundational skillset*** training will be provided to all PIC employees.
    - GRU will receive ***site specific*** training courses at no cost per existing operating procedures.
- **Continuity of Workforce** – Continuous development of an employee's fundamental knowledge base for a uniform skillset across your workforce is critical for consistent and safe operations.
    - Up to 125 ESP3® ***e-Learning licenses*** will be made available to GRU at no cost.
    - Our offer includes the ***customization of the foundational skillset*** learning path curriculum.
    - We engage our own professional recruiting team for ***precision staffing*** when selecting the very best talent.

Thank you again for your interest in considering PIC and we look forward to working with you further. Please don't hesitate to reach out if you have any questions about our proposal.

Best regards,

Scott Shellhaas

Scott Shellhaas
Sales Director
PIC Group, Inc.
Scott.Shelhaas@picgroupinc.com
Cell: 404-313-7814

Cc: Travis Barth, Steve Gorzelski, Kurt Hook

Proposal to Provide

Temporary Personnel Services

for

Gainesville Regional Utilities

301 SE 4th Avenue
Gainesville, FL 32601

PROPOSAL #2020-00285

July 13, 2020

CONFIDENTIAL INFORMATION

www.PICGROUPINC.COM
1000 PARKWOOD CIRCLE • SUITE 1000
ATLANTA, GA 30339 USA
770-850-0100

CONTRACT BETWEEN THE CITY OF GAINESVILLE, d/b/a

GAINESVILLE REGIONAL UTILITIES, AND PIC GROUP,INC.

FOR

TEMPORARY PERSONNEL SERVICES

THIS CONTRACT is made and entered into this _____ day of _____, _____, by and between the **CITY OF GAINESVILLE**, a Florida municipal corporation, with offices located at 200 E. University Avenue, Gainesville, Florida 32601 and **GAINESVILLE REGIONAL UTILITIES ("GRU")** with offices located at 301 S.E. 4th Avenue, Gainesville, Florida 32601, hereafter both agencies referenced as "CITY", and **PIC GROUP, INC.**, a Georgia corporation, with its principal place of business at 1000 Parkwood Circle, Suite 1000, Atlanta, Georgia 30339, individually referred to as "PARTY" or collectively as "Parties", respectively.

WHEREAS, CITY requires temporary personnel services; and

WHEREAS, CITY issued a Solicitation on _____ for Temporary Personnel Services; and

WHEREAS, PARTY submitted a Response dated _____, to provide Temporary Personnel Services; and

WHEREAS, the City Commission approved CITY entering into a contract with PARTY on _____, for Temporary Personnel Services; and

WHEREAS, CITY desires to enter into a Contract for the services described herein.

NOW, THEREFORE, in consideration of the covenants contained herein, the Parties agree to the following:

1. PIC shall provide Temporary Personnel Services as detailed in the Statement of Work **(Attachment 3)** and in accordance with the General Terms and Conditions **(Attachment 1)** and Supplemental Conditions **(Attachment 2)**.

2. CITY shall pay to for the faithful performance of this Contract according to the pricing schedule attached hereto **(Attachment 4)**. Adjustments to price may be requested by the at least sixty (60) calendar days prior to the anniversary date of this Contract each year. Any negotiated price changes shall become effective on the anniversary date of that calendar year. PIC shall provide documentation for any such price increase and the price increase shall not exceed the Producer's Price Index (PPI) for the product during the previous twelve calendar months as published by the U.S. Department of Labor, Bureau of Labor Statistics.

TERM OF AGREEMENT

1. The term of this Contract shall commence on execution and terminate after three (3) years of service.

2. This Contract may be extended for one (1) additional three (3) year period, upon mutual agreement of the Parties.

3. Beyond the extensions described above. This Contract may be extended for an additional six (6) months to allow for completion of a new solicitation.

IN WITNESS WHEREOF, the Parties hereto have executed this Contract on the date first above written.

COMPANY NAME

By:_____

Name:_____

Title:_____

GAINESVILLE REGIONAL UTILITIES

_____

Name:_____

Title:_____

CITY OF GAINESVILLE

By:_____

Name:_____

Title:_____

Approved as to form and legality:

_____

Lisa C. Bennett
Senior Assistant City Attorney

Procurement Representative:

_____

Robbin Odowski, CPPB
Procurement Specialist III

SOLICITATION NUMBER FPUR-200036-GD FOR TEMPORARY PERSONNEL SERVICES

RESPONDENT'S CERTIFICATION

Name of Corporation, Partnership, or Individual: PIC Group, Inc.

Physical Address: 1000 Parkway Circle, Suite 1000, Atlanta, GA 30339

Federal Identification #: 62-1409871 State of Incorporation: Georgia (Seal)

I have carefully reviewed this Solicitation including the scope, submission requirements, general information, and the evaluation and award process.

I acknowledge receipt and incorporation of the following addenda, and the cost, if any, of such revisions has been included in the pricing provided.

Addenda _1__ through _4_ acknowledged (if applicable).

I am a small business enterprise (SBE) or service disabled veteran enterprise (SDVE) certified with the City of Gainesville Equal Opportunity Department (http://www.cityofgainesville.org/OfficeofEqualOpportunity.aspx).	☐ YES	X NO
I am a local business requesting Local Preference (include Business Tax Receipt and Zoning Compliance Permit).	☐ YES	X NO
The Living Wage Ordinance applies.	☐ YES	X NO

If YES, additional costs in response price $_____

I further acknowledge that:

☐ **Response is in full compliance with the specifications**; or

X **Response** is in full compliance with the specifications **except** as specifically stated and explained in detail on sheets attached hereto and labeled "Clarifications and Exceptions."

I hereby propose to provide the goods/services requested in this Solicitation. I agree to hold pricing for at least **60** calendar days from the Solicitation due date. I agree that CITY's terms and conditions herein take precedence over any conflicting terms and conditions submitted for CITY's consideration, and agree to abide by all conditions of this Solicitation.

I certify that all information contained in this Response is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to execute and submit this Response on behalf of the organization as its agent and that the organization is ready, willing and able to perform if awarded. I further certify that this Response is made without prior understanding, agreement, connection, discussion, or collusion with any other person, company or corporation submitting an offer for the same product or service; no officer, employee or agent of CITY owns or will benefit

more than 5% from award of this Solicitation; and the undersigned executed this Respondent's Certification with full knowledge and understanding of the matters therein contained.

DocuSigned by:
Frank Avery 7/11/2020
97045880349547A...

Authorized Signature Date

Respondent's Contact
(for additional information)

Name: Frank G. Avery

Title: President/CEO

Telephone: 770-850-0100

Fax: 678-627-4561

Email: frank.avery@picgroupinc.com

Name: Bruny Queen

Title: Commercial Manager

Telephone: 678-627-4461

Fax: 678-627-4561

Email: bsq@picgroupinc.com

If Respondent is not an individual, include authorization for the above individual to sign on behalf of the organization.

SOLICITATION NUMBER FPUR-200036-GD FOR TEMPORARY PERSONNEL SERVICES

DRUG-FREE WORKPLACE CERTIFICATION FORM

Preference may be given to a business that certifies that it has implemented a drug-free workplace program. Pursuant to Section 287.087, Florida Statutes, whenever two or more competitive solicitations that are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a response received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing the responses will be followed if none of the tied providers has a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

3. Give each employee engaged in providing the commodities or contractual services that are under proposal a copy of the statement specified in Subsection (1).

4. In the statement specified in Subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893, Florida Statutes, or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.

5. Impose a sanction on any employee who is so convicted or require the satisfactory participation in a drug abuse assistance or rehabilitation program as such is available in the employee's community.

6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of applicable laws, rules, and regulations.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

PIC Group, Inc
CORPORATION, PARTNERSHIP, OR INDIVIDUAL

DATE
7/8/2020

DocuSigned by:
Frank Avery
AUTHORIZED SIGNATURE

DS LW 7/8/2020

SOLICITATION NUMBER FPUR-200036-GD FOR TEMPORARY PERSONNEL SERVICES

PRICING RESPONSE FORM

Responding Company's Name: PIC Group, Inc.

The foundation for the determination of the employee Wage Rate is the City of Gainesville Job Classification and its associated Minimum Salary. Most recent information can be located at: https://www.governmentjobs.com/careers/gainesville/classspecs.

Direct reference to the City's Job Description, Job Code, and Minimum Salary for the position should be provided as back-up for the bill rate quoted.

The Bill Rate $/Hour will be determined by an All-Inclusive Multiplier added to the CITY'S minimum salary for the position. The All-Inclusive Multiplier must include all *Affordable Care Act* fees.

This solicitation may award to more than one vendor. The CITY understands that some temporary services companies specialize in certain categories of services; therefore, bidders may bid on one category, many, or all of the work categories identified below. However, bidder must be able to demonstrate that it has the resources to fully support the job categories for which they are bidding.

NOTE: Technical Categories are not sought under this solicitation.

Provide All-Inclusive Multiplier for all Job Categories your company is bidding on below; remember, the All-Inclusive Multiplier must include provision for the *Affordable Care Act*:

No.	Job Categories	All-Inclusive Multiplier
1	General Office & Clerical Work	1.33
2	Labor-Light Lifting (i.e., Store Clerk)	1.35
3	Maintenance, Labor-Heavy Lifting (i.e., janitorial, outdoor labor such as small equipment operators, working in concrete, asphalt, digging trenches, etc.)	1.38
4	Child Care	NA
5	Food Service (i.e., Cooks, Waiters, Kitchen Staff)	NA
6	CDL Drivers	NA
7	School Crossing Guards	NA

Note:

- All-Inclusive Multiplier does not include PIC's Health Care Benefits. Health Care Benefit to be billed at cost per straight time hour per PIC's 2020 Medical Costs table below.

PIC 2020 Medical Costs					
		EE	**EE + SP**	**EE + CH**	**F**
	MEDICAL PLAN	**Cost/Hr**	**Cost/Hr**	**Cost/Hr**	**Cost/Hr**
	POS	$3.71	$7.42	$6.68	$10.39
	HDHP	$3.97	$6.39	$5.75	$8.95

EE = Employee Only; EE + SP = Employee + Spouse; EE + CH = Employee + Child; F = Family

Note:

- Medical Plan Cost/Hr to billed at 40 hours / week.
- Medical Plan costs to be updated annually

The following services shall be provided by the Contractor prior to employing temporary personnel upon the request of the City. These services must be billed in accordance with the rates stated, unless otherwise included in the billing rate.

a. **Health Statements:** At the request of the City, the Contractor shall have health assessments conducted to determine an employee's general state of health and physical ability to perform the job for which the employee is requested.	Cost per request: $137.50
b. **Drug Testing:** Drug testing may be required for certain job classifications. The Contractor is responsible for conducting drug testing at the request of the City and in accordance with all federal regulations.	Cost per request: $38.50
c. **Criminal Background Check:** (as required by job duties) *Price includes County/Statewide & Federal	Cost per request: $124.85
d. **Criminal Record Check:** (as required by job duties)	Cost per request: $27.50
e. **Motor Vehicle Record Check:** (as required by job duties)	Cost per request: $27.50

Do not quote fractional percentages beyond 2 digits. If more than two digits are quoted, percentage will be obtained by rounding down.

If the Respondent offers discounted pricing, such as prompt payment discounts or volume discounts, it must be clearly stated and explained here. Such discounts, if applicable, will not be used in determining award of the Solicitation. If there are additional rates that are not included

above, they must be included in the "Clarifications and Exceptions" page marked as "Additional Pricing." If Respondent is awarded the contract, additional rates must be formalized via an Amendment to the Contract.

Submitted by:

Name (printed) PIC Group, Inc.

Signature _____

Title President/CEO

Date _____

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REFERENCE FORM

Name of Bidder: **PIC Group, Inc., Atlanta, Georgia**

Provide current, verified information for three references of similar scope performed within the past five years. You may include other pertinent information.

#1 Year(s) services provided: (for example: 1/2018 to 12/2019): 2006-Present

Company Name: Southern Company Services, Inc.

Address: 600 N. 18th Street

City, State, Zip: Birmingham, AL 35242

Contact Name: Mike Carder

Phone Number: 205-992-6326 Fax Number:

Email Address: dmcarder@southernco.com

#2 Year(s) services provided: (for example: 1/2018 to 12/2019): 2017-2019

Company Name: Salt River Project – Navajo Generating Station

Address: Mail Station NGS010 P.O. Box 850

City, State, Zip: Page, AZ 86040

Contact Name: Shayne Jones

Phone Number: 928-645-6533 Fax Number:

Email Address: shayne.jones@srpnet.com

#3 Year(s) services provided: (for example: 1/2018 to 12/2019): 12/17 – to present

Company Name: Calpine Corporation

Address: 6555 Sierra Drive

City, State, Zip: Irving, Texas 75039

Contact Name: Andrew Gundershaug

Phone Number: 530-682-3620 Fax Number:

Email Address: andrew.gundershaug@calpine.com

WATER/WASTEWATER FACILITIES O&M MANAGER – 2509 CANDIDATE

SUMMARY: The Water/Wasterwater Facilities O&M Manager Candidate has 30+ years of experience in the merchant cogeneration, power, and pulp and paper industries. He has been involved in start-up coordination, mobilization, BOP commissioning, punch list development and tracking protocols, turnover package walkdowns, and review for system completeness and on-site personnel training. He is familiar with all aspects of start-up and commissioning of plant systems, including turbine generator controls, boilers, water treatment, and numerous auxiliary subsystems and utilities. He has completed start-up, commissioning, and operations for four new power plant start-ups, seven combined-cycle gas/steam turbine units, and one Stoker-fired coal unit. He is thoroughly knowledgeable with DCS systems ABB Advant; GE Mark IV, V, and VI; Westinghouse WDPF and Westation; Foxboro I/A series; and Honeywell TDC-3000 touchscreen. He is also experienced with GE Frame 7 MS7001EA and LM5000, Siemens V84.2, and Westinghouse 501G and ABB KA24-1 with gas turbines. His steam turbine experience included ABB, GE, Westinghouse, DeLaval, and Terry, and his boiler experience includes both conventional and HRSGs, Vogt, Nooter Eriksen, ABB-CE, and Zurn. His stoker-fired coal boiler experience has included Zurn, Riley-Stoker, Dillon, and Cleaver-Brooks. He has working knowledge of circulating fluidized bed boilers, and has multi-fuel experience which includes #2, #4, and #6 fuel oils, natural gas, wood chips, and stoker fired coal.

PROFESSIONAL EXPERIENCE:

2019 - Present **Outage Project Manager / Sr. Advisor / Interim Plant Manager**
IHI Power Services Corporation, Broad River Energy Center (BREC)
As Interim Plant Manager, he was responsible for the budget cycle, and provided improved staff leadership and expectations. As Outage Project Manager/ Sr. Advisor, he was responsible for GE 7FA.03 90-day Forced Outage with $30MM of catastrophic machine damage incurred. He drove the OEM work scope, progress, and schedule, and controlled cost overruns and customer deliverable expectations. He also managed OEM during Forced Outage, as well as Capital Parts procurement and cost responsibility, and provided daily, weekly and overall restoration reports. He managed insurance claim, claim advance payments justification, and insurance brokers and underwriters. He developed total outage cost projections and estimates to the owner, and managed RCA efforts, led all root causation efforts, and developed cause mapping and contributing factor verification matrix.

2017 - 2019 **Facilities Manager** EthosEnergy Group
Nevada Cogeneration Associates #2 (NCA2); Black Mountain Facility, NV
He managed daily operation of the Black Mountain Facility, which was a 3X1, 96MW combined-cycle natural gas fired facility. He was responsible for overall site management of this newly transitioned O&M contract site, including all site environmental submittals, management, and mentoring of management staff, as well as succession training. He set benchmark goals for safety, environmental responsibility, and reliable/error free plant production and maintenance. He also implemented and measured leading KPI to foster continuous improvement.

2014 - 2017 **O&M Manager** SPA Cogen III & McClellan GT Facilities, California
He managed operations and maintenance of a 2X1, 160MW combined-cycle natural gas fired facility, as well as a 1X1 75MW simple-cycle natural gas fired facility. He developed, trained on, and implemented all Operations Management System core processes and procedures. He continuously mentored staff on values and tools needed to improve on plant performance goals for safety, environmental responsibility, and reliable error free plant production.

2012 - 2014 **Operations Manager** Gila River Power Station, Arizona
He managed operations of an 8X4, 2,200MW combined-cycle natural gas fired facility. He developed, trained on, and implemented all WG Level I Operations Management System core processes and procedures. He continuously mentored staff on values and tools to improve on plant performance goals of safety, environmental responsibility, and reliable error-free plant production.

2012 **Project Manager** AECI Dell Power Plant and Gila River Power Station, Arizona
He managed new O&M Services with both plants. He was responsible for contractual transition phase activities, including contract reviews, development of transition deliverables, and DOR, establishing and fostering initial WG and owner relationships, and managing transition related tasks due from all project entities.

2010 - 2012 **Commissioning Manager** AECI Dell Power Plant
Dual Fuel Conversion Project, Arkansas
He managed all commissioning and start-up (C&SU) activities representing the owner for CTG gas to-dual fuel conversion project involving 2 x GE MS7001FA gas turbines, one GE D11 steam turbine, and 2 x CMI Aalborg HRSG units. He developed C&SU schedule of activities, durations, and logic relationships to both construction and C&SU testing efforts. He performed coordination of all C&SU activities with construction and owner to meet overall project goals.

2009 - 2010 **Project Manager** WorleyParsons
Reading Eastern Operations - Power Plant O&M Services, Pennsylvania
He served as a corporate project manager for multiple WorleyParsons commissioning and plant life assessment projects. He developed new project proposals, and provided oversight of existing and new business development projects.

2008 - 2009 **Commissioning Manager** WorleyParsons

CPS Braunig Peaking Turbines Project, Texas
He was responsible for a 200MW simple cycle peaking facility during C&SU activities representing the constructor. Major equipment included 4 x LM6000 gas turbines with Woodward Prophecy control system, 4 x SCR units, a new water intake and outfall system, a new water treatment plant, and a custom controls BOP PCS.

Spiritwood Station Energy Center, North Dakota
He was responsible for a 100MW coal fired CFB facility during start-up and commissioning activities representing the owner. Major equipment included one B&W CFB coal-fired boiler, one Siemens Demag DeLaval Turbomachinery 100MW steam turbine with SIMATIC PCS 7 control system, 2 x Rentech packaged boilers, and an ABB BOP DCS.

UMASS Central Heating Plant Project, Massachusetts

He was responsible for a 10MW combined-cycle cogeneration facility during C&SU activities representing the facility constructor. Major equipment included one Solar Mars 100 dual-fuel gas turbine, one Rentech HRSG, 3 x Rentech dual-fuel package boilers, and a TVC UCS.

12/07 - 2008 **Commissioning Manager** Sebesta Blomberg and Associates
University of Massachusetts CHP Project, MA

He performed commissioning duties on this 10 MW combined cycle facility. He informed and advised owner of schedule, commissioning status and project progress and deficiencies. He was responsible for site project deliverables oversight such as commissioning schedule, turnover packages, punch list and formal turnover process. He participated in system walk downs and status review for work list and punch list completion and owner turnover. He oversaw on turnover package/general equipment testing and specific test procedure reviews for completion to owner. He provided weekly reports to general contractor and owner on commissioning and project deliverables status. He provided guidance to and work with general contractor's Start-up Manager on pre-commissioning, start-up and commissioning work scope review, planning and prioritization.

3/07 - 12/07 **Start-up Operations Lead/Interim Start-up Manager** Kiewit Industrial Company
Progress Energy PB4, FL

He oversaw all start-up operations on a 650 MW combined cycle facility. He was responsible for start-up site lock out/tag out program and work authorization requests, including program planning, implementation and training of all site personnel. He participated in system walk downs and status review for work list and punch list completion. He signed off on turnover package reviews for completion. He provided weekly reports to start-up managers on daily plant equipment commissioning and start-up operations, site lock out/tag out status. He provided guidance for pre-commissioning work scope review, planning and prioritization. He developed and validated standard operating procedures and non-typical temporary operating procedures for owner's site-specific systems. He also developed Equipment Status Round Sheets. He provided Control Room Operator and Field Operator mentoring to the owner's full time operating staff on the proper, efficient and safe operation of all plant systems.

7/06 - 10/06 **Re-commissioning Shift Supervisor** Verso Paper Company
Androscoggin Energy, ME

He supervised and advised during all shift operations to affect efficient and timely daily start-up and shutdown of units to achieve re-commissioning goals. He developed instrument loop check and punch list databases. He provided mentoring expertise to owner's full time operating staff on the proper, efficient and safe operation of all plant systems. He identified DCS logic and graphic deficiencies and worked with start-up DCS support personnel and owner to correct the. He also performed logic manipulation/point forcing.

9/06 - 10/06 **DCS Factory Acceptance Test Participant** Kiewit Industrial Company
Emerson Process Management Facility, Pennsylvania

He oversaw DCS factory acceptance testing on the GE Mark VI to Emerson Ovation for the Progress Energy Power Block 4 system. All ST and GT4A1 Mark VI to GE Ovation shared graphic points that were verified and documented in a created database. Graphic/logic deficiencies were identified and resolved by working with Emerson and GE test personnel. He was asked to participate on this project due to his GE Mark VI expertise that had been demonstrated on another Kiewit project.

7/06 - 10/06 **Re-commissioning Shift Supervisor** Verso Paper Company
Androscoggin Energy Cogen, Maine

He served on this 165 MW cogeneration facility during re-commissioning. Major equipment consists of three Westinghouse 251 B GT's, two Nooter-Eriksen triple pressure HRSG's, a Westinghouse WDPF DCS and a Moore APACS BOP DCS. His duties included supervision and advisement for all on shift operations to affect efficient/timely daily start-up and shutdown of units to achieve re-commissioning goals. He developed an instrument loop check and punch-list database. He provided his training expertise to the owner's full time operating staff on the proper, efficient and safe operation of all plant systems. He identified DCS logic/graphic deficiencies. He worked with the start-up DCS support personnel and owner searching for the most efficient operation. He performed logic manipulation and point forcing. He supervised all re-commissioning activities on shift. He successfully re-commissioned a medium sized facility that had not run for several years.

9/05 - 3/06 **Start-up Shift Supervisor** Kiewit Construction
Palomar Energy Project, California

He performed Shift Supervisor duties on this 650 MW combined-cycle facility during start-up and commissioning. Major equipment includes 2 GE Frame 7FA GT's and one D11 ST generator set, two Nooter-Eriksen triple pressure HRSG's, an Emerson Ovation DCS and GE Mark VI Cimplicity ICS. His duties include supervision and advisement for all on shift operations to affect efficient and timely daily start-up and shutdown of the units to achieve start-up goals. He was responsible for providing updated reports to the Start-up Manager on daily plant status and status of personnel competency. He provided guidance for outage work scope and prioritization, necessary LOTO isolation boundaries, etc. He was responsible for developing, writing and validating system Standard Operating Procedures and non-typical temporary operating procedures for the owner's site-specific system idiosyncrasies. He was responsible for developing, writing and validating of Equipment Status Round Sheets. He provided his training expertise to the owner's full time operating staff on the proper, efficient and safe operation of all plant systems. He identified DCS logic and graphic deficiencies, and worked with start-up DCS support personnel and the owner to correct the most efficient operation. He performed logic manipulation/point forcing, logic downloads and control loop logic tuning to enhance plant operation. He supervised all start-up activity including system flushing, GT first fire preparations and execution, steam blows, STG first roll, CEMS certification, plant system functional testing, base and peak plant performance testing and plant reliability testing, etc., to constructor/owner COD acceptance standards.

<u>Accomplishments</u>

- Successful commercial operation of a large facility with the decreased timeline of an accelerated commissioning process.
- Identified system deficiencies and schedules for correction during commercial operation and scheduled outages, without affecting unit availability and reliability. Strategies involving logic changes, tuning changes, mechanical and operational procedure changes for item resolutions.
- Trained owner's personnel to a high standard of competency to achieve owner goals consistently.

6/03 - 6/05 **Senior Operations Advisor** Dominion/Virginia Power
Possum Point Unit 6 Project, Virginia

He performed Senior Operations Advisor duties on this 650 MW combined-cycle facility-post start-up, as the Owner's Representative (Facility commercial one day after arriving, all commissioning personnel left site with little status turnover). Major equipment includes 2 GE Frame 7FA GT's/ one D11 ST generator set, two NEM triple pressure HRSG's and a GE Mark VI Cimplicity ICS. His duties included advisement on all shift operations to affect efficient and timely daily start-up/shutdown of units to achieve reliability and increasing availability. He has provided update reports to the Operations Manager on daily plant status and status of personnel competency. He's provided guidance for outage work scope and prioritization, necessary LOTO isolation boundaries, etc. He's responsible for developing, writing and validating system Standard Operating Procedures and non-typical temporary operating procedures for owner's site-specific system idiosyncrasies. He's developed writing and validating of Equipment Status Round Sheets and Plant Chemistry Logs for owner's post-commissioning needs. He has also developed, written and validated Plant Equipment Component Trip Response Procedures for the owner to aid in entire plant trip avoidance training, due to a particular plant component failure. Responsible for researching operational challenges of upcoming GT distillate fuel commissioning and then performing distillate fuel commissioning of units. He's provided training expertise to the owner's full time operating staff on the proper, efficient and safe operation of all plant systems. He's identified ICS logic and graphic deficiencies and worked with GE warranty personnel and owner to correct for most efficient operation while still complying with owner's Operations Excellence Standard. He's performed logic manipulation/point forcing, logic downloads and control loop logic tuning to enhance plant operation. He's performed GE Cimplicity ICS screen graphic display changes to enhance fluency of operations and maintained sequence of shift events and plant needs logs. He has organized and developed items database for monitoring and providing progress reports on facility post-commercial warranty and outstanding issues items (control tuning disparity, logic discrepancies between units, much troubleshooting and problem resolution to previously commissioned plant systems not performing to guarantee standards, etc, etc.). He's advised owner on unit operations necessary for compliance with state and federal regulatory permit limits for stack, wastewater and noise emissions from the facility. He's advised coordination of unit synchronization and voltage control between local electrical dispatch, system operator and owner. He's advised the owner on permits to work and coordinated all mechanical, electrical and I&C work on the units during operation.

Accomplishments

- Successful commercial operation of a large facility that was commissioned in 12 weeks prior to arriving on site, and had many issues to resolve due to the accelerated commissioning process.
- Identified system deficiencies and schedules for correction during commercial operation and scheduled outages, without affecting unit availability and reliability. Strategies involving logic changes, tuning changes, and mechanical/operational procedure changes for item resolutions.
- Trained owner's personnel to a high standard of competency to achieve owner goals consistently.

2/03 - 6/03 **Start-up Control Room Operations Supervisor** ***PIC***/SNC Lavalin Thermal Power
Gila River Project, AZ

He performed Start-up Control Room Operations Supervisor duties on this 2,300 MW combined-cycle facility (start-up representing the constructor). Major equipment included four GE Frame 7FA GT's, four D11 ST generator sets, eight Alstom HRSG's and a Westinghouse Ovation DCS. His duties included supervision of all shift operations to include daily start-up target, progress meetings, initial operation, balance and run in of newly constructed systems from the DCS and in the field. He oversaw the system flushing to the manufacturer and customer quality specifications. His duties included supervising and troubleshooting the operation of all plant systems during shift from initial start-up and commissioning through plant performance and reliability guarantee acceptance testing. He trained the customer's full time operating staff on all plant systems for the staff to assume the Field Operator and Control Room Operator positions. He maintained log of sequence of shift events and facility commissioning progress. He performed de-energization and lock out of all systems as necessary. He was responsible for non-exceedance of state and federal regulatory permit limits for stack, wastewater and noise emissions from the facility. He was responsible for coordination of unit synchronization between local electrical dispatch and the customer. He authorized access permits to work and coordinated all mechanical, electrical and I&C work on the units during the commissioning of each power block between each craft discipline, the customer and the constructor's start-up goals during each day and project phase.

5/02 - 1/03 **Lead Start-up Operations Supervisor** Alstom Power Co.
Bellingham, MA

He performed operational start-up supervision functions on this 528 MW combined cycle facility. Major equipment included two ABB KA24-1 single-shaft, 264 MW GT/ST
generator sets, ABB-CE HRSG's and ABB Advant DCS. His duties included supervision of all shift operations to include daily start-up target/progress meetings, initial operation, balance and run in of newly constructed systems from the DCS and in the field. System flushing to manufacturer and customer quality specifications was performed. This included supervising and troubleshooting the operation of all plant systems during shift, from initial start-up and commissioning through performance and reliability manufacturer/customer guarantee acceptance testing. He trained the customer's full time operating staff on all plant systems for the staff to assume the Field Operator and Control Room Operator positions, maintained log of sequence of shift events and facility commissioning progress and performed de-energization and lock out of all systems as necessary. He was responsible for non-exceedance of state and federal regulatory permit limits for stack, wastewater and noise emissions from the facility and coordination of unit synchronization between local electrical dispatch and the customer. He authorized access permits to work and coordinated all mechanical, electrical and I&C work on the units during the commissioning of each power block between each craft discipline, the customer and the constructor's start-up goals during each day and project phase. He performed duties as the senior Alstom site representative during Unit 2 GT major inspection before commissioning this unit, including coordination of craft for the TFAs' needs in meeting a critical outage timeline. The outage was completed ahead of schedule and with no LTA's.

7/00 - 5/02 **Lead Operations & Maintenance Specialist** PG&E National Energy Group
Lake Road Generating Co., Dayville, CT

Performed operational start-up functions on this 792 MW combined-cycle facility. His duties included supervision of shift operations during pre-start-up activities through mobilization, start-up, performance testing and commissioning phases. He performed Control Room Operator duties during this phase of the project. His other areas of responsibility included initial checkout, start-up and commissioning and functional testing of all gas/steam turbine, water/steam cycle and BOP systems. He also wrote start-up and SOP's for process owned systems, developed and monitored action on punchlist items, reviewed for completeness and monitored action on system turnover packages. Major equipment included 3 x ABB KA24-1 single-shaft, 264 MW gas/steam turbine generator sets, ABB-CE HRSG's and ABB Advant DCS.

Accomplishments
- Identified scope deficiency requiring that HVAC be installed in MCC buildings
- Identified demineralized water storage tank suction line design NPSH deficiency during plant construction phase
- Developed SOP's, daily operating report and paid time off plant policy

7/99 - 7/00 **Lead Operations & Maintenance Technician** PG&E National Energy Group
Millennium Power Co., Charlton, MA

He performed operational start-up functions on this 360 MW combined-cycle facility. Major equipment included 1 x Westinghouse 501G gas turbine, 1 x 501 steam turbine, Nooter Erickson HRSG and a Westinghouse WEStation DCS. His duties included supervision of shift operations during pre-startup activities through start-up, performance testing and commissioning. He also performed Control Room Operator duties during this phase of the project. His other areas of responsibility included initial checkout, start-up and commissioning and functional testing of all water/steam cycle and BOP systems. He also wrote start-up and SOPs for assigned systems and procured spare parts for these systems.

Accomplishments
- Designed, procured and supervised installation of cooling tower trash screens to prevent further fouling and subsequent cavitations of circulating pumps
- Identified mechanical oversights during the construction phase, which were corrected prior to start-up of the facility

11/98 - 7/99 **Control Room Operator** PG&E National Energy Group
Manchester Street Station, Providence, RI

He performed operational functions on this 500 MW combined-cycle facility. Major equipment included three Siemens V84.2 gas turbines, three ABB steam turbines, three Vogt HRSG's and Honeywell TDH-3000 DCS. His duties included control room operations in daily cycled plant.

Accomplishments
- Assisted in daily start-up time efficiency improvements
- Maintained consistency of operations on frequently cycled plant

5/98 - 11/98 **Control Room Operator** General Electric Co.
GE Aircraft Engine Plant, Lynn, MA

He performed operational functions on this 55 MW oil/gas fired and combined-cycle facility. Major equipment included three CE D-type water tube boilers, three GE steam turbines, one GE LM5000 gas turbine, one GE HRSG w/simple-cycle capability, and GE Mark VI (prototype) DCS. His duties included control room operations in isochronous mode.

Accomplishments
- Operated steam turbines also in aircraft engine test building, requiring a special state license, which drove large centrifugal air compressors used to simulate altitudes for engine testing.
- Maintained consistency of operations

9/94 - 5/98 **O&M Manager** Erving Paper Mills
Erving, MA

He performed operational and maintenance management functions on this 2.5 MW oil fired co-generation paper production facility. Major equipment included one CE D-type water tube boiler, one Riley-Stoker D-type water tube boiler and 1 x 2.5 MW Delaval steam turbine. His duties included outage planning, procurement and supervision. He managed all union employees, contract negotiations, purchase of fuel and chemical inventories. He monitored and modified electrical usage to decrease electrical demand payments. He was responsible for compliance with all union, company and state regulatory requirements and regulations.

Accomplishments
- Design, procurement and installation supervision of feedwater/continuous blowdown heat exchanger, resulting in a $50K savings in eight months.
- Design, procurement and installation supervision of 150 psi - 15 reducing station conversion to 15 psi steam turbine backpressure supply for paper profiling process, resulting in increased turbine power output.
- Procurement and purchase of automatic steam turbine control system to replace manually operated load controller.
- Optimization of boiler combustion process to pass Clean Air Act SO2 and Nox standards previously unattainable at this non-attainment zone site.

1/93 - 9/94 **Control Room Operator** Masspower
Indian Orchard, MA

He performed operational start-up functions on this 240MW combined-cycle facility. Major equipment included 2 x GE Frame 7EA gas turbines, one axial exhaust steam turbine, 2 x Zurn HRSGs, and Foxboro I/A Series DCS. His duties included control room shift operations during pre-startup activities through start-up, performance testing and commissioning. His other areas of responsibility included initial checkout, start-up and commissioning and functional testing of all water/steam cycle and BOP systems.

Accomplishments
- Supervision of gas/steam turbine outage lube oil filtration process for successful oil renewal and reuse, eliminating the need for purchase of new oil.
- Pivotal role as Start-up Operator due to previous start-up experience.
- Re-engineered a portion of the chemical injection system.

3/89 - 1/93 **Auxiliary Operator** Indeck Energy
Turners Falls, MA

He performed operational start-up functions on this 22MW combined-cycle facility. Major equipment included one Zurn stoker fired 1550 psig solid coal on a traveling grate water tube boiler and a Westinghouse WDPF DCS. His duties included training on and filling in on control room shift operations. He performed field operations during pre-startup activities through plant start-up and commissioning. He was responsible for the initial checkout, start-up and commissioning, and functional testing of all flue gas conditioning, water/steam cycle, and BOP systems.

Accomplishments:
- Gained first start-up experience in modern power plant technology.
- Expanded experience to include coal fired boiler.
- Identified safety issue with how flue gas scrubber was being cleaned.

3/85 - 3/89 **Auxiliary Operator** Strathmore Paper Co.
Miller Falls, MA

He performed operational functions on this paper production facility. Major equipment included 2 x 150 psig #6 oil fired water tube boilers and a Bailey pneumatic control board. His duties included operation of boilers and maintenance of fuel heating and filtering systems during shift.

Accomplishments:
- Gained experience with zeolite water softeners.
- Expanded experience to include water tube boilers.

9/83 - 3/85 **Auxiliary Operator** Northfield Mount Hermon School
Northfield, MA

He performed operational functions on this school campus heating facility. Major equipment included one Dillon 125 psig #6 oil fired fire tube boiler, one Dillon 150 psig wood chip fired boiler, 2 x Superior 100 psig packaged fire tube boilers, and dedicated switchboard controls. His duties included operation of boilers and maintenance of wood chip fuel forwarding systems and oil heating and filtering systems during shift.

Accomplishments:
- Gained experience with solid fuel.
- First exposure to boilers and water treatment challenges, thermodynamics, etc.

TRAINING: RCA Process Training

ABB Advant DCS Operator Course; Baden, Switzerland, 2000

Siemens-Westinghouse Advanced Combined-Cycle CRO Simulator Course (2 weeks), 1999

Petersons School of Steam Engineering; Woburn, MA; Stationary Steam Engineering, 1994

GE Combined-Cycle Power Plant Operation Course (480 hours), 1993

Westinghouse, Zurn, and Indeck Operator Training Course (320 hours), 1989

LICENSES: 1st Class Engineer License #E-67, National Institute Uniform Licensing of Power Engineers; Springfield, MA

2nd Class Stationary Steam Engineer License #303087; Springfield, MA

WASTEWATER PLANT OPERATOR III - 2515 CANDIDATE

SUMMARY: The Wastewater Plant Operator III Candidate has 14 years of experience serving as Power Plant Control Room Operator, Power Plant Equipment Operator, and Power Plant Mechanic's Helper, as well as at a coal/gas fired, steam turbine power plant, both in the control room and in the field. He has worked with super/subcritical boilers, and is experienced in the operation of scrubber wastewater and ash wastewater processing plants (on site). He is also experienced in basic power plant mechanical work ("turning wrenches"), and in directing other operators (non-supervisory from control room) and training other operators (non-supervisory as on-the-job training). Has demonstrated ability to read and use P&IDs to walk down and troubleshoot systems, and is experienced in rotating shift work. He also has working knowledge of MS Word, Excel, and PowerPoint.

EDUCATION: The Pennsylvania State University; York, PA
A.S. in Electrical Engineering Technology, 2009

The Pennsylvania State University - State College, PA
B.S. in Psychology, 1989

LANGUAGES: English (fluent) and Spanish (conversational/written)

PROFESSIONAL EXPERIENCE:

2/08 - Present **Utility Man Shift / PCO Specialist** PPL Corp. /Talen Energy
Brunner Island SES; York Haven, PA

Served as Plant Control Room Operator on supercritical and subcritical coal/gas fired boilers and steam turbines with approx. 1,500 MW total across 3 units. He also served as Plant Equipment Operator on 3 x distinct boilers; scrubber, and ash wastewater. Responsible for start-up/shutdown, follow of dispatch, routine checks, troubleshooting, LOTO, and OJT for new operators. He also worked as Mechanic's Helper when directed by Shift Supervisor. **Note**: Utility Man Shift position was renamed "PCO Specialist" in January 2019.

7/06 - 2/08 **Plant Equipment Operator (PEOT)** PPL Corp.
Brunner Island SES; York Haven, PA

He trained/was qualified on all Plant Equipment Operator/Wastewater positions.

10/01 - 7/06 **Account Representative** PPL Corp./Penn Fuel Propane LLC
Bellefonte, Tyrone, Everett, PA

He was responsible for propane sales, design, installation, and deliveries, covering three districts in Pennsylvania, Maryland, and West Virginia. He served as fill-in site manager in the manager's absence.

2/01 - 10/01 **CDL Driver** Gensimore, Bird, Hawbaker
Pennsylvania

He served as CDL-Class A Driver for three companies and CDL-A Instructor for Central Pennsylvania Institute of Technology.

6/98 - 2/01 *Unrelated Industry*

5/98 - 6/98 **Account Representative, Latin America** Kaman Sciences / ITT
Boalsburg, PA

Served at a company designing and manufacturing satellite communications equipment.

3/96 - 3/98 **Assistant to Owner** SERA LTDA (Servicios Espaciales Y Redes Asociadas)
Santa Cruz De La Sierra, Bolivia

He worked at a small satellite/radio communications company. He initially worked in organizing the office and billing, and assumed additional responsibilities in sales, installation, import, delivery, contracts, customer relations, and the opening of two new offices in Quito, Ecuador and Asuncion, Paraguay. He was responsible for private, corporate, public utility, and government (American and Bolivian) installations.

10/95 - 3/96 **Laborer** Propiedad San Martin
Pozo Del Tigre, Bolivia

He worked on a 10,000 acre farm in Eastern Bolivia.

Additional Relevant Experience:

He has operational experience with the following systems, equipment, and tests:

Ash Wastewater Treatment Plant (discharges to river)
- Clarifiers
- Sludge pumps
- Filter presses
- Acid/caustic/ferric chloride/polymer addition
- Suspended solids testing/Ph measurement
- Sludge judge/sludge depth measurement

Flue Gas Desulphurization Water Treatment Plant (discharges to river)
- Reaction tanks
- Lime feed systems
- Clarifiers
- Densadeg pumps
- TMT/ferric chloride/acid feed
- Turbidity/Ph measurement

R/O System for Condensate Production
- Single/double pass operation

Filtered Water (Service Water) Plant
- Filter media
- Flocculators
- Flash mixers
- Subsidence basins
- Powdered alum/soda feed
- Backwashing of filter media

Sewage Treatment Facility
- Residual chloride test

Plant Cycle Water
- Ph/silica/conductivity testing
- Powdex/demineralizer system

WATER / WASTEWATER ICE TECHNICIAN - 2559 CANDIDATE

SUMMARY: This Water/Wastewater ICE Technician Candidate has 20+ years of experience in coal fired plants. He is skilled in installation, acceptance testing, operation, troubleshooting, and maintenance of electric system protection and control equipment, including SCADA. He is also experienced with pneumatic, mechanical, and electronic instrumentation. He has thorough knowledge of process control loops and process control systems, and is experienced with/knowledgeable in CEMS and gas analyzing instrumentation. He has performed loop testing and functional checkout for two generating plant start-ups, 5 x FGDs (scrubbers), and a PFBC/coal gasification research facility. He has also performed control system tuning to optimize unit performance and load response testing.

PROFESSIONAL EXPERIENCE:

4/19 - 6/19 **I&C Technician** Process Automation & Control
Southern Company, Plant Wansley (Coal Plant), Georgia
He served on a bottom ash/wastewater conversion project.

6/18 - 4/19 **Electrical Commissioning Coordinator** Johnson Services
Southern Company, E.C. Gaston Electric Generating Plant (Coal Plant), Alabama
He served on a bottom ash and wastewater conversion project.

4/18 - 6/18 **I&C Technician** Oklahoma Power Company
Sooner Power Plant (Coal Plant), Oklahoma
He was responsible for start-up and commissioning for a dry bed scrubber.

11/17 - 12/17 **I&C Technician** Process Automation and Control
Southern Company, Plant Bowen (Coal Plant), Georgia
He was involved in a turbine outage for the Mark VIe control upgrade.

4/17 - 11/17 **I&C Technician** Steele & Associates
Citgo Refinery, Illinois
He was involved in Spring and Fall turnaround and routine maintenance.

2/17 - 3/17 **Start-up Commissioning I&C Technician** Turner Industries
Urea Manufacturing Facility; Borger, TX
He was responsible for calibration of field instrumentation, and point-to-point and functional checks of control loops.

6/16 - 11/16 **Start-up I&C Technician**
He calibrated and loop checked all field instruments for 5 x GE Mark VIe simple cycle units. He assisted GE TFAs with commissioning and start-up duties.

7/12 - 1/16 **Start-up Coordinator** Hargrove Engineers + Constructors
Southern Company, Kemper IGCC Project, Mississippi
He worked at a lignite gasification facility with a 2-on-1 combined cycle power plant. He prepared turnover packages for 13.8kv, 4160v, and 480v distribution systems, and prepared commissioning procedures and commissioned electrical distribution systems. He addressed punch list items to ensure quality product turnover to the owner.

3/12 - 4/12 **I&C Technician** Biomass Electric Generating Facility
He performed wire checks, loop checks, and functional checks through DCS for start-up and commissioning of a 100MW biomass plant.

8/11 - 2/12 **I&E Technician** Coal Fired Electrical Generating Plant
He worked with a GE Frame 5 combustion turbine, and installed, troubleshot through DCS, repaired, and calibrated various plant instrumentation, including pressure, level, flow, and temperature field devices. He troubleshot, repaired, and set stroke of pneumatic and electric actuated valves, and troubleshot and repaired HMIs, PLCs, and inputs, as well as medium voltage electric systems, including switchgears and MCCs.

2010 - 8/11 Day & Zimmermann, NPS
2008 - 2010 Fluor Maintenance Services
2006 - 2008 Shaw, Stone & Webster

Sr. I&E Start-up Technician
He worked with Southern Company/Alabama Power Start-up and Commissioning groups on FGDs (scrubbers) at two Alabama Power coal fired generating plants. His duties included wire checks and functional checkout of 13.8 KV, 4160V, 480V switchgear, and associated electrical systems. He was responsible for process control instrumentation loop checks and functional checks to DCS. He performed calibration of various process field instruments, including level, pressure, flow, and temperature transmitters.

7/78 - 10/05 *Alabama Power Company*

7/99 - 10/05 **System Operation Specialist** Alabama Power Corporate Headquarters
Birmingham, AL

3/93 - 7/99 **E&I Journeyman** Miller Electric Generating Plant, Alabama
E.C. Gaston Electric Generating Plant, Alabama
Southern Company Services, Power System Development Facility, Alabama

4/86 - 3/93 **Instrument Serviceman** Miller Electric Generating Plant

5/83 - 4/86 **Assistant Instrument Serviceman** Farley Nuclear Generating Plant, Alabama
Gorgas Electric Generating Plant, Alabama
Miller Electric Generating Plant, Alabama

10/82 - 5/83 **Apprentice, Mechanical**
Farley Nuclear Generating Plant, Alabama

7/78 - 10/82 **Utilityman** Gorgas Electric Generating Plant, Alabama

FACILITIES MAINTENANCE COORDINATOR – 5017 CANDIDATE

SUMMARY: The Facilities Maintenance Coordinator Candidate is a service engineer with 14 years of experience in facilities and property management, including: HVAC work (Universal EPA Certification), automated building controls, commercial/residential plumbing, low/high voltage electrical repairs, welding, drywall work, framing, boiler/chiller and cooling tower maintenance, conveyance repair, solar installations, pipe bending, and blueprint and schematic reading. He is knowledgeable in the proper use of PPE and has received OSHA 10 training.

PROFESSIONAL EXPERIENCE:

6/02 - 8/18 **Service Engineer** Various Projects
California

He worked on contract jobs performing repairs and installations on A/C heating units, ClimaworX, and Liebert server room cooling systems with glycol. He worked on heat pumps, compressors, evaporators, high and low voltage sensors, disconnect boxes, water heaters, and lighting installations. He was responsible for preventive maintenance checkups and related documentations, and worked on solar panel/inverter installations of tile tracks, tilt kits, wedges, and all tools of the trade. He also performed various automotive repairs from tune ups to engine swaps, and utilized automated building controls. Projects included, but were not limited to:

- ATI Windows; Facility Maintenance, 6/17 - 11/17
- Verizon, Mount Kisco, NY; 3/16 - 5/16
- Toyota Distribution Center; Ontario, CA; Facility Maintenance, 7/14 - 2/15
- Wonder Bread; Pomona, CA; Facility Maintenance; 10/05 - 3/06

12/17 - 4/18 **Maintenance Technician II** C&W Services Amazon
Riverside, CA

He was responsible for repairs on conveyance with MDRs, 480v motor/gearbox/belt replacement, and automated robotic pallet jack repairs. He performed quality control on installation of new Dematic conveyance, belt tracking setting and adjustment of PLCs. He also performed preventive maintenance checks using strobe light, thermal cameras, and ultrasonic listening devices for the air valves and actuators to ensure less downtime due to preventable problems, which led to improved customer satisfaction.

6/12 - 6/14 **HVAC Maintenance Technician** Pacific Refrigeration
Moreno Valley, CA

He was responsible for troubleshooting, repair, and installation of residential and commercial HVACR units' package/split system ice machines, cooling towers, cascade systems, and swamp coolers. He performed commercial refrigeration service and repairs, as well as food cooler preparation/table repairs for numerous restaurants. He was also responsible for customer service calls and related invoices.

10/07 - 10/08 **Assistant Operator/Steam Plant Mechanic** UCR
Riverside, CA

He performed various boiler/chiller repairs, surface blowdowns, restacking fire bricks inside, and pressure testing units. He conducted and logged a water analysis test and adjusted parameters. He changed bearings on chiller pumps, and was also responsible for 24-hour emergency response for the campus. He repaired HVAC electrical lighting problems, exhaust fans, cooling towers, pumps, compressors, water fountains, and toilet Sloan valves. He was also responsible for rescuing people from faulty elevators.

9/06 - 8/07 **Painter/Construction Maintenance** Schaper Construction
Corona, CA

He performed pressure washing, repair, preparation, and painting of inside/outside various commercial buildings, such as Costco, strip malls, and retirement centers. He used booms, lifts, cranes, paint sprayers, and all other associated tools.

2/06 - 8/06 **Facility Maintenance Technician** Home Shopping Network
2/04 - 8/05 Fontana, CA

He was responsible for conveyor/sorter, drive motors, and gearbox servicing and repairs, as well as belt splicing. He demonstrated a working knowledge of PLCs and preventive maintenance checks on HVAC units. He was responsible for forklifts, pallet jacks, and cherry picker maintenance, such as changing wheels, circuit boards, hydraulic cylinders and line repairs, radiators, fan blades, batteries, and charging area repairs on dock doors and plates. He was also responsible for lighting and plumbing repairs, and served as a service engineer responsible for quality assurance.

TRAINING: PLC Training

Social Forklifts; Riverside, CA; Vocational School Certificate - Forklift Certifications

North American Heating and Air Conditioning; Redlands, CA; Universal EPA - HVAC Refrigeration and Applied Electronic Applications

US Army; Fort Bragg, NC; 82nd Airborne - Motor Transport Operator

CERTIFICATIONS: OSHA 10 Certification
LOTO Certification
PPE Certification
BSIS Guard Certifications
Forklift Certifications
HVAC Universal EPA Certification

RELAY TECHNICIAN – 6175 CANDIDATE

SUMMARY: The Relay Technician Candidate has over 18 years of relay testing experience in the utility industry, and is proficient in the commissioning of transmission and distribution substations. He has recently directed/supported a team of 10 complete SCADA RTU installations and RTU configuration upgrades. He has provided technical support for isolating critical AC/DC circuits. In the substation environment, he has calibrated several transmission and distribution relays and also designed, installed, and provided maintenance on relay protection for low-voltage and high-voltage panels in a substation and switchgear environment (4,160 kV-500 kV). He is experienced in the following relay schemes: bus protection, transformer protection, line protection, line current differential, high-speed carrier protection, feeder protection, and motor protection. He is experienced in using the Protest/ Protection Suite and RTS (relay testing system) to test or perform relay calibrations.

EDUCATION:

Southern University A&M, Baton Rouge, LA
Master's Degree in Public Administration/Public Policy, 1995

Southern University A&M, Baton Rouge, LA
Bachelor's Degree in Mechanical Engineering/Mechanical Technology, 1991

PROFESSIONAL EXPERIENCE:

9/19 - Present **SCADA Compliance Lead** Burns & McDonnell
Cleveland/Akron, Ohio Area

9/14 - Present **Sr. Relay Engineer Specialist** Shermco Industries
Dallas, TX

He was responsible for commissioning of transmission and distribution substations. He installed relay protection, and performed preventive and corrective maintenance on relay protection equipment. He performed switchgear testing, and utilized computer programs, such as MS Word and MS Excel.

8/11 - 9/14 **Relay Field Engineer** Dashiell Corporation
Gonzales, LA

He was responsible for commissioning of transmission and distribution substations. He installed relay protection, and performed preventive and corrective maintenance on relay protection equipment. He also performed switchgear testing and utilized computer programs, such as MS Word and MS Excel.

3/10 - 8/11 **Relay Field Engineer**
Gonzales, LA

He was responsible for commissioning of transmission and distribution substations. He installed relay protection, and performed preventive and corrective maintenance on relay protection equipment. He also performed switchgear testing, and utilized computer programs, such as MS Word and MS Excel.

1/01 - 2/10 **Sr. Relay Field Technician** Entergy
Destrehan, LA

He was responsible for commissioning of transmission and distribution substations. He installed relay protection, and performed preventive and corrective maintenance on relay protection equipment. He also performed switchgear testing, and utilized computer programs, such as MS Word and MS Excel.

POWER PLANT CONTROL SPECIALIST – 6310 CANDIDATE

SUMMARY: The Power Plant Control Specialist Candidate has over 30 years of experience in the I/E&C discipline, applying safety, quality, and efficiency on all projects and assignments. His power generation experience includes work with Westinghouse Frame 5 and 7 units, Siemens Frame 9 units, Solar 1500 and 2500 packages, and GE LM6000 and LM2500 packages, including BOP systems (LADWP, SCE) and solar reflective panel power plant work. His petrochemical refining experience includes I/E&C turnaround coverage, I/E&C maintenance, I/E&C construction, I/E&C start-up and commissioning engineer duties, electrical LOTO supervisor duties, MCC commissioning, FPSO I/E&C commissioning of offshore platforms, and marine well containment ships. His experience in additional industries includes I/E&C pulp mill, I&E technician duties, mine electrician duties, I/E&C wastewater treatment, food processing plant construction and commissioning, I/E&C field service technician duties, and Simplex fire alarm technician duties. His systems/components experience includes analyzers, backup/black-start generators, CEMS, fuel gas compressors, medium- and high-voltage breakers/transformers, VFDs, UPSs, H2O demineralization, filtration, and treatment systems, as well as MOVs, AOVs, and HOVs, and instruments/valves/controllers, including Rosemount, Honeywell, Yokogawa, Foxboro, Fisher, Masoneilan, ABB, Siemens, Westinghouse, and more.

PROFESSIONAL EXPERIENCE:

2/19 - Present **I/E&C Commissioning Lead** PSEG
Combined Cycle Project; Bridgeport, CT
Supervised the I&E contractor during the final phase of construction. Performed field checkout of I&E installations, pre-commissioning, commissioning, and start-up of a single GE Frame 7HA.O2 combined cycle GTG with an Alstom STG, as well as the BOP systems.

9/18 - 1/19 **I/E&C Commissioning Lead** University of Alaska Fairbanks
Fairbanks, AK
Responsible for managing and directing I&E contractors assigned to the commissioning crew. Performed electrical/instrumentation and control system inspection, commissioning, and start-up of a Brush 19MW coal fired turbine, including BOP. He used the Oracle Aconex document control system daily.

9/18 **I/E&C Commissioning Specialist** University of Alaska Fairbanks
Fairbanks, AK
Responsible for field checkout, commissioning, and start-up of a 19MW coal-fired steam turbine generator and BOP, as well as Ovation DCS checkouts.

5/18 - 7/18 **I/E&C Commissioning Specialist** Andarko Central Transfer Facilities
Performed commissioning and start-up of the following Anadarko facilities: Cobra, Cyclone, Titan, Atlas, and ROTF (Regional Oil Transfer Facility).

3/18 - 4/18 **I/E&C Specialist** The Gila River Power Station; Gila Bend, AZ
Responsible for Emerson technical field service support for Unit 3 A&B outage support.

2/17 - 3/18 **I/E&C Commissioning Lead Inspector** Cleveland Integrity Services
Williams Gas Pipeline Compressor Stations
Responsible for the following pipeline compressor stations: 520, 517,105, 95, 84 and 190. Served as Inspector & Commissioning Lead and Instrumentation Electrical Inspector of Solar Titan 250 and 130 units and Solar Mars 130, 100, and 90 units, as well as BOP, which included Caterpillar generators, Waukesha generators, Inlet gas scrubbers, Mokveld fast stop and anti-surge valves, Gardner Denver and Dresser-Rand instrument air compressors/dryers, oil cooling system, 125VDC emergency back-up system, battery charging systems, lube oil pumps and motors, and DCS system.

8/16 - 2/17 **I/E&C Commissioning/Start-up Lead** PCL Construction
ODEC, Wildcat Point Generation Facility; Rising Sun, MD
Responsible for I&C field systems checkouts of 2 x Mitsubishi 501-GAC turbines, one Alstom steam turbine generator, and BOP.

6/16 - 7/16 **I/E&C Commissioning/Start-up** ONEOK
Bear Creek Natural Gas Refining and Compressor Station; Killdeer, ND
Performed point-to-point loop checks, instrumentation calibrations, fire and gas system testing, cause and effects testing, and assisted Operations with plant start-up.

4/16 - 5/16 **I/E&C Commissioning/Start-up Lead** Austin Energy
Dynegy Power Plant Turbine Spring Outage; Austin, TX
Responsible for outage vibration sensor retrofit, installation, and commissioning on a 7FE combined cycle turbine, and Siemens steam turbine generator. He worked with R&R Bently Nevada proximity probes and vibration sensors, and performed thermocouple testing and loop shooting. He re-installed, set probes, and function tested loops.

3/16 - 4/16 **I/E&C Commissioning/Start-up Lead** KapStone Paper Mill Boiler Rebuild
Involved in Phase II of the boiler rebuild, which included valve R&R, and pneumatic transmitter retrofitting to new electronic devices.

10/15 - 3/16 **I&E Inspector & Commissioning Lead** Williams Gas Pipeline
Lafayette, LA
Performed I/E&C commissioning and start-up of 3 x gas compressor stations, including one-Solar Titan 250, one Solar Titan 130, 2 x Mars 100 units, and fiber optic cable splicing.

9/15 - 10/15 **I/E&C Commissioning/Start-up Technician** Trinidad, Trinidad and Tobago
Responsible for I/E&C teardown, diagnosis, and rebuild, as well as commissioning and start-up of for a Westinghouse 501D turbine/BOP.

8/15 - 9/15 **I/E&C Commissioning/Start-up Lead** Paper Mill; Longview, WA
Involved in a plant-wide shutdown/start-up, and provided I/E&C supervision and coverage. He removed and replaced instrumentation devices.

10/14 - 6/15 **I/E&C Commissioning/Start-up Lead** Various Sites, Arizona and Iowa
Served on the following projects: Arizona Public Service (APS) Frame 5 Overhaul (Douglas, AZ); APS Frame 5B Overhaul and Start-up (Yuma, AZ); PSM Alstom Support Technician, Alliant Energy (Clear Lake, IA); and APS Siemens W501D troubleshooting and repair (Phoenix, AZ).

8/14 - 10/14	**I/E&C Supervisor**	CVR Refinery Burnout Reinstatement; Coffeyville, KS Holly Frontier Refinery; El Dorado, KS
7/14 - 8/14	**I/E&C Supervisor**	First Instrument Solutions Celanese Chemical Refinery Turnaround; Bishop, TX Sherwin Alumina Process Plant Overhaul; Ingleside, TX
12/13 - 7/14	**I/E&C Commissioning Supervisor**	ProCom Marine Well Containment System; Texas and Louisiana Buffalo Creek Natural Gas Processing Plant; Sayre, OK
6/13 - 11/13	**I&E QA/QC Specialist**	Sulfur, Crude, and Hydrotreater Units Turnaround Project Citgo Refinery; Lemont, IL
5/13 - 6/13	**I/E&C Commissioning Specialist**	Fluor Corp. Wilmar International, Ltd.; Surabaya, Indonesia
11/12 - 4/13	**I/E&C Commissioning Supervisor**	VersaTech Automation Services Noble Energy Production Platform; Amelia, LA and Equatorial Guinea
8/12 - 11/12	**I&E Pre-Commissioning Engineer**	Fluor Corp. Ivanhoe Mine Project; Oyu Tolgoi, Mongolia
5/11 - 9/11	**I&E Lead Start-up Engineer**	VersaTech Automation Services Cabinda Gas Plant Expansion Project, Angola
9/10 - 3/11	**Instrument & Valve Technician**	Emerson Process Management Beaumont, TX
6/10 - 9/10	**I&E FCO Technician**	Udelhoven Oilfield System Services, Inc. ENI Nikaitchuq Project; North Slope, AK
3/10 - 6/10	**I&E Start-up Technician**	VersaTech Automation Services Cabinda Gas Plant, Angola
1/10 - 3/10	**I&E Foreman**	Hovensa Refinery; St. Croix, U.S.V.I.
11/09 - 12/09	**Instrument Technician**	Bay Area Instrument & Electric Golden Eagle Refinery; Martinez, CA
5/09 - 10/09	I**&E Superintendent**	W.B.I. Energy Services S.C.E. Power Generation NOX Project; Catalina Island, CA
3/09 - 4/09	**Instrument Technician**	Pacific Industrial Services Tesoro Refinery; Kapolei, HI
1/09 - 2/09	**I&E Foreman**	Western Process Control Shell Refinery; Anacortes, WA
12/08 - 1/09	**I&E Field Engineer**	ENGlobal Engineering Inc. Exxon Mobil Refinery; Beaumont, TX
8/08 - 11/08	**Instrument & Valve Lead Technician**	Exxon Mobil Refinery; Beaumont, TX

5/08 - 8/08	**I&E Field Engineer**	Applied Control Technologies Alon Refinery; Big Spring, TX
3/08 - 4/08	**I&E Technician**	Bay Area Instrument & Electric Tesoro Golden Eagle Refinery; Avon, CA
1/08 - 2/08	**Instrument Technician**	Pacific Industrial Services Tesoro Refinery; Kapolei, HI
11/07 - 12/07	**I&E Field Engineer**	Gulf States Incorporated (GSI) Chevron/Phillips Refinery; Ocean City, TX
10/07 - 11/07	**Instrument Field Engineer**	Instrument Specialist Corp. Chevron/Phillips Refinery; Pasadena, TX
8/07 - 9/07	**I&E Field Technician**	BP Refinery; Texas City, TX
5/07 - 8/07	**I&E Start-up Technical Advisor**	Southern California Edison Mira Loma, CA
3/07 - 5/07	**I&E Start-up Engineer**	Lauren Engineering & Constructors Solar One Power Project; Boulder City, NV
1/07 - 2/07	**Instrument Lead Technician**	Tesoro Refinery; Anacortes, WA
11/06 - 12/06	**I/E&C Technician**	ENGlobal Engineering Inc. Conoco Phillips Refinery; Belle Chase, LA
8/06 - 10/06	**I/E&C Technician**	Murray Electrical Contractor Tesoro Refinery; Anacortes, WA
12/05 - 7/06	**I&E Start-up Technician**	Gulf States Incorporated Chevron Refinery; Richmond, CA
10/05 - 12/05	**Instrument Field Engineer**	Timec Corporation Chevron Refinery; Salt Lake City, UT
8/05 - 10/05	**Instrument Technician**	Western Process Control Conoco Phillips Refinery; Santa Maria, CA
3/05 - 7/05	**I&E Start-up Technician**	Dept. of Water and Power Victorville, CA
1/05 - 3/05	**I&E Start-up Technician**	Bay Area Instrument & Electric Golden Eagle Refinery; Avon, CA
6/04 - 12/04	**Electrical Lead**	Manufacturing Automation Solutions LADWP Water Treatment Facility; Los Angeles, CA
11/03 - 5/04	**Tunnel Electrician**	Traylor Bros. Inc. LADWP Water Tunnel Project; Los Angeles, CA

9/03 - 11/03 **I/E&C Lead** WBI Energy Services
SCE Power Generation Station; Catalina Island, CA

LICENSES: CA Electrical License

CERTIFICATIONS: Breathless CPR Certification
C-STOP Safety Training Card
I&E (NCCER)
MSHA (30-Hour)
OSHA (40-Hour)
Medic First Aid
Three Rivers Safety Training HUET Card
Houston Safety Council Card

CLEARANCES: TWIC Card
U.S. Passport

POWER PLANT ICE TECHNICIAN – 6314 CANDIDATE

SUMMARY: The Power Plant ICE Technician has eight years of professional experience. He has also held the titles of I&C Technician, I&E Technician, Electrician, National Instrumentation Service Technician, Instrumentation Technician, Instrument Fitter, EIT Technician, and Electrical Consultant.

PROFESSIONAL EXPERIENCE:

3/19 - 5/19 **IE&C Technician** ***PIC***/Calpine
Metcalf Energy Center; Coyote, CA
Worked in the Maintenance Department assisting the run and operation of the plant.

2/19 - 3/19 **IE&C Technician** Covanta Fairfax Power Plant
Lorton, VA
Performed calibrations and repair of plant equipment.

11/18 - 12/18 **I&C Technician** FP&L Plant
Ft. Myers, FL
Performed shutdown, calibrations, removal, and re-installation of valves.

8/18 - 10/18 **I&C Technician** ***PIC***/Continental Carbon Company
Ponca City, OK
Performed installation of a Delta V System, loop checks, and connection checks. He rewired MOVs, performed calibrations, and performed start-up duties.

3/18 - 7/18 **I&C Technician** Central Iowa Power Cooperative (CIPCO)
Creston, IA
He installed a new PLC system and removed the old one. He performed loop checks to verify wiring was correct and verified that the instruments were functioning properly and wired correctly on the new system. He also performed start-up support during start-up of the line.

2/18 - 3/18 **IE&C Technician** FP&L
Loxahatchee and Sanford, FL
He performed instrument calibrations and determination of valves for repair and replacement and then re-terminated them.

11/17 - 12/17 **IE&C Technician** FP&L
Ft. Myers, FL
He disconnected valves and reconnected replacements. He calibrated all instruments for shutdown, as well as repair and replacement.

10/17 - 11/17 **I&E Technician** Santee Cooper Power Company
Georgetown, SC
He pulled and calibrated flow, pressure, temperature, and differential transmitters.

9/17 - 10/17 **I&E Technician** Austin Industrial
PSC Ammonia Plant; Augusta, GA
He worked with the Maintenance Department performing calibrations, repairs, and instrument installations.

9/17 **Electrician** Day & Zimmerman
North Anna Nuclear Power Plant; Mineral, VA
He worked night shifts on temporary power.

4/17 - 8/17 **I&C Technician** Prairie Power; Winchester, IL
International Paper; Augusta, GA
He performed start-up and commissioning duties, as well as calibration.

8/15 - 11/16 **National Instrumentation Service Technician** Interstates Construction Services
Sioux Center, IA
He was responsible for start-up support, loop checks, and commissioning on systems. He provided technical support for construction services, and performed troubleshooting and repair, shutdown calibrations, termination of PLC panels in the field, and safety audits of hazard monitoring systems. He also provided on-call support for company I&E technicians.

4/15 - 6/15 **Instrumentation Technician / Instrument Fitter** Zachry Industrial
PEEC Project; Ft. Lauderdale, FL
He was responsible for calibrating and verifying all instruments for the project. He performed field calibrations on instruments installed before calibrations were performed.

10/14 - 12/14 **Instrument Fitter** Celanese Project; Narrows, VA
He worked bending and installing tray, tubing, and instruments for gas-fired boilers.

7/14 - 9/14 **Instrument Fitter/ EIT Technician** KBR
SWA Project; West Palm Beach, FL
He ran air line and tubing to instruments, and worked calibrating instruments, performing loop checks, and putting together system packets for end users.

2/14 - 7/14 **Instrument Fitter** Fluor Construction
Showa Denko PFC-75 Project; Ridgeville, SC
He was responsible for installing the air line for instruments and valves, design fabrication, and installation of emergency stops for conveyor systems.

8/13 - 2/14 **Instrument Fitter** KBR
Chevron, Pascagoula Refinery; Pascagoula, MS
He worked bending and installing process tubing on the Pascagoula Base Oil Project. He mounted the tray and instruments and ran pipe for instrument air.

1/13 - 6/13 **Instrument Fitter** Jacobs Field Services
Jesup, GA
He installed instruments, tube, and tray in many areas of Rayonier Performance Fibers and worked shutdowns on many sections of the plant.

2/12 - 4/12 **Electrical Consultant** Integrated Packaging Solutions
Jinan, China
He supervised maintenance electricians in the installation of a line control system, checked out the system when hooked up, and assisted in the setting up of PLC programs associated with the system.

MILITARY: U.S. Army, E5, 9 years in Electronics Repair

CERTIFICATIONS: OSHA 10
Instrumentation NCCER, Certificate No. 11893649 and Certified Plus
CPR, AED, and First Aid
TWIC Card, Exp. 2022

MAJOR MAINTENANCE LEADER - 6336 CANDIDATE

SUMMARY: The Major Maintenance Leader Candidate is an O&M Manager with10+ years of industrial electrical generation and operations experience, including hands-on management of all aspects of engineering power plant/engineering control, maintenance, and operations. He has supervised, trained, developed, and evaluated operational and mechanical teams, and supervised operating/maintenance teams in the safe and reliable operation of electrical generation and associated equipment. He has also directed and managed maintenance repairs and troubleshot engineering equipment malfunctions to maintain sustained reliability, and gained experience in power generation and control systems. He has maintained combustion gas turbines and related auxiliary equipment in peak, as designed, performance levels, and is proficient in electrical and electronic instrumentation and control systems, pneumatic controllers, generators, and high-voltage electrical power generation and distribution systems. He has worked with PLC controls, including GE Millennium, Siemens, Allen-Bradley, OPTO 22, Bailey INFI 90, and Emerson digital control systems. His computer systems experience includes strong working knowledge of Microsoft Office Suite (Outlook, Excel, Word, PowerPoint, etc.) and custom Windows-based applications, such as Microsoft Project. His maintenance software experience includes SAP, CMMS, 3M and MP2. He is experienced in project management, and has demonstrated and documented leadership in combustion gas turbine repair and scheduled maintenance outages for large number of personnel and complex project management. He has strong planning, coordination, and communication skills, and has created training lesson guides and sets of study materials, including textbook, PowerPoint, and graphic presentations. He is also experienced in inventory control, estimating, budgeting, root cause analysis, employee evaluation, and PeopleSoft.

EDUCATION: University of Phoenix (online); Phoenix, AZ; Bachelor’s Degree in Business, 2006
University of Belford, Bachelor's Degree in Engineering

PROFESSIONAL EXPERIENCE:

3/17 - 11/19 **O&M Manager** Rockland Capital; The Woodlands, TX

Responsible for directing and managing all operations and maintenance activities for a 237Mw natural gas and liquid fuel fired cogeneration facility. He coordinated all electrical generation production in accordance with all state and federal regulations, and maintained compliance with applicable safety, environmental, and power generating requirements. He supervised 15 personnel in two departments (Operations and Maintenance) to ensure a safe and reliable facility at all times, and was responsible for preparation, submission, and administration of annual operating and maintenance budgets. He was responsible for administration of the facility's safety, operations, maintenance, training, chemistry, and administrative policies, procedures, and programs. He directed the screening and hiring of personnel, and provided annual performance reviews for employee development. He prepared all facility-required documentation for client, agencies, and corporate owner as required or requested. He directed the Operations Team in the performance of their duties in order to maintain reliable, safe, and efficient plant operations. He ensured that thermal and electrical outputs were maintained at maximum levels and efficiencies, and reported normal, abnormal, or emergency plant conditions to the Plant Manager. He took necessary corrective action in accordance with established policy, or at the direction of the Plant Manager, and analyzed operating results and equipment failures. He improved project efficiency and performance by developing and implemented new methods to improve project operation and reduce operating costs,

and oversaw the training of all plant personnel and maintained the plant training manual. He oversaw the daily upkeep of necessary plant logs and records, and maintained plant operations manuals, and ensured that operating policies and procedures were kept up to date. He sustained the morale and motivation of operations personnel and handled employee concerns as they arose. He ensured that the water chemistry program for the plant was properly implemented, including testing, inspections, and maintenance of the water treatment program.

He coordinated all project environmental activities by plant departments to verify compliance with procedures and permit conditions. He ensured that Operations personnel were trained to respond, as needed, to environmental problems. He developed and administered contracts and work scope for external contractors to ensure maximum efficiency in the use of plant and contractor personnel. He ensured compliance with the company's policies, procedures, and project work rules, and that the project was operating in compliance with local, state, and federal requirements. He supervised and oversaw Operations Department skill improvement, training, and safety programs. He ensured that an adequate number of trained personnel were available to maintain continuous and safe project operation, even under adverse conditions. He prepared employees for greater responsibilities, and provided operations training for the maintenance technicians by presenting instruction on job-related skills and proper equipment operating procedures. He ensured that safety was built into each job assigned and that work was performed in an efficient and safe manner. He issued new operating procedures, as required, and periodically reviewed existing operating procedures and issued revisions, as deemed necessary, to ensure that they reflected correct and safe operating practices.

5/13 - 3/17 **Maintenance Manager** Eagle Point Power Generation, LLC
Rockland Capital; The Woodlands, TX

He was responsible for managing the maintenance and repair of a combined cycle power plant and all associated facilities, grounds, and equipment. He managed implementation of the plant's maintenance program, and identified those items which need improvement or additional work. He worked with the plant operating staff to ensure plant facilities and equipment were maintained in a safe and efficient operating condition at all times, while meeting all applicable compliance requirements. He planned, coordinated, and monitored performance of all plant maintenance outages.

6/09 - 5/13 **Sr. Operations Supervisor (Site Manager**) PSEG
Fossil-Peaking-Edison/Burlington Generation Stations

He provided leadership and supervision for a 500MW output electrical generation facility to include the start-up, shutdown, operation, and maintenance of natural gas and oil-fired combustion turbine generators, and associated BOP equipment IAW the Operational Excellence Model. He ensured the safe, profitable, and environmentally compliant operation of the facility. He coordinated operation of the generating units with ER&T (PJM) and ESOC, and coordinated operation, maintenance, and outages of the generating equipment with other departments to maintain unit availability. He communicated with outside agencies, and internal and external customers. He provided leadership in conduct of operation initiatives. He administered the company/union agreement, and established high standards for associates, and provided leadership and motivation by training, appraisals, coaching, counseling, rewarding and disciplining associates. He promoted and facilitated internal and external departmental quality behaviors to achieve the Fossil Generation mission. He maintained and applied working knowledge of PSEG Standards for Business Controls and met management's expectations for effective business controls.

8/07 - 6/09 **Generation Supervisor (Peaking Maintenance**) PSEG

Supervised and coordinated all work associated with the maintenance of peaking combustion turbine mechanical and I/C systems. He provided direction, technical expertise, and supervision to station associates and project teams. He developed and administered mechanical PM/PDM programs, and participated in planning activities with station maintenance personnel. He provided functional and technical direction to operating personnel on all station mechanical systems, including combustion turbines and all auxiliaries, such as: pumps, motors, fan, coolers, control, and electrical systems. He supervised bargaining unit associates in the repair of complex mechanical systems, and maintained and upgraded the systems required for automatic operation of the plant. He gained experience in power plant combustion turbines, frame, and aeroderivative engines. He maintained and applied a working knowledge of PSEG Standards of Business Controls and met management expectations for effective internal business controls.

1/07 - 8/08 **Generation Supervisor** PSEG

System Maintenance Division

Supervised and provided technical direction, and coordinated all work associated with the maintenance and repair of electric generators, boilers, steam and gas turbines, and nuclear auxiliaries and related equipment; this was a safety-sensitive position. He supervised, planned, and directed maintenance and repair activities, both at the shop and in the field. He assisted in the development and administration of preventive maintenance, managed and supervised associates, and provided leadership by training, appraising, coaching, counseling, rewarding, and disciplining associates. Fostered inter-/intra-departmental teamwork to meet Fossil Generation's mission. He estimated, planned, scheduled, and directed repair and maintenance activities, including interfacing with other organizations (nuclear, etc.). He managed resources by using administrative systems and procedures, such as the Managed Maintenance Work (MMW) process and the Work Management System (WMS). He supported development of estimates and technical proposals for customers, and maintained and applied working knowledge of PSEG Standards for Business Controls and met management's expectations for effective internal business controls.

3/86 - 12/06 **O&M Manager, Gas Turbine and Mechanical Systems** US Navy

Chief Gas Turbine Technician, Electrical

He provided technical and organizational leadership for personnel in engineering operations. He oversaw maintenance and casualty control for engineering plant operations, and delivered classroom, engineering plant simulator, and real-time training in propulsion and electrical plant operations, material safety checks, maintenance, and administrative program management. As Shift Engineering Manager, he supervised operations of the combustion turbine and electrical power generation, machinery control systems, and associated instrument and control subsystems. He served as Joint Oil Analysis Program (JOAP) and Fuels Manager, and supervised the gage calibration program. He troubleshot and repaired instrumentation and support systems, controllers, generators, HVAC, and electric power generation and distribution systems. As Maintenance Supervisor, he conducted high-level inspections and repairs of combustion turbine engines and generators, including engine changeouts, parts replacements, and calibration of electromechanical control systems. He coordinated maintenance schedules for 60 to 70-person teams to minimize operational disruptions. While serving as Senior Instructor and Training Team Leader at CNED Philadelphia, he was responsible for organizational training visits to pre-commissioned naval vessels, and also trained engineering organizations to meet acceptance Light Off requirements.

MILITARY: US Navy, E7, 1986 - 2006

LICENSES: New Jersey Engineer License, Expires 9/2021
1st Class Stationary Engineer (Gold Seal)

ACCOMPLISHMENTS:

Indeed Assessments:
- Management & Leadership Skills: Planning & Execution - Highly Proficient, 1/20
- Management & Leadership Skills: Impact & Influence - Expert, 1/20
- Supervisory Skills: Directing Others - Highly Proficient, 1/20

POWER PLANT SHIFT SUPERVISOR – 6349 CANDIDATE

SUMMARY: The Power Plant Shift Supervisor Candidate is an operations shift supervisor with 20+ years of experience in the operation and supervision of power generation equipment. In addition to advanced technical skills, he is highly competent in the following: outage coordinator duties, LOTO authority duties, plant heat rate, training, troubleshooting/problem-solving, safety, mentoring, and serving as a senior staff member. He has most recently served as Contract Coordinator and Contract Shift Supervisor.

PROFESSIONAL EXPERIENCE:

10/19 - Present **Contract Coordinator** NextEra Energy Resources
Pensacola, FL Area

1/17 - 7/19 **Contract Shift Supervisor** Tucson Electric Power
Springerville, AZ

He was responsible for 4 x pulverized coal fired units.

11/99 - 10/15 **Shift Supervisor**
Cogentrix Energy, LLC
Cedar Bay Generating Plant; Jacksonville, FL

Responsible for managing all personnel and equipment involved in the production of steam and electricity at the plant. Plan, coordinate, supervise, and monitor all shift operations, material handling, and related maintenance and engineering activities. Interpreted and administered union contracts and local agreement, and ensured safe workflow and grievances were handled effectively. Assisted the Operations Manager in all facets of department administration and power plant management, and served as Operations Manager in his absence, supporting maintenance and engineering activities. Conducted routine tours of the plant, inspected equipment, and provided direction, supervision, and feedback to employees, ensuring all safety rules and plant procedures were followed. Investigated plant problems and maintained accurate reports of downtime, outages, repairs, production, and performance. Ensured all in-plant switching, and tagged equipment to approved procedures, prudent operations, and maintenance practices. Assisted with training, recruiting, and selection of candidates in area of responsibility, and communicated, advised the Operations Manager regarding technical and administrative conduct of shift operations, and supported the Administration, Engineering, and Maintenance departments. Planned, directed, and supervised operation of locomotive, and ensured proper licensing and qualifications were met according to local and federal regulations.

4/93 - 11/99 **Control Room Operator** PG&E National Energy Group, Inc.
Cedar Bay Generating Plant; Jacksonville, FL

Responsible for the start-up commissioning and operation of 3 x 765 klbh Pyropower fluidized bed boilers, a Westinghouse WDPF control system, and a Toshiba turbine generator set, with 380 klbh extraction steam supplying the adjacent paper mill.

1/89 - 4/93 **Shift Supervisor** Florida Crushed Stone Co.
Brooksville, FL

Responsible for the daily operation and maintenance of station equipment, including a Babcock & Wilcox pulverized coal boiler, a GE cross-compound turbine-generator set, a fluidized bed calciner (lime plant), and Bailey Net 90 touchscreen control system.

10/83 - 1/89 **Control Room Operator** City of Austin Electric Utility Department
Austin, TX

Responsible for the operation of both Combustion Engineering and Babcock & Wilcox boilers, both natural gas and oil fired positive and balanced draft furnaces. GE and Westinghouse turbine-generator sets were utilized along with Pratt & Whitney TP4-2 gas turbine peaking units.

7/79 - 7/83 **Boiler Technician 3rd Class** US Navy
USS Juneau LPD-10

Responsible for the operation and maintenance of a Babcock & Wilcox Type D boiler, including all boiler water analysis and chemical treatment.

MILITARY: US Navy, 7/79 - 7/83

TRAINING:
US Navy, Boiler Technician Class A School
US Navy, Boiler Water Testing and Treatment
US Navy, Fuels and Oil Testing
Black & Veatch, Cedar Bay, Integrated Start-up Training
H Parker & Company, Generator Abnormal and Normal Operation
Betz Industries, Boiler Operation
Betz Industries, Cooling Water Operation
NUS Program, Power Plant Operations
Commonwealth Edison Company, Power Plant Steam and Mechanical Course
Commonwealth Edison Company, Power Plant Electrical Course
General Physics Corporation, Turbine Generator Operations
General Physics Corporation, Advanced Performance Analysis
MARC, Inc.; Manager's Employee Relations Training
US Filter, Water Treatment Course
SOS Technologies, Emergency Cardiac Care
SOS Technologies, Emergency Response Training
SOS Technologies, Bloodborne Pathogens Training
Nuclear Safety Review Concepts, Phoenix Approach Root Cause Training
AIT, Electrical Safety
Safety Training and Consulting Service, Hazwoper Incident Command Training
Glenn Smith Associates, Inc.; 10 Hour OSHA Compliance Course

AWARDS:
City of Austin Electric Utility; Austin, TX:
- Certificate of Commendation, 1985
- Employee of the Year, 1985

US Navy:
- Humanitarian Service Medal
- Sea Service Deployment Ribbon

PANDEMIC BUSINESS CONTINUITY AND RESPONSE PLAN

Plant Name

City, State

Developed by:

PIC GROUP INC.

Revision Summary

Rev.	Document Change Description

Table of Contents

1.0 INTRODUCTION

The PLANT NAME *Pandemic Business Continuity and Response Plan* is owned by the Management Response Team for the contracted assets office locations. The owners agree to periodically review and update the plan to maintain its accuracy, at least annually.

The PLANT NAME Management Response Team may designate a single member to manage the updates and exercises for this plan. The designee is the Document Owner listed below:

Contact Name (XXX) XXX-XXXX

The Business Resumption Team will assist the Document Owner in maintaining and exercising the plan on request. Members of the Business Resumption Team are:

Contact Name (XXX) XXX-XXXX

Contact Name (XXX) XXX-XXXX

Contact Name (XXX) XXX-XXXX

1.1 Incident Management

One of the critical steps in responding effectively to an event is having a clear line of authority through which decisions can be made. This can be accomplished by the establishment of two types of teams, the Executive Management Team and the Management Response Team. The establishment of these teams ensures decision making authority, enhanced communications, and efficient recovery strategies.

NOTE: *Activation of these teams can occur in response to events including, but not limited to, pandemics, hurricanes, fires, denial of building access, etc.*

1.1.1 Executive Management Team

The Executive Management Team is responsible for managing the response to an event on an enterprise wide scale. High-level decisions are made by this team. Further details on this team can be found in the Corporate Pandemic Response Plan.

1.1.2 Management Response Team

The Management Response Team is comprised of decision makers at the business unit or area level. Management Response Teams can be established at various levels within the PIC structure. For example, the Services Company may establish a Management Response Team comprised of representatives for the various branches within the company (i.e., HR, Shared Services, and IT). At a lower level, HR may establish a Management Response Team comprised of representatives for the various branches within its area (i.e., Safety, Benefits, and Compensation).

NOTE: *To facilitate authority and decision-making abilities, each Business Area plan should have a Management Response Team.*

The Business Area will determine the positions comprising the team. There is no minimum or maximum number of positions on the team. The purpose is to identify critical areas within the business unit/area and assign personnel who can successfully manage the identified areas of responsibility.

The Management Response Team Leader is responsible for activating those positions deemed necessary for response to the event. The team leader is also responsible for keeping the next higher level of authority informed as to the status of the Management Response Team's business unit/area. The team members activated are responsible for activities associated within their area of expertise.

NOTE: *Not all incidents will require the activation of all team members. Only activate to the level of need. This will keep the response activities streamlined and efficient.*

MANAGEMENT RESPONSE TEAM		
Team Position	Primary	Secondary
Management Response Team Leader	First Last	First Last
Management Response Team		
Management Response Team		

CORPORATE SUPPORT		
Title	Name	Phone

PLANT NAME CRITICAL CONTACTS			
Name	Affiliation	Phone	Secondary
First Last	Title/Company	XXX-XXX-XXXX	XXX-XXX-XXXX

Our core objectives during a local pandemic are the following:

1. Maintain the safety and health of our employees as the first consideration
2. Engage in no activity nor abandon current activities that would threaten our history of environmental stewardship.
3. Reduce transmission of the pandemic virus strain among our employees, customers/clients, and partners.
4. Maintain mission-critical operations and services.
5. Minimize social disruptions and the economic impact of a pandemic.

This PLANT NAME Facility Pandemic Business Continuity & Response Plan provides an overview of the strategies, resources, and procedures required to recover from any short- or long-term business interruption.

NOTE: *Inter-dependencies with affiliated organizations and critical infrastructures, as well as contractors and suppliers will be severely tested during the pandemic.*

A copy of this plan is available for review by all personnel and filed on the PLANT NAME *SharePoint* site.

2.0 ASSUMPTIONS, DEFINITIONS, AND PHASES

This Continuity and Response Plan has been developed for the safe and orderly response by PIC Group personnel operating the PLANT NAME facility to a serious event involving the potential for business interruption. It is PLANT NAME policy that all areas of the facility be prepared to continue critical operations in the event of an emergency, disaster, or a significant interruption in normal business functions. Prudent planning and preparation is required so that impact to the employees, suppliers, and stockholders is minimal. This plan provides guidance for response to such an emergency by defining roles, procedures and administrative requirements for PIC personnel working at the PLANT NAME facility including update, training, periodic testing, and communications. We will not jeopardize or sacrifice personnel safety or our environmental obligations and responsibilities.

This PLANT NAME facility Pandemic Business Continuity and Response Plan provides an overview of the strategies, resources, and procedures required to recover from any short or long-term business interruption.

2.1 Assumptions

2.1.1 Time Period

1. There may be less than 6 weeks of warning from the time the pandemic is announced before it reaches areas in the region.

2. The time interval between alert stages may be rapid (ranging from days, to weeks, to months).

3. The pandemic may last as long as 18 months in several waves with mortality and morbidity increasing and decreasing sporadically.

4. The pandemic is expected to strike in at least two waves, each lasting 6 to 8 weeks. The first wave will peak in 3 to 4 weeks. The second wave will be 3 to 6 months after the first and will likely be stronger than the first. There may also be a third wave with characteristics similar to the second wave.

2.1.2 Prevention and Treatment

1. A vaccine may not be available for at least 6 to 8 months after the pandemic begins and supplies may be limited.

2. Antiviral medicines may not treat or protect against the pandemic virus strain.

3. If effective, anti-viral medications may be in very limited supply and their distribution may occur in phases.

4. Persons who contract the virus are not expected to contract it a second time due to a buildup of immunity. However, if the virus mutates, recurrences for the same individual would be possible.

5. Infection control (e.g., respiratory etiquette, hand hygiene) strategies will be used to slow the spread of disease.

6. Social distancing strategies (e.g., postponing public gatherings) may be used to control the spread.

7. Isolation of ill people may be required.

8. Quarantine of people exposed to ill people may be implemented until it can be determined that they have not been infected.

2.1.3 Staffing Impact

1. Up to 25-30% absenteeism from work from staff, vendors, and services within the community *may* occur.

2. Absentee rates for employees may be in the range of 35-50% for the duration of the pandemic due to illness and other factors such as needing to take care of family members. PLANT NAME facility will plan for as much as a 40% absentee rate. The pandemic could last up to 6 months or possibly longer.

3. Absentee rates will not be uniform across an organization and will be caused by employee illness, as well as family care issues, inability to get to work, refusing to go to work, etc.

4. Every person who becomes ill is likely to miss from 5 days to multiple weeks of work.

5. In a severe pandemic, 0.1% - 2.5% of workers who become ill may die.

2.1.4 Vendors of Services/Products

1. Critical goods and services provided by contractors, consultants, and vendors might be erratic or non-existent.

2. Interdependencies with affiliated organizations and critical infrastructures, as well as contractors and suppliers will be severely tested during the pandemic.

2.2 Definitions

TERM	DEFINITION
COVID-19	The CDC is responding to an outbreak of respiratory disease caused by a novel (new) coronavirus that was first detected in China and which has now been detected in more than 100 locations internationally, including in the United States. The virus has been named "SARS-CoV-2" and the disease it causes has been named "coronavirus disease 2019" (abbreviated "COVID-19"). More information can be found on the CDC website located at https://www.cdc.gov/coronavirus/2019-ncov/index.html
H1N1 (swine flu)	H1N1 (referred to as "swine flu" early on) was a new influenza virus causing illness in people. This new virus was first detected in U.S. in April 2009. This virus was spreading from person-to-person, probably in much the same way that regular seasonal influenza viruses spread. It was estimated that about 61 million people in the U.S. were infected and caused 12,469 deaths. For more information on this virus, please visit (http://www.cdc.gov/h1n1flu/qa.htm).
Avian influenza	Also referred to as "bird flu," is a disease of birds (e.g. ducks, chickens). Between 2003 and 2006, the H5N1 avian influenza virus had infected millions of birds. Although it is primarily a disease of birds, a small number of people have also been infected after having close contact with birds.
Contact	A term used to refer to someone who has been in close proximity with an individual who is, or is suspected of being, infected with an infectious disease like influenza.
H5N1	The latest avian influenza virus sub-type of concern and there appears to be little human immunity to it. The predominant winter strain of human influenza is H3N2. Most adults have some partial immunity to this strain, which caused a pandemic in 1968 when it evolved from avian influenza.
Hand hygiene	A term that applies to the cleaning of one's hands. This is usually done with soap and water, hand sanitizer, or hand wipes. To kill a virus, hands must be washed with soap and water for 20 seconds and hand sanitizers or wipes must be used for 10 seconds and have an alcohol content of at least 60%.

TERM	DEFINITION
Human-to-human transmission	Refers to the ability of infectious diseases to be passed continuously from one person to another. Some viruses can be transmitted between animals (animal-to-animal), some can be transmitted from animal-to-human (and vice versa), and some can be transmitted from human-to-human.
Infection control	A broad term used to describe a number of measures designed to detect, prevent, and contain the spread of infectious disease. Some measures include hand washing, respiratory etiquette, use of PPE, isolation, and quarantine.
Isolation	The time when sick people are asked to remain in one place (e.g., home, hospital), away from the public, until they are no longer infectious.
Pandemic influenza or pandemic flu	Occurs when (1) a new sub-type of influenza virus develops and there is little or no immunity (protection due to previous infection or vaccination) in the human population; (2) it is easily passed from human to human; (3) is found in many countries; and (4) causes serious illness in humans.
Personal Protective Equipment (PPE)	Specialized clothing or equipment worn to protect someone against a hazard including an infectious disease. It can range from a mask or a pair of gloves to a combination of gear that might cover some or all of the body.
Quarantine	When people who have been in close proximity to an infected person (but appear healthy), are asked to remain in one place, away from the general public, until it can be determined that they have not been infected.
Respiratory etiquette	Good coughing and sneezing manners, is one way of minimizing the spread of viruses which are passed from human-to-human in the tiny droplets of moisture that come out of the nose or mouth when coughing, sneezing, or talking. Healthy and sick people should cover their nose and mouth when sneezing, coughing, or blowing their nose and then put the used tissue in the trash to prevent the spread of germs.
Social distancing	An infection control strategy that includes methods of reducing the frequency and closeness of contact between people to limit the spread of infectious diseases. Generally, “social distancing” refers to the avoidance of gatherings with many people.

2.3 Pandemic Alert Phases

The World Health Organization (WHO) tracks health concerns around the world and has established Pandemic Alert Phases. As depicted in the table below, each phase describes the stages of a pandemic from its inception. These phases can be used in the planning process as a means of establishing trigger points upon which response activities can occur. It is the responsibility of PIC's EH&S Department to monitor these phases and notify plan owners of any status changes.

2.3.1 Inter-Pandemic Period

- No new influenza virus sub-types have been detected in humans. An influenza virus sub-type that has caused a human infection may be present in animals. If present in animals, the risk of human disease is considered to be low.
- No new influenza virus sub-types have been detected in humans. However, a circulating animal influenza sub-type poses a substantial risk of human disease.

2.3.2 Pandemic Alert Period

- Human infections(s) with a new sub-type, but no human-to-human spread, or at most, rare instances of spread to a close contact.
- Small cluster(s) with limited human-to-human transmission, but spread is highly localized, suggesting that the virus is not well adapted to humans.
- Large cluster(s), but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).

2.3.3 Pandemic Period

- *Pandemic phase*: Increased and sustained transmission in general population.

Reference: United States Department of Health & Human Services Pandemic Influenza Plan, Appendix C: *WHO Pandemic Phases*.

To keep apprised on the World Health Organization's current pandemic alert phase, visit www.pandemicflu.gov. This website provides a wide array of educational pandemic information.

3.0 EMPLOYEE SAFETY

3.1 Education

Employees will be educated and reminded of hygiene measures that help to limit the spread of disease. These include:

- Use respiratory etiquette (e.g., covering cough or sneeze with a tissue or cloth).
- Properly clean hands with soap and water or hand sanitizer regularly.
- Refrain from touching your face.
- Avoid direct skin to skin contact with others, such as hand shaking hands. Substitute hand shaking with alternatives like waving, smiling, nodding, and bowing.
- Keep work areas and home clean and disinfected.
- Stay home when ill and DO NOT send ill children to school or day care.

3.2 Hygiene

The following measures will be taken to reduce the spread of disease:

- Hand washing instructions will be posted in shared washrooms.
- *Cover Your Cough* reminders will be posted in waiting rooms and common areas.
- Magazines/papers will be removed from waiting rooms and common areas.
- Hand sanitizer will be available in waiting rooms and common areas.
- Tissues and trash cans will be available in waiting rooms and common areas.

3.3 Social Distancing

- If the pandemic occurs, all business-related travel will be canceled. This will maximize personnel attendance at the facility and minimize personnel being stranded in a remote location.

- In concert with their fellow workers, workers should pursue individual protective strategies while at the worksite.

    1. Implement personal social distancing strategies: where practical maintain 6 feet spatial separation between workers.

    2. Modify the frequency and type of face-to-face employee encounters (e.g., place moratoriums on hand shaking, substituting teleconferences for face-to-face meetings, staggering breaks, posting infection control guidelines).

    3. Avoid workplace cafeterias and introduce staggered lunchtimes. Avoid congregating in break rooms.

    4. If a face-to-face meeting with people is unavoidable, minimize the meeting time, choose a large room, and sit at least one yard away from each other.

3.4 Infection Control Supplies

Increased use of infection control supplies may be advisable during a pandemic. The following infection control supplies are regularly available and may be needed by employees during a pandemic:

- Soap within bathrooms

- Soap within kitchen areas

- Hand sanitizer (min. 60% alcohol content) in common areas

- Paper towels and Tissues

- Discuss with the Ownership the early purchase of these items. Obtaining such supplies once the pandemic is announced will be very difficult.

3.5 Personal Protective Equipment

- Gloves
- Surgical masks/N95 masks: When N95 masks are in short supply or unavailable, other suitable facial coverings shall be substituted.
- Discuss with the Ownership the early purchase of these items. Obtaining such supplies once the pandemic is announced will be very difficult.
- The Plant Manager will implement the following guidelines for social distancing when appropriate:

    1. Maintain 6-feet distance between individuals in open areas. If you cannot maintain this distance, then all parties shall don facial coverings. This includes all interior/indoor AND exterior/outdoor working environments.
    2. DO NOT gather more than 3 people in any one office at a time closer than 6 feet or without facial coverings.
    3. There shall be no more than 2 people per vehicle; and both shall wear a facial covering.
    4. When a meeting is scheduled, all participants attending in person shall wear a facial covering. When possible, participants will call in to the Conference Call-in Number. An alternative to use for conference call or when video is needed, the host will schedule an online meeting such as MS Teams.
    5. Conference Call-in Number: (XXX) XXX-XXXX, Room # Enter: XXX XXX XXX #.
    6. Designated areas for Contractor/Vendor training shall be established and communicated to all participants in advance. Training location(s) are subject to change when deemed necessary under the authority of the Plant Manager or other authority designated by the Plant Manager.

3.6 Workplace Cleaning

The influenza viruses (COVID-19, H1N1, Avian, H5N1 and others) may live for several days on hard surfaces.

During a pandemic, thorough workplace cleaning measures are required to minimize the transmission of influenza virus through hard surfaces (e.g., doorknobs, sinks, handles, railings, objects, computers, phones, and counters).

- When a person with a suspected virus is identified and has left the workplace, it is important that their work area, along with any other known places they have been, is thoroughly cleaned and disinfected.

- *Cleaning* is the removal of visible dirt or soil. Cleaning is usually accomplished by physical scrubbing using detergent and water. To disinfect, use any of the disinfectants listed in the table below and follow the manufacturer's recommendations.

- Influenza viruses are inactivated by many EPA-approved disinfectants including alcohol and chlorine. Surfaces that are frequently touched with hands should be cleaned and disinfected often, preferably daily.

- Clean the surface to remove dirt and soil with a cleaning agent and disinfect following manufacturer's recommendations (see Section 3.7 below). The person cleaning and disinfecting should wear a mask and gloves and should discard them afterwards. Hands must be washed or sanitized at the completion of the procedure.

- Disinfecting cleaning is recommended to be performed frequently and, at a minimum, daily.

3.7 Disinfectants Recommended, Use and Precautions

Sodium Hypochlorite	• 1-part bleach to 100 parts of water, or 1:100 dilution. Usually achieved by ¼ cup bleach for 1½ gallons water. • Should be used in well-ventilated areas. • Use gloves while handling and using bleach solution. • **DO NOT** mix with strong acids to avoid release of chlorine gas. • Corrosive to metals and certain materials.
Alcohol (e.g., Isopropyl 70%, ethyl alcohol 60%)	• Smooth metal surfaces, tabletops, and other surfaces on which bleach cannot be used. • Flammable and toxic. • To be used in well-ventilated areas. • Avoid inhalation. • Keep away from heat sources, electrical equipment, flames, and hot surfaces. • Allow it to dry completely.
EPA-approved Product	• See product container for instructions. • Follow directions on label.

3.8 Quarantine for Shipping and Receiving

As the influenza virus may live for several days on hard surfaces it is recommended that all incoming mail and deliveries be quarantined to allow the virus to become dormant. It is recommended that current pandemic health department guidance is followed based on actual virus testing. The following options should be considered:

1. Designate a “quarantine area” for the storage of all mail and deliveries. This area should be segregated into specific areas by date. This method will ensure that the new shipments are not mixed with old shipments.

2. Once the recommended period has passed for the virus to become dormant, the shipments in this now “clean area” can be handled.

3. Decontaminate all incoming mail and deliveries using the method recommended by the health department before handling by facility personnel.

3.9 Limiting Facility Access to Minimize Impact

- Notify employees they should not come to work if they are unwell, particularly if they are exhibiting any influenza symptoms.
- Post notices at all workplace/facility entry points advising staff and visitors not to enter if they have influenza symptoms.
- Ensure that ill employees have completed the required isolation period (guidance provided by the Department of Public Health) and are healthy and no longer infectious before allowing them to return to work. Note that staff who have recovered from the pandemic influenza are less likely to be re-infected and should be encouraged to return to work.
- The following sample screening questions are included in a questionnaire distributed by EHS and Security – Screening Form **Attachment 6**. The questionnaire shall be answered and returned before contractors are allowed on site. If any question is answered "Yes," the individual may not be allowed on site for two weeks and until showing no flu-like symptoms or illness. In-country travel will be considered.
    - Are you sick? Any symptoms of flu including cough, fever, shortness of breath?
    - In the past 14 days, have you had a loss of smell or a loss of taste?
    - Have you been diagnosed with COVID-19?
    - Have you been in contact with anyone diagnosed with COVID-19?
    - Have you recently (14-21 days) traveled from an area in the U.S. identified with presumptive or actual cases of COVID-19? If yes, where?
    - Have you recently (14-21 days) traveled from another country with presumptive or actual cases of COVID-19? If yes, what country?

Reference: Screening Form **Attachment 6.**

NOTE: *All people allowed to enter the site will be scanned for fever following the CDC guidelines.*

- The following best practices should be considered and implemented, as appropriate, in connection with temperature testing. Employers should:
    - Communicate clearly in advance with their workforces regarding temperature checks and related implications (e.g., being sent home).
    - Set a temperature screening threshold over which employees will not be permitted to enter the workplace. The CDC considers a person to have a fever when he/she has a measured temperature of at least 100.4°F; many employers have adopted screening thresholds in the 100 – 100.4°F range.
    - Seek to facilitate testing in the least invasive way possible, including by attempting to procure devices that can register temperature without exposure to bodily fluids (e.g., no-contact thermometers). Ohio and Delaware COVID-19 screening guidance recommends touchless (forehead/temporal artery) thermometers if possible, but directs employers to disinfect thermometers if oral or other types of thermometers must be used due to procurement challenges.
    - Appoint someone with proper training—ideally an on-site medical staff person or other medical professional (e.g., R.N., M.A.) if possible—to facilitate or administer on-site temperature checks, as discussed below.
    - Maintain social distancing (e.g., by establishing multiple temperature check stations at large facilities to minimize crowding), clean and disinfect medical equipment, and take other COVID-19 related precautions.
    - See **Attachment 7** for the **Temperature Screening Procedure.**

4.0 FACILITY MANNING

4.1 Leadership Succession

During an influenza pandemic, PLANT NAME management is delegated to the following persons in the order of succession shown below:

1. **Plant Manager**
    - First Last
    - First Last
    - First Last
2. **EH&S Compliance Manager**
    - First Last
    - First Last
3. **Senior Operator**
    - First Last
    - First Last

NOTE: *If a designated individual is unavailable, authority will pass to the next individual on the list.*

"Unavailable" is defined as:

1. The designated person is incapable of carrying out the assigned duties by reason of severe illness, disability, or distance from/response time to the facility.
2. The designated person has already been assigned to other emergency activities and cannot handle the additional workload of another department.

NOTE: *The designated individual retains all assigned obligations, duties, and responsibilities until officially relieved by an individual higher on the list.*

4.2 Delegation of Authority

Ensure that all designated backup personnel are trained and have been delegated appropriate authority to carry out the assigned tasks. The backup will perform:

- All operational tasks normally performed by the person they are replacing.
- Expenditure approval consistent with established organizational procedure.
- Personnel task and work assignments.
- Policy level authority and decision making.

4.3 Personnel Qualifications and Cross-Training

- See **Attachment 4** for a listing of personnel qualifications.

4.4 Pandemic Response Activity Checklists

As the pandemic threat progresses through the World Health Organization's pandemic alert phases, there are response activities for protecting PLANT NAME Resources, business units and personnel. These actions are triggered by a change in the alert phases.

PIC's corporate infrastructure will take appropriate actions during each of WHO's pandemic alert phases. These actions can be found in the Corporate Pandemic Response Plan.

The following tables serve as guides and provide activity check lists with the appropriate WHO pandemic alert phases. The Management Response Team should review these check lists and initiate action items when deemed necessary.

WHO PANDEMIC ALERT PHASES 1 & 2
PLANT NAME FACILITY ACTIVITY CHECK LIST

The first two WHO pandemic alert phases pose no significant threat to PLANT NAME. It is business as usual and there are no suggested response activities.

WHO PANDEMIC ALERT PHASE 3
PLANT NAME FACILITY ACTIVITY CHECK LIST

- ☐ Update/review Pandemic Response Plan, at least annually.
- ☐ Ensure employee contact and skill set information is current.
- ☐ Ensure Management Response Team is current.
- ☐ Ensure critical vendor/supplier contact lists are current.
- ☐ Ensure business process criticality ratings are current.
- ☐ Ensure leadership succession planning (decision making authority) is current.
- ☐ Pandemic plan awareness – instruct pertinent employees to review plan.
- ☐ Ensure new employees are aware of the plan.
- ☐ Management Response Team meets to assess possible pandemic threat. (If a team has not been identified, do so. Appoint a team leader.)
- ☐ Discuss possible staffing weaknesses within business area and possible workforce pools from which additional personnel can be obtained. (All workforces have the potential to be under duress during a pandemic event.)
- ☐ Are there any pandemic budget items? If so, what are they? Why are they needed? How much money is needed?
- ☐ Consider when or if your business area should establish a cost center and WBS # for pandemic associated expenses.

WHO PANDEMIC ALERT PHASE 4
PLANT NAME FACILITY ACTIVITY CHECK LIST

- ☐ Management Response Team meets to assess pandemic threat and initiate action items.
- ☐ Consider establishing a regularly scheduled team meeting.
- ☐ Identify and prioritize essential employees.
- ☐ Evaluate non-essential employees' skill sets for deployment to aid other business units.
- ☐ Management Response Team should consider meeting/communicating with business unit employees to assess concerns and needs.
- ☐ Contact working pool candidates to inquire about interest or ability to help in the event of a pandemic. These may include non-essential personnel in other departments with desired skill sets, recently retired employees, contractors, etc. (Contact candidate's manager/supervisor to discuss availability.)
- ☐ Consider timeline for cross-training backup workers on critical business processes.
- ☐ Begin considering alternative work shift schedules to lessen exposure vulnerabilities. Decide if and when the new schedules would be implemented, and when the workforce would revert back to standard work schedules.
- ☐ Consider and communicate any possible effects the business unit's customer base may experience. This will help them prepare and provide an opportunity to mitigate the effects felt during a pandemic event.
- ☐ Have employees who travel review the pandemic travel policies.
- ☐ Verify any new pandemic related news and quell any false rumors.
- ☐ Have you tested your plan in the last year?
- ☐ Identify possible telecommuters. Get approval for remote access via supervisor. (Supervisor should check with IT infrastructure for any possible limitations.)
- ☐ Have employees who travel review the pandemic travel policies.
- ☐ Verify any new pandemic related news and quell any false rumors.
- ☐ Have you tested your plan in the last year?
- ☐ Identify possible telecommuters. Get approval for remote access via supervisor. (Supervisor should check with IT infrastructure for any possible limitations.)

WHO PANDEMIC ALERT PHASE 5
PLANT NAME FACILITY ACTIVITY CHECK LIST

- ☐ Management Response Team meets to assess pandemic threat and initiate action items.
- ☐ Establish a regularly scheduled team meeting.
- ☐ Management Response Team should consider meeting/communicating with business area employees to assess concerns and needs.
- ☐ Verify any new pandemic related news and quell any false rumors.
- ☐ Notify employees of possible vacation cancellations if the pandemic reaches the United States. Vacation cancellation will be at the business area/supervisor's discretion.
- ☐ Confirm status of backup workforce pool personnel contacted in earlier alert phase. (Contact candidate's manager/supervisor to discuss availability.)
- ☐ Begin cross-training, if it has not already taken place.
- ☐ Test remote access for all personnel designated as telecommuters during a pandemic event.
- ☐ Consider developing a transportation plan for those employees reliant upon public transportation to get to work (in case public transport ceases).

WHO PANDEMIC ALERT PHASE 6
PLANT NAME FACILITY ACTIVITY CHECK LIST

- ☐ Management Response Team meets to assess pandemic threat and initiate action items.
  - Meetings should take place via teleconferencing.
  - Consider increasing the frequency of scheduled meetings.
- ☐ Initiate any new working schedules and personnel distancing policies.
- ☐ Initiate teleconferencing policies. No large gatherings. Minimize personal contact as much as possible.
- ☐ Re-evaluate business process prioritization.
- ☐ If deemed appropriate, have approved employees begin telecommuting.
- ☐ Track all additional costs associated with pandemic response efforts.

RECOVERY PHASE

PLANT NAME FACILITY ACTIVITY CHECK LIST

NOTE: The pandemic is predicted to occur in two or three waves, each wave being separated by a few months. After each wave subsides, the following activities should take place:

- ☐ Management Response Team meets to assess pandemic threat and initiate action items.
- ☐ Return departmental manning levels and shifts to their normal configuration.
- ☐ Restock all supplies depleted during the prior wave.
- ☐ Evaluate your business area's plan. Add additional information to the plan to reflect lessons learned. Leave the other original plan options in place. This will allow them to be used as guidance in the event that the impact of the next wave is different than the first wave.
- ☐ Work with Supply Chain to re-evaluate critical vendors/suppliers.

5.0 OPERATIONAL PLANS FOR PERSONNEL SHORTAGE

This plan is written with the assumption that the illness rate is spread evenly within the departments. Due to the fact that the severity of the effect of the pandemic is unknown, this plan is flexible and must be adjusted as needed. The pandemic effect may not be evenly spread across the entire facility staff.

This section is based on the minimum personnel needed to safely maintain the operation of the facility. It also assumes that the absenteeism rate is for a short duration up to a few months.

NOTE: *All facility-related training and vacation would be canceled in the event of a pandemic.*

This section of the plan will have to be adjusted as the pandemic progresses. Personnel who have recovered from the flu will have to be rotated back into the workforce to fill any vacancies created by those who are sick. The following chart lists the calculated absenteeism based on the percentages spread evenly within the departments.

	0%	**20%**	**30%**	**40%**
Managers	2	2	1	0
Operations & Maintenance	10	6	4	2
Shift 1	12	2	1	1
Shift 2	2	2	1	1
Admin	3	2	1	1

5.1 Option 1: Absentee Rate at 20%

5.1.1 Operations

- Need a minimum 2-person shift to cover all needed duties and facility equipment issues for day and afternoon shifts. Need one qualified CRO on each shift.

- Augment the Operations shift to bring back to 2 personnel per shift as follows (2 people needed):

    - Cross-coverage from other shifts
    - Managers with prior Operations experience

5.1.2 Admin

- Accounts Receivable and Administrative Duties. Administrative Assistant duties will be covered by PM or other designated personnel.

- Shipping and Receiving. The SF Foreman will cover all shipping and receiving responsibilities.

5.2 Option 2: Absentee Rate at 30%

5.2.1 Operations

- Need a minimum 2-person shift to cover all needed duties and Facility equipment issues for day and afternoon shifts. Need one qualified CRO on each shift.
- Augment the Operations shift to bring back to 2 personnel per shift as follows (2 people needed):
    - Cross-coverage from other shifts
    - Managers with prior Operations experience

5.2.2 Admin

- Accounts Receivable and Administrative Duties. Administrative Assistant duties will be covered by PM or designated personnel.
- Shipping and Receiving. The Field Forman or PM will cover all shipping and receiving responsibilities.

5.3 Option 3: Absentee Rate at 40%

5.3.1 Operations

- Need a minimum 1-man on each shift to cover all needed duties and Facility equipment issues.
- Augment the Operations shift to bring back to 2 personnel per shift as follows (two people needed).
    - Cross-coverage from other shifts
    - Managers with prior Operations experience

5.3.2 Admin

- Accounts Receivable and Administrative Duties. Administrative Assistant duties will be covered by PM or designated personnel including offsite resources.
- Shipping and Receiving. The SF Foreman or PM will cover all shipping and receiving responsibilities.

5.4 Other Options

Due to the unknown impact or severity of the pandemic on facility personnel, other options may be required. All other options must focus on accomplishing the following goals:

- We will not jeopardize or sacrifice personnel safety or our environmental obligations and responsibilities.
- Reduce transmission of the pandemic virus strain among our employees, customers/clients, and partners.
- Maintain mission-critical operations and services.

5.5 Other Items to Consider

- Food and water supplies on site in the event that supplies are limited in the local stores.
- Consider non-perishable items such as possibly MRE's. These items can also be used as hurricane supplies if needed. MRE's have an average shelf life of 8 years when stored at 70^{o}F.

6.0 CRITICAL SERVICES

Evaluate all normal work tasks and develop a listing of items that can or should cease during the pandemic. Ceasing these tasks will free up personnel to fill vacant positions and prevent the spread of the illness by minimizing personnel contact with others. Examples are as follows:

- **External:** Discontinue the following until pandemic has passed to prevent exposure to others:
  1. Vendor sales visits
  2. Uniform services
  3. Non-critical vendor equipment service calls
- **Internal**
  1. All scheduled outside meetings and training
  2. Non-critical preventive and predictive maintenance. Ensure these are properly tracked to allow performing them later as personnel return to duty.
  3. Grounds keeping

6.1 Water

Demineralized Water

- Regular visits by field service may be limited by Governmental transportation controls.
- Maintain maximum tank levels during the phase 3 to 6 alert levels.
- Avoid if possible, fuel oil firing during these phases.

Wastewater

- Wastewater discharge should not be impacted unless treatment chemicals are not available.
- If pandemic is announced overseas, efforts will be made to maximize inventories of all chemicals.

6.2 Facility Chemicals

- When pandemic occurrence is officially announced overseas, contact chemical providers to top off all chemical supplies for these systems if Owners agree. A full chemical inventory will sustain the facility for 2 months with no deliveries.

6.3 Vendor Contact Information and Backup Suppliers

See **Attachment 3**.

7.0 FACILITY SHUTDOWN CONSIDERATION

NOTE: *This action item must be discussed early with Ownership if it appears it may occur.*

CRO Manning. If sufficient qualified CRO manning levels cannot be maintained, discuss shutting down (if operating) the plant with PLANT NAME.

8.0 HUMAN RESOURCES

- Ensure that personnel emergency contact information is current.
- Notify Human Resources Management of pandemic to ensure HR policies pertaining to a pandemic situation are placed in effect.

9.0 RECOVERY

As the pandemic is forecast to occur in at least two waves (possibly three) with several months between each wave, take the following actions:

When each pandemic wave has passed:

1. Return departmental manning levels and shifts to their normal configuration.
2. Restock all supplies depleted during the prior wave.
3. Evaluate this plan with the Facility team. Add additional information to the plan to reflect what worked and did not work during the prior wave. Leave the other original plan options in place. This will allow them to be used as guidance in the event that the impact of the next wave is different than the first wave.

10.0 ATTACHMENTS

- Attachment 1 Plant Contact List
- Attachment 2 List of Vendors
- Attachment 3 Employee Status Form
- Attachment 4 Personnel Qualifications
- Attachment 5 Spread Mitigation Plan
- Attachment 6 Sample Pandemic Questionnaire
- Attachment 7 Temperature Screening Procedure

Attachment 1: Plant Contact List

PLANT CONTACT LIST			
Position	**Name**	**Phone**	**Email**
Plant Manager	First Last	(XXX) XXX-XXXX	

Attachment 2: List of Vendors

LIST OF VENDORS				
VENDOR	**PRODUCTS**	**POC**	**PHONE**	**EMAIL**

Attachment 3: Employee Status Form

EMPLOYEE STATUS FORM				
EMPLOYEE	**POSITION**	**REPORT OFF DATE**	**RETURN DATE**	**COMMENTS**

Attachment 4: Personnel Qualifications

PERSONNEL QUALIFICATIONS				
Employee	**Plant Manager**	**Operations Manager**	**Control Room Operator**	**Outside Operator**
First Last	X	X	X	X

Attachment 5: COVID-19 Spread Mitigation Plan

PURPOSE

The COVID-19 SPREAD MITIGATION PLAN is designed to prevent the exposure and spread of COVID-19 to employees and contractors at the PLANT NAME facility. The plan sets the guidelines and policies that are to be followed if an employee or contractor has symptoms of or has tested positive for COVID-19.

DEFINITIONS

TERM	DEFINITION
Tier X	Contractor or employee is confirmed to have symptoms or has tested positive for COVID-19.
Tier 1	Contractors or employees that have confirmed direct exposure to an infected individual or contaminated material or areas.
Tier 2	Contractors or employees who have likely been exposed to an infected individual or contaminated material or areas.
Tier 3	Contractors or employees who have no known exposure to an infected individual or contaminated material or areas.
Self-Quarantine	To refrain from any contact with other individuals for a period (at least 14 days) during the outbreak of a contagious disease usually by remaining in one's home and limiting contact with family members.
Medical Testing	Laboratory tests that can identify the virus that causes COVID-19 in respiratory specimens. State and local public health departments have received tests from CDC while medical providers are getting tests developed by commercial manufacturers. Testing is currently accessible in the local or regional area.
Mandated Medical Testing	Laboratory tests that can identify the virus that causes COVID-19 in respiratory specimens that are required by State and local public health departments or regulatory bodies.

TIER STATUS DIRECTIVES

Based on data collection, testing, and determination of exposure levels of Contractors and Employees, everyone will be categorized in a specific TIER groups. Based on this categorization, the following shall be followed:

TIER X Removed from site and must self-quarantine until recovered (a minimum of 14 days). A test showing negative results is required before the individual may return to work.

TIER 1 Removed from site and must self-quarantine for 14 days.

TIER 2 Removed from site and must self-quarantine for 14 days.

TIER 3 No actions required. Continue local, state, and site mandated safeguards.

During quarantine, if test results indicate a COVID-19 positive result or should an individual develop symptoms, staff will identify if any additional Tier adjustments need to be made. This is based on the contact path history and determination of the exposure level to other contractors and employees. This means additional individuals may be subject to quarantine and testing based on this determination.

Countermeasures

All personnel shall follow the Social Distancing Guidelines and PPE requirements as established in Section 2.0 of the *Pandemic Business Continuity and Response Plan*. These additional guidelines are to be followed with respect to social distancing:

- Always maintain a minimum of 6 feet of distance in open areas. If compliance is not possible an N-95 face mask or a face covering is required.
- DO NOT gather any more than 3 employees in any office or area where at least 6 feet of distancing cannot be maintained. If compliance is not possible, a N-95 face mask or a face covering is required or use another space or means to hold the meeting.
- No more than 2 people in a vehicle at one time and a N-95 face mask or a face covering is required at all times.
- Use all available options to avoid in person meetings and, if not avoidable, maintain 6-foot distancing or N-95 face masks, or a face covering are required.
- All personnel should stay clear of all buildings and offices unless their presence is required by their work duties.

- All personnel shall not gather for lunch or breaks in areas that they cannot fully comply with these social distancing guidelines.

- All site personnel, contractors and visitors will have their temperature checked prior to entry to the site. A reading of 100.3°F or below is required to gain access.

Responsibility

The respective team leaders of each company shall meet to discuss TIER reassessment based on test results or newly discovered exposure patterns. They also will decide the dissemination process of sensitive information. However, the plant may take immediate actions that it deems necessary to ensure the safety of all personnel and to prevent spread if members are not available for consultation. These members are:

First Last – Company Name –(XXX)-XXX-XXXX

First Last – Company Name –(XXX)-XXX-XXXX

The Plant Manager is responsible for the implementation of this policy and ensuring adherence to the applicable requirements. The EH&S Manager will act as liaison between government authorities and testing facilities, and assist with compliance measures.

Applicability

This policy applies to all contractors, employees, and visitors of the PLANT NAME facility.

Attachment 6: Pandemic Questionnaire

PLANT NAME **Facility**

INSTRUCTIONS

1. Complete this form for any visitor, contractor or supplier arriving at the site. Employees may be subjected to this questionnaire.
2. This form should be completed remotely. This may be done by telephone/ teleconferencing interviews, electronically using email, or in an isolated area using hardcopy in a personal vehicle.
3. If any visitor, contractor, or supplier refuses to answer questions, DO NOT allow entry onto site.
4. Contact your site Plant Manager if there are any questions on completing this form.
5. Log each questionnaire completed and declaration status into the ***station's logbook*** (provided at the site).
6. Retain hard copies and electronic versions of completed forms.

Section 1: Contact Information

DATE / TIME:	**GENERATION LOCATION:**	**GENERATION CONTACT:**
VISITOR NAME:	**COMPANY:**	**CONTACT NUMBER**
SCHEDULE DATE OF VISIT	**TIME OF VISIT**	**DURATION OF VISIT**

Section 2: Pandemic Questionnaire

EXPOSURE CONTACT	YES	NO

1. In the past 14 days, have you had contact or been exposed to someone positively diagnosed with the Coronavirus?
• If **YES**, DO NOT allow entry to the facility.
  ○ Notify the Ministry of Health and Wellness that there is/was a potentially infected person at the site.
  ○ Coordinate with janitorial team and sanitize the area (as required).
  ○ Notify the visitor's employee their visitor was denied entry.
• If **NO**, continue to question #2.
	☐	☐

2. In the past 14 days, have you had contact or been exposed to anyone who have travelled to a country with confirmed cases of COVID-19 or been on a cruise ship? For up-to-date information, refer to https://www.who.int/emergencies/ diseases/novel-coronavirus-2019/situation-reports/.
• If **YES**, DO NOT allow entry to the facility.
  ○ Notify the Ministry of Health and Wellness that there is/was a potentially infected person at the site.
  ○ Coordinate with janitorial team and sanitize the area (as required).
  ○ Notify the visitor's employee their visitor was denied entry.
• If **NO**, continue to question #3.
	☐	☐

3. In the past 14 days, have been in contact with someone who had a fever with symptoms of respiratory illness including coughing or shortness of breath or in contact with a person who may have been in contact with such a person?
• If **YES**, DO NOT allow entry to the facility.
  ○ Coordinate with janitorial team and sanitize the area (as required).
  ○ Notify the visitor's employee their visitor was denied entry.
• If **NO**, continue to question #4.
	☐	☐

Section 2: Pandemic Questionnaire (cont'd)

SYMPTOMS	YES	NO

4. In the past 14 days, have you had a fever with symptoms of respiratory illness including coughing or shortness of breath?
• If **YES**, DO NOT allow entry to the facility.
  ○ Notify the Ministry of Health and Wellness that there is/was a potentially infected person at the site.
  ○ Coordinate with janitorial team and sanitize the area (as required).
  ○ Notify the visitor's employee their visitor was denied entry.
• If **NO**, continue to question #5.
	☐	☐

5. In the past 14 days, have you had a loss of smell or a loss of taste?
• If **YES**, DO NOT allow entry to the facility.
  ○ Notify the Ministry of Health and Wellness that there is/was a potentially infected person at the site.
  ○ Coordinate with janitorial team and sanitize the area (as required).
  ○ Notify the visitor's employee their visitor was denied entry.
• If **NO**, continue to question #6.
	☐	☐

RECENT TRAVEL	**YES**	**NO**

6. In the past 14 days, have you travelled to countries that have confirmed cases of COVID-19 or have you been on a cruise ship?
• If **YES**, DO NOT allow entry to the facility.
  ○ Notify the Ministry of Health and Wellness that there is/was a potentially infected person at the site.
  ○ Coordinate with janitorial team and sanitize the area (as required).
  ○ Notify the visitor's employee their visitor was denied entry.
List location(s) travelled to:
_____
• If **NO**, allow entry to facility.
	☐	☐

Signature: _____ Date Completed: _____

Attachment 7: Temperature Screening Questionnaire

1. A temperature screening will be conducted each day at the gate prior to admitting approved employees, contractors, and visitors who are allowed to enter the site. Entry to the site is based on the approval of the Plant Manager, their job classification as essential to the operations of the site, and the results of the CDSE Coronavirus Screening Questionnaire completed on their initial entry.

2. The person who will be performing the temperature screening, hereafter called the Screener, shall be trained by the EHS Department how to don the required minimum appropriate Personal Protective Equipment (PPE) listed below.

    a. **N95 Face Mask:** For respiratory protection. If a N95 mask is not available, then a suitable facial covering may be substituted. An alternative is a Powered Air Purifying Respirator (PAPR) with HEPA filter. (A PAPR also has a face shield built-into it.)

    b. **Face Shield:** In the event the employee being tested sneezes or coughs during the screening.

    c. **Latex or Nitrile gloves**.

    d. **Tyvek Coveralls:** (Optional) As available in the appropriate size.

3. The Screener shall be trained by the EHS Department how to use the non-contact thermometer using the manufacturer's operations manual.

4. At the gate upon the arrival of the employee, contractor, or visitor:

    a. The Screener will meet the employee, contractor, or visitor at the gate, introduce themselves, and explain the purpose of the screening.

    b. The Screener will ask the employee, contractor, or visitor, hereafter called the individual, for permission to scan their forehead. If the individual refuses to give permission to scan their forehead, entry to the site is denied.

    c. Once permission has been given, the Screener will scan the forehead of the individual. If the temperature of the individual is 100.4^{o}F or greater, entry to the site is denied. The Screener is to recommend that the individual self-isolate and monitor themselves for 14 days or until the symptoms disappear plus 72 hours before returning to the site.

    d. The Screener will note the name of the individual and contact their supervisor that the individual was denied entry.

    e. Before the individual can re-enter the site, the individual must complete a new Coronavirus Screening Questionnaire and get it approved by the Plant Manager.

Name of Document:		Pandemic Business Continuity and Response Plan	
Conversion by:			
Authorized Officer:			
Description of Content:		Pandemic Business Continuity & Response Procedures	
Approved by:			
Date of Approval:		XX/XX/XX	
Date of Next Review:		XX/XX/XX	
Version #	Version Date	Authorized Officer	Amendment Details
0	XX/XX/XX		Initial Draft

The following references were used as technical guides in the preparation of this document:

Department of Homeland Security

- Pandemic Influenza, Guide for Critical Infrastructure and Key Resources North American Electric Reliability Council (NERC)
- Electricity Sector Influenza Pandemic Threat Summary
- Critical Infrastructure Protection Committee Avian flu Pandemic Scope (issued as draft 1 and draft 2)
- Critical Infrastructure Protection Committee Electric Sector Avian flu Pandemic Preparedness and Response Reference Guide
- Electricity Sector Influenza Pandemic Threat Summary

US Department of Health and Human Services

- Pandemic Planning Update Homeland Security Council
- National Strategy for Pandemic Influenza Center for Disease Control (CDC)
- Business Pandemic Influenza Planning Checklist Georgia Department of Public Health
- Pandemic Influenza Business Continuity Guide and Template for Businesses

Centers for Disease Control and Prevention (CDC)

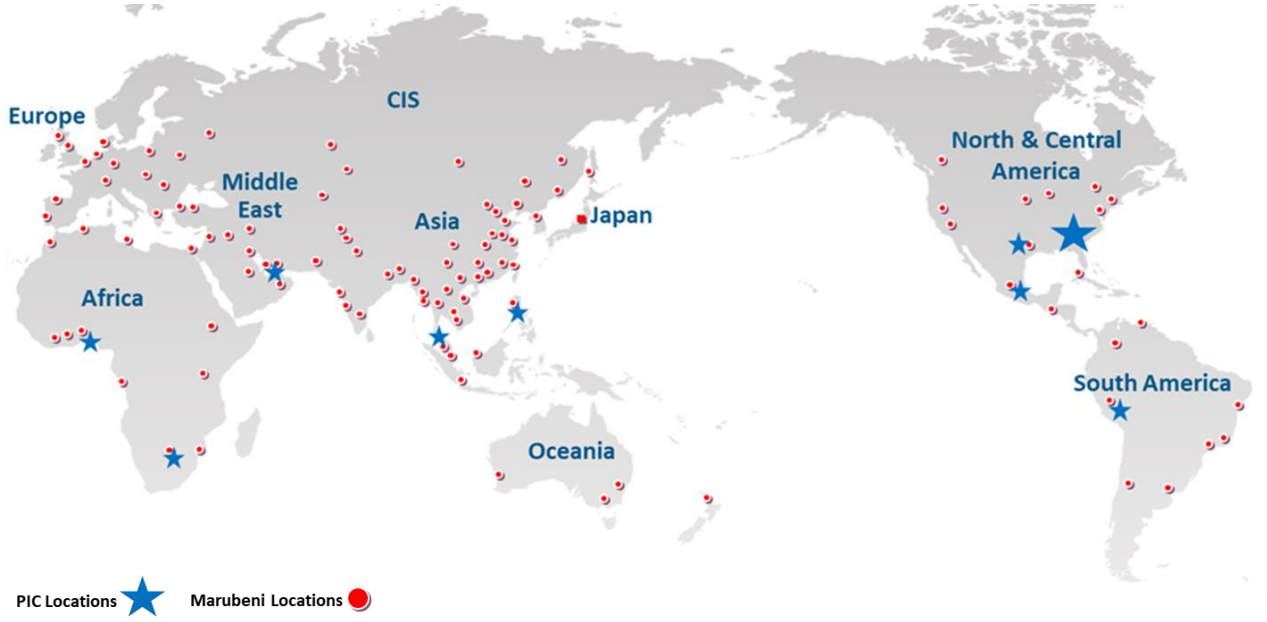
- Coronavirus 2019 (COVID-19)

CORPORATE STRENGTH

Based in Atlanta, Georgia (USA), PIC is an American, wholly owned subsidiary of Marubeni Corporation, a Japanese trading company with over $65B a year in revenues.

Marubeni is engaged in a broad range of business sectors, including electric power generation, import-export, food, textiles, materials, pulp and paper, chemicals, metals and mineral resources, iron and steel products, transportation machinery, ships, and industrial machinery. Marubeni is a global business investment, development, and management firm with the financial strength to be successful in the electric power generation O&M business. Marubeni's activities in the power industry include financing power projects and ownership of infrastructure. PIC is an integral part of Marubeni's Power Industry offering in the US and internationally.

PIC's service offerings include Operations and Maintenance (O&M), Expert Staffing services, Commissioning and Start-up services, and Documentation and Training services. Our expertise in these combined skill sets and our access to required resources provide "total project solutions" for the various power plant services that our customers rely on to meet their goals while we exceed their expectations.



The PIC advantage to our O&M customers is our ability to know your requirements and deliver tested processes with our in-house support personnel. The result is PIC professionals keeping mission critical deliverables close to the customer and under PIC's management control. If necessary, PIC brings in proven professionals (which we usually locate from personal reference by current PIC employees) from its network to handle the job. Members delivering on any PIC service offering are readily available to support any contract or customer requirement.

PIC is committed to providing the highest level of quality products and services to meet and exceed your project goals. It's what we do.

The people executing our projects are experienced and highly-skilled industry professionals. PIC's proven process-oriented approach guides our execution teams through project planning and enables them to effectively incorporate safety, quality and cost. Our field-proven programs measure the effectiveness of our processes and project plan, allowing for rapid response to unforeseen challenges. This systematic approach to service delivery ensures the proper steps have been taken toward successful project execution, which results in greater customer satisfaction and confidence with PIC. PIC eliminates surprises and strives for an orderly, predictable execution.

Plants operating with an integrated maintenance program are safer, more reliable, and function more efficiently while returning higher output levels. Whether it's a major or minor maintenance contract, PIC's expert O&M Division helps facility owners realize improved plant performance. From start to finish, we work with you to ensure a full integration of the maintenance program into the plant's operational schedule. Because we are a true third-party provider, we offer all the benefits of OEM experience with no strings attached.

- ✓ Full care, custody, and control services
- ✓ Flexible service and contract offerings
- ✓ Risk sharing through project goal alignment
- ✓ Continuous corporate oversight
- ✓ Comprehensive infrastructure support for operations, EH&S, HR, IT and accounting

PIC's O&M program allows our clients to achieve the maximum financial and operational goals for their facilities. Implementation of a culture that instills strict program adherence and continuous operational improvement generates superior plant performance, higher profits, and increased asset value.

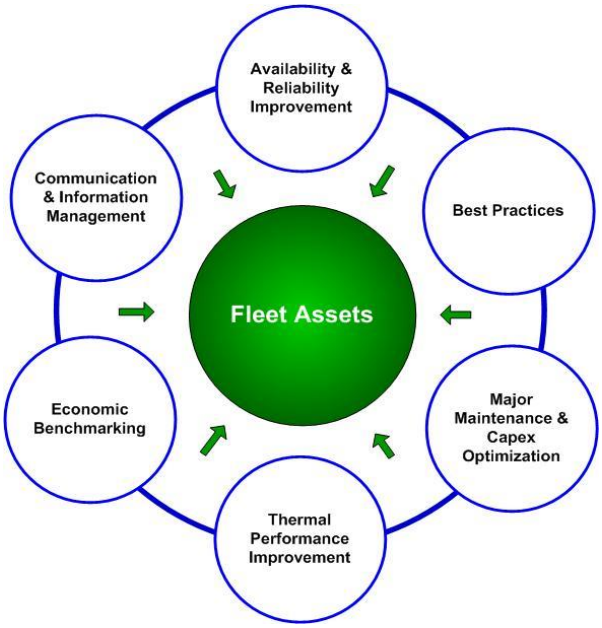
As part of the Marubeni Corporation, PIC serves as a member of the *Marubeni Power Asset Management* (MPAM) group.

This global business unit provides financial, technical, and administrative support to Marubeni's total of about 11 GW generation, with over 100 GW of EPC generation. Best practices, facility audit formats and schedules, lessons learned, and the latest operational and technical insights are shared on a regular basis and in situations that may call for immediate support. MPAM is well-recognized for its ability to provide expertise to power generation facilities in a variety of regions and power generating environments. PIC's experience with MPAM provides us insight that enables us to better support our project team when selected as your project's O&M Service Provider.

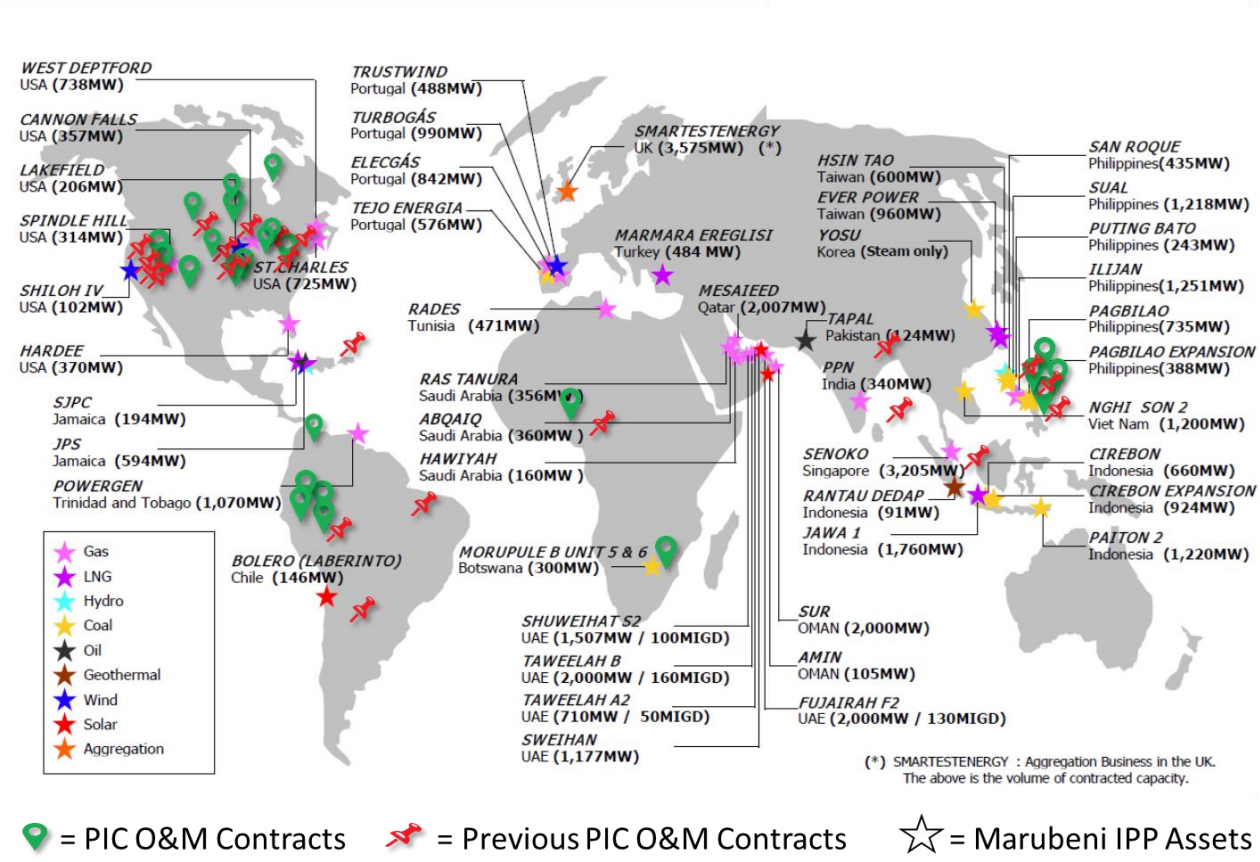
PIC and Marubeni Power Asset Management work together in cooperation with local staff and other shareholder representatives to optimize costs and benefits of the power stations in parallel with achieving sustainable, stable, and safe operations.

PIC Services include:

- O&M Mobilization
- O&M Best Practice Assessments
- Performance Improvement
  - Reliability
  - Availability
  - Heat Rate
- Major Maintenance Advisory
- Technical KPI's, Benchmarking
- Operational Risk Assessment
- Peer Review



PIC combines our O&M Organization, Staffing, and Documentation Services with the significant Fleet Knowledge of Marubeni. The result is Performance Enhancement for the projects we manage.



Performance Enhancement Programs Available:

- Equipment Reliability Improvement support
- Business and Tech Performance Improvement program
- Mechanical, Thermodynamic, Operations, and Organization Improvement Plans
- Project Management Office Improvement program focused on Outage Management
- Development and implementation of O&M organization, system, and procedures
- Thermal Performance Improvement and Modelling
- Peer Review including Risk Assessment, Operational, and Safety
- Reliability Review following repeated equipment failures
- Failed Parts availably support using fleet knowledge
- O&M Budget forecasting

O&M MANAGEMENT SYSTEMS

PIC has numerous hazard mitigation tools used to prevent safety issues in the workplace including our Job Safety Task Assessment (JSTA) program, periodic EH&S self-auditing program, behavioral-based safety *Pulling the Card for Safety* program, and "near miss" reporting program, along with our comprehensive EH&S manual. When a safety issue does arrive, PIC has a thorough and detailed Incident Reporting and Investigation program to ensure that all parties are made aware in a timely manner, and that the incident is investigated properly and completely. PIC has a Corporate EHS team that is always ready to assist with Incident Response and Investigation, as well as how to track incidents to closure. Identified corrective actions are placed on our in-house corporate *Action Item Tracker* (AIT) that allows for visibility across management and ensures items are tracked to completion.

Consistent Operations are enabled by physical or administrative tools and processes that promote consistency and enhance plant safety and performance. They provide methods to achieve a predictable outcome for every task we perform. The five key areas or "building blocks" of Consistent Operations are:

1	2	3	4	5
EHS and Grid Compliance	**Operations Standards Manual**	**Maintenance Standards Manual**	**Training & Qualification Standards Manual**	**Project Management**

EHS and Grid Code Compliance

Environmental, Health, and Safety

Our on-site team will be able to call upon our Corporate EHS support for all matters necessary to ensure compliance. PIC's management and executive team are committed to only using safe and environmentally sound practices at all facilities where we are the O&M Services provider to ensure the safety and health of all personnel and the protection of the environment. All site employees are subject to a strict EHS management system. PIC's EHS programs – overseen and approved by the **EHS Director** – include the following:

- Compliance with Owner's Safety Plan Requirements.
- Safety training, inspections, and reporting.
- Maintain MSDS (SDS) records.
- Wastewater and storm water management inspections.
- Air Regulatory Activities for agency reports, monitoring and testing/maintenance of CEMS.
- Solid and Hazardous Waste management for reporting, shipping, disposing, and recycling.
- Incidents and Emergencies relative to oil or hazardous substances, spills or releases, incident root cause investigation, mock emergency training, containment area inspections, tank inspections, alarm testing, and maintenance.
- EHS auditing, via self-appraisal, and independent audits (including audit assessment of waste disposal contractors/sites).
- Communications protocols for internal communications, incident and emergency reporting, meetings with neighborhood, government agencies, and confidential reporting.
- Program and written procedures for incorporating EHS into facility operations manuals, including regulatory requirements, safety reviews, risk reduction assessments, equipment integrity, and pollution prevention.
- Program for annual self-assessment and reporting.

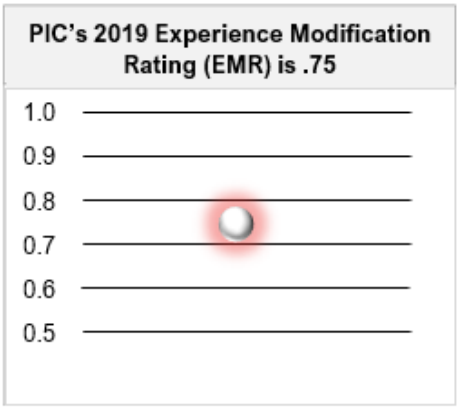
PIC ended 2018 with ZERO OSHA Recordable or Lost Time Cases. This is unheard of in the power generation sector with the number of employees and hours worked by the PIC teams.

Safety Record (EMR and OSHA Incident Rate)

PIC maintains Company procedure EHS-01, which establishes the Environmental, Health, and Safety (EHS) requirements and responsibilities for PIC Group, Inc. across all our services offerings. Our program is structured to comply with the conditions set forth in the ISO 14001 and OHSAS 18001 Standards.

It is also designed to achieve continual performance improvement, while ensuring compliance with the law and applicable policies and standards. Each PIC employee and has a role and is expected to demonstrate a personal commitment to EHS and security in all business activities, in the workplace, and while traveling.

Our dedication to safety is evident in our exceptional safety metrics (*see PIC's EMR rating at right*).



Specifically, PIC's EHS program describes how risks are managed at facilities where we are the O&M Provider. The EHS program applies to all PIC organizations, employees and contractors working under the direction of PIC. EHS objectives are designed to be challenging, understood by all and consistently incorporated in applicable policies. The Safety program focuses on identifying, assessing, and managing risks in the workplace. PIC has adopted the principle of ALARP – *As Low As Reasonably Practicable* – to reduce hazards in the day-to-day activities to a level within tolerable risk levels.

Finally, to ensure internal compliance, PIC has established an Operations and Maintenance Culture of Compliance procedure and administrative program. PIC's Director of Corporate Programs and Standards and managing agents provide oversight and are tasked with ensuring adherence to the program.

Safety Programs

Environmental, Health, and Safety

- ✓ PIC complies with the conditions set forth by the ISO 14001 and OSHA 18001 standards.
- ✓ Our field-proven programs ensure our strong commitment to protect people, the environment, and the equipment.
- ✓ Our service divisions are frequent recipients of Safety awards acknowledging minimal lost time incidents on-site.

PIC has developed comprehensive programs and procedures tailored to the power generation industry that ensures each employee has the tools required to succeed safely. PIC's EHS manual includes the following major safety procedures:

- Safety LockOut/TagOut
- Confined Space Entry
- Job Safety Analysis and Hazard Assessment
- Hazard Communication
- Emergency Response/Action Plans
- Annual Safety Audits
- Accident and Injury Reporting and Investigation
- Fire Protection and Prevention
- Contractor and Visitor Safety
- Hot Work Permits
- Personal Protective Equipment

These procedures are reviewed and updated on a continual basis to ensure adequacy and compliance with new and/or revised regulations.

Incident Mitigation Actions and Strategies

PIC-operated facilities employ rigorous Incident Mitigation Strategies to maintain the safety and security of personnel and equipment. These programs include the following:

- Corporate 24/7 Safety-related support for the facilities.
- Annual required regulatory training matrix implemented at the facility.
- Corporate tracking mechanism to verify 100% compliance to required regulatory training.
- Safety procedure development, training and implementation at the site.
- Safety expertise support during outages by providing additional manpower (staffing, non-routine).
- Update of all reports and forms for continued compliance at the facility.
- Provides online digital training software for regulatory training requirements.
- Supported and implemented Safety Improvements directive from CLIENT upon contract execution.
- Provide multi-lingual (as necessary) automated contractor/visitor safety orientation for all workers on site.
- Track, record, and document all required OSHA 300 logs.
- Perform annual EHS audits to ensure continued compliance, provide tracking and recommendations for the facility for continued improvement. Provide reports to Owner.
- Provides quarterly EHS Reports to Owner and PIC Corporate.
- Incident reports, Near Misses, and Root Cause Analysis of the events.
- Provides procedural revision and implementation.
- Develop site security and emergency action plans for the facilities.
- Continuous guidance and safety support as it relates to 29 CFR 1910 (General Industry), 29 CFR 1926 (Construction Industry), NFPA, ASTM, IEEE, etc.
- Provides monthly Facility Manager's call to discuss EHS matters at all facilities as a group.
- Reviews and evaluates Facility insurance coverage and provides O&M Provider Insurance.

- Document control process development for safety procedures.
- Implement Facility Lock-Out/Tag-Out (LOTO) program.
- Upload and continue to add Safety-related PMs in the CMMS system on-site as identified.
- Manage the approved Safety programs on-site.
- Developed and continuously manage the *New Hire Safety Orientation* process.
- Educational and scholarship program offerings to employees.
- Create, provide guidance and assist with any safety related reporting to OSHA.
- Provide corporate support during any and all audits performed by external agencies or governing bodies.

Environmental Programs

PIC's Environmental program maintains a strong compliance record; strong positive relationships with Owners, agencies, and the public; and effectively manages environmental costs and risks. Our Environmental program includes the following core elements:

- Environmental policy
- Environmental compliance manual
- Environmental reporting, both internally and externally
- Regulatory applicability analysis
- Regulatory agency communication
- Community relations and communication
- Coordinated document control
- Performance testing and monitoring
- Spill prevention and response guidelines
- Waste minimization and disposal guidelines
- Annual environmental audits

The Environmental Program procedures are reviewed and updated on a continual basis to ensure adequacy and compliance with new and/or revised regulations. PIC will develop, implement, and maintain facility-specific environmental programs, procedures, and policies.

At the plant level, these environmental programs are tailored to the facility-specific operations, equipment, and applicable permits and regulatory requirements. Specific facility environmental programs will meet or exceed permit and regulatory requirements to ensure safe, compliant, reliable, and efficient operations.

Environmental Compliance

The following list presents general practices for Environmental Support on a project:

- Corporate 24/7 Environmental Support for the facilities.
- Maintain Environmental Reporting matrix for site personnel to use.
- Review Environmental reporting reports.
- Perform Annual EHS Audit to ensure adherence to all applicable laws and regulations.
- Ensure all corrective action items from the audits are complete, thorough, and timely.
- Review all applicable Environmental permits and expiration dates.
- Track all exceedances and deviations for the facility.
- Assist in completion of the semi-annual and annual compliance certifications.
- Provide EHS Quarterly Reports to PIC Corporate.
- Investigate all Incidents and Near Misses as related to Environmental Risk and perform RCA for corrective actions.
- Provide guidance to the PIC-operated facilities for best management practices and waste minimization practices.
- Review all Environmental reports based on the environmental matrix.
- Provide technical expertise for environmental equipment as it relates to the pollution control equipment on-site.
- Maintain the QA/QC Manual (updated periodically) related to environmental monitoring.
- Review all Ground Water monitoring plans for compliance.
- Implement Compliance Manager on-site for day to day activities and reporting back to PIC Corporate and Owner.
- Provide Universal and Hazardous Waste guidance.
- Provide used oil guidance.
- Development and implementation of EHS procedures at the facility.

PIC O&M has gone 12 years with ZERO Environmental Notice of Violations (NOV)!

PIC's OSHA statistics for the period 2015-2019 are shown below.

OSHA 300 Statistics	2019	2018	2017	2016	2015
Recordable Injuries and Illnesses	0	0	7	7	4
Cases Involving Lost Workdays	0	0	0	3	2
Total Number of Lost Workdays	0	0	0	51	123
Cases Involving Restricted Duty	3	0	2	1	1
Total Number of Restricted Duty Days	50	0	19	10	54
Fatalities	0	0	0	0	0
Total Number of First Aids	7	16	31	26	24
Employee Hours Worked	1,054,521	1,153,657	1,166,151	1,269,988	1,119,285
Average Number of Employees	336	415	505	502	450
OSHA Recordable Incident Rate (RIR)	1.14	0	1.20	1.10	0.71
Lost Workday Incident Rate	0	0	0	0.47	0.36
Restricted Duty Incident Rate	0.57	0	0.34	0.16	0.18
DART Incident Rate	0.57	0	0.34	0.63	0.54
Experience Modification Rate (EMR)	0.75	0.77	0.65	0.72	0.60

Grid Code / NERC

PIC's Commitment to Compliance

PIC has a duty to act for self-reporting and performing audits in addition to Regional and Federal mandates through our robust *Internal Compliance Program* (ICP).

PIC Group, Inc. has been registered to submit evidence of compliance data for NERC and the Regional Entities as the Generator Operator (GOP) since 2009.

PIC is a registered entity satisfying FERC/NERC and Regional Entity Reliability standards compliance.

PIC's Corporate Compliance philosophy demonstrates our understanding and respect we have for the significant effect that our operating facilities have on the reliability of the bulk electric system. Accordingly, PIC is responsible to educate itself with the standards as set forth by FERC and ensure that our clients' investments are in full compliance with such standards.

PIC acknowledges that we have a responsibility to act and self-report any and all discrepancies or deficiencies in a prompt and efficient manner and to expeditiously resolve such matters. We affirm that, without exception, we will continuously and openly communicate all compliance matters to the applicable regulatory agencies, our clients, and to our internal oversight structure.

Where PIC has ultimate responsibility for these activities, we will communicate with our employees and clients to promote a mutual understanding of the Reliability Standards as established by NERC. Where PIC does not have ultimate responsibility, we will ensure our employees understand and foster the same sense of responsible ownership for the NERC Reliability Standards on behalf of the client.

This policy statement includes the Corporate general policies, procedures, and practices of PIC and is subject to change, revision, or revocation at any time. However, if modifications to the standards, procedures, or policies are made, PIC will implement such modifications to maintain its compliance to the NERC Standards.

NERC site-specific procedures are established in accordance with the NERC Reliability Standards. Site-specific procedures will be located in a central repository at the specific facility.

PIC's Corporate O&M Culture of Compliance policy includes very simple elements to remain compliant with the Internal Compliance Program and the NERC Reliability Standards:

1. Top Management Commitment
2. Internal Compliance
3. Internal Auditing and Monitoring
4. Self-reporting
5. Cooperation

PIC has managed NERC compliance programs for small and large electric cooperative, municipal, and independent power producing entities throughout the United States. PIC can provide services in the following areas:

- Management of a GOP Compliance program is achieved through the design and implementation of internal controls, both preventive and detective, to ensure compliance with the reliability standards is achieved and maintained. These controls include training and awareness activities for new and modified standards, conducting "mock spot checks" of various standards and requirements through the year, and performing complete compliance assessments or mock audits prior to an audit or self-certification. They assist with compiling audit evidence and perform subject-matter expert witness preparation training. Development of draft plant procedures is also a provided service along with implementation assistance.

- Information associated with GO, as well as GOP-related standards, is provided using a customized monthly report along with a monthly conference call. The call enables plant staff to ask questions and receive guidance regarding the requirements and timeline for compliance with new or modified standards. Additional support is provided by a staff of 13 professionals, including experts in plant protection and control systems, system protection, plant modeling for steady-state, short circuit and transient stability studies, operator training, and other technical areas.

- Additional expertise is available to the facility staff on an as-needed basis to ensure compliance is maintained. Standards applicable to GO can be technically challenging and require modeling of plant turbine-generators and control (frequency and voltage) systems, as well as protection system coordination with Transmission Owners.

PIC Internal Support Activities

- Support registration of Owner as the GOP with NERC.

- Ensure continued compliance with the NERC Reliability Standards as it relates to the Generator Operator (GOP) and the functional aspects of the Generator Owner (GO).

- Support development of Generator Operator (GOP) Internal Compliance Program that outlines roles, responsibilities, identifies what evidence of compliance (documentation), and identifies the compliance methods and process that the site will use to ensure compliance with the ICP.

- Continued compliance with the Internal Compliance Program of the facility will be audited using PIC's quarterly spot check for Self-Certifications along with an initial mock audit of the existing programs when the site is taken over.

- In conjunction with quarterly spot checks and the initial mock audit, a mock audit will be performed every other year.
- Update the facilities GOP Internal Compliance Programs and Procedures as new standards become mandatory and enforceable.
- PIC site team will perform functional duties on site for the Generator Owner (GO) with collaboration and approval from the owner.
- Perform Self-Certification filings for the GOP.
- Track, file, and document all evidence of compliance locally on-site for the GOP as it relates to the Internal Compliance Program.
- Participate in monthly compliance issues assessment monthly calls to ensure continued compliance.
- Track and document the facility NERC Alerts for the GOP and GO. Respond and take remedial actions, if necessary.
- Ensure the site is aware of any Compliance Assurance Notices (CANS) from NERC.
- Participate and prepare for any NERC Audits or spot checks.
- Coordinate and communicate any Self-Reporting for the GOP with the GO.
- Schedule and conduct, track, and document all NERC required training for evidence of compliance with NERC.
- Ensure all evidence of compliance with NERC is filed, documented, and readily available at all times.
- Ensure all deficiencies identified are tracked to closure and performed in a timely and accurate manner.
- Develop a compliance calendar for reporting.
- Develop a list of NERC compliance tasks to be entered into the CMMS system to ensure compliance duties are tracked to completion.

PIC's NERC statistics for the period 2015-2019 are shown below.

PIC Generator Operator (GOP) NERC Reporting	2019	2018	2017	2016	2015
Self-Reports	0	0	0	0	0
Find, Fix, and Track (FFT)	0	0	0	0	0
Notice of Penalty (NOP)	0	0	0	0	0

Operations Standards Manual

Operational Excellence is the combination of plant activities, decision-making, and organizational alignment that ensures safe and reliable plant operation. High standards, operational risk, and probabilistic safety assessments are strategically applied to prioritize work on plant equipment and control room deficiencies. A team approach is modeled throughout the organization to protect workers and plant equipment. Procedures/Work Instructions are effective when they have proper scope and requirements defined.

The purpose of PIC Operations Standards Manual is to provide guidance to PIC Group, Inc. personnel regarding all aspects of the Operations Program implemented at PIC facilities to achieve the highest level of Operational Excellence.

Roles and Responsibilities establishes program responsibilities for the Operations Organization, which includes the Management Team and all Operations personnel assigned to the PIC Group, Inc. (PIC). All plant personnel have responsibility in this effort through:

- Identification of work and troubleshooting (inspection rounds and observations)
- Preparation and execution of Clearance and Safety Tag procedures
- Execution of work (lubrication, adjustments, repairs, replacement, and data collection)
- Performance tests, post-maintenance testing, and data monitoring
- Failure analysis
- Strict coherence to regulatory compliance
- Adherence to all safety rules and regulations
- Efficiently and effectively performing all functions to meet Corporate Goals as assigned by PIC Corporate.
- Compliance to all environmental laws and regulations

Procedure Compliance applies to all PIC organizations personnel and sub-contractors who use Operating, Emergency Response, or other procedures. All plant personnel will be held accountable to the procedures with which they use to operate any equipment in the plant.

Communications procedure establishes the requirements for effective, reliable, and accurate transmission of information through both written and verbal means. A sub-section of this procedure also describes the restrictions on the use of wireless communication devices. This procedure is applicable to all operations, maintenance, and support personnel. The overall process of control of communication in the facilities covers the following activities:

- Communicating effectively in written format.
- Communicating verbally in a concise and effective manner defining attributes of effective verbal communications.
- Establishing the parameters for use of wireless communication devices conducting briefings on planned evolutions.
- Use of wireless communication devices.

Facility Assessments, Operating Logs, and Round Sheets procedure is to provide the requirements for conduct of facility assessments, operating logs, and round sheets. The objectives of this procedure is to support a comprehensive self-assessment program that ensures key attributes of Operations Standards are understood and are being effectively implemented in the facilities.

Additionally, this procedure provides the requirements for establishing and maintaining operating logs for all key operations positions to fully record the data necessary to provide an accurate history of facility operations. As used in this context, *logs* are defined as "a narrative sequence of events or functions performed by a specific shift position," as opposed to *operator round sheets*. This procedure provides instructions for the preparation and use of round sheets, the review of completed round sheets, and the performance of operator rounds.

Plant Operations Organization and Administration procedure describes the organizational structure of the Operations function of PIC facilities and provides administrative guidance and requirements to ensure a high level of operational performance through effective implementation and control of operations activities.

- Clear lines of authority and responsibility for normal, abnormal, and emergency conditions.
- Effective implementation and control of operating activities through the establishment and communication of high operating standards.
- Encouragement and consideration of employee input on the establishment of operating standards and goals.
- Periodic monitoring and assessment of operation performance establishment of personal accountability for operational performance.

Control of Equipment and System Status procedure provides direction for the control of equipment and system status to ensure that facility configuration control is maintained in accordance with procedural and design requirements, and those operating shift personnel know the status of facility equipment and systems. This procedure provides instructions for system alignments, locking of components, authorization to remove from service or restore equipment to service, documentation of equipment deficiencies, and use and maintenance of facility status boards.

- Status Change Authorization and Reporting
- Component and System Alignments
- Alignment Checklists
- Initial Full or Partial System/Component Alignments
- System/Component Alignment Verification Checks
- Equipment Locking for Administrative Control
- Operational Limits Compliance
- Equipment Deficiency Identification and Documentation
- Work Authorization and Documentation
- Equipment Post-Maintenance Testing and Return to Service
- Alarm Status
- Distribution and Control of Equipment and System Documents

Housekeeping procedure provides instruction regarding the role of housekeeping in support of plant cleanliness, general plant and equipment operability, and reduced maintenance costs.

- "Housekeeping" refers to the actions taken to ensure that an adequate level of cleanliness is maintained in and about the plant.

- An aggressive housekeeping program is a key element in an effective plant maintenance program while, at the same time, playing a major role in the plant's industrial safety program.

Operational Readiness Review procedure establishes the requirement to conduct Operational Readiness Reviews (ORRs) prior to re-start of an existing facility upon completion of a Major Equipment Outage or Capital Projects associated with plant electrical, steam, fuel, or control systems. The procedure provides plant personnel with the following guidance:

- Providing guidance on the planning and conduct of the ORRs.
- Providing guidance for requesting exemptions.
- Addressing the requirements and suggesting acceptable methods and approaches for ORRs.

Maintenance Standards Manual

Equipment excellence is achieved through proper sustainment, which ensures high-performing plant equipment. An integrated and strategic framework of high standards, predictive and preventive maintenance, equipment and resource management is used to ensure long-term equipment reliability.

- We ensure that all predictive, preventive, and corrective maintenance procedures are properly designed for the piece of equipment and the overall plant functionality.

- We properly use the Computerized Maintenance Management System (CMMS) to track and trend all maintenance activities and manage inventory usage associated with maintenance. When properly tracked and trended, we get a clear picture of maintenance issues, including items such as frequent failures, vendor quality, problem areas, improperly performed maintenance, high reliability components, and other factors that allow us to improve maintenance planning and spares utilization.

Job Planning and Preparation are effective when plans are produced with the right depth of worker involvement and when they communicate and verify worker understanding of plans to ensure successful job performance. Key elements are as follows:

- Activity is scheduled.

- Department impacted by the activity are aware it is taking place.

- Prerequisite activities are completed prior to performance of the task.

- Proper tools are available.

- Relevant spares and consumables are assigned.

- Pre-job briefing is completed as appropriate.

- Contingency plans are developed and are in place for risk-significant activities.

Training and Qualification Standards Manual

Our Training and Qualification Standards Manual establishes requirements for initial and continuing training for operations, maintenance, and technical employees. These programs align with industry training objectives and receive ongoing periodic review to ensure consistent high-quality results.

- Initial training provides new employees with the skills and knowledge needed to perform their assigned duties satisfactorily.
- Continuing training maintains and improves the level of knowledge and skills needed for qualified incumbent workers and prepares workers to move up the organization.

Combined, these programs foster ongoing site performance improvement.

The Manager/Supervisor Training Program establishes the requirements for initial and continuing supervisor and manager training.

- Initial training ensures incoming personnel attain the required knowledge and skills to perform the duties of the supervisor or manager position.
- Continuing training ensures employees maintain and improve job performance and develop a broader scope and depth of job-related knowledge and skills.

This program includes goals designed to develop personnel into effective leaders. Specifically, the goals are to implement a consistent, repeatable, and efficient process that develops personnel for leadership roles and develop or enhance individual abilities in the specific core competencies.

Qualified Workers are effective when properly trained to be task-proficient. Qualifications are verified through supervisory functions such as checking the Qualification Card against job assignments and direct knowledge of the worker's skills level.

- All necessary training is completed, including initial and classroom training, on-the-job training (OJT), and on-the-job evaluation (OJE).
- All necessary qualifications are current.
- Task is familiar, not a first-time activity.
- Relevant spares and consumables are assigned.
- Tools are put into place to reduce the likelihood of an error.

Verification/Validation methods are effective when they ensure plans, procedures, and activities are technically correct and based on the correct source documents. Behaviors to achieve excellence include the following:

- Questions asked are answered appropriately.
- The proper tools, procedures, information, etc., necessary to complete a task successfully are verified and validated.
- Equipment verification such that the procedure can be performed with the equipment in the current configuration (operating/not operating, correct train/unit, target equipment is not critical to overall performance, etc.) and/or risk of performance is identified, discussed, and mitigated before beginning work.
- Proper independent, simultaneous, and peer-check verification techniques are used when appropriate.

Supervisor Oversight is effective when supervisors are recognized as leaders; accurate and timely feedback is provided; worker obstacles are identified and corrected at the appropriate level; and workers are developed to their fullest potential.

- Standards and expectations are established and are being used.
- Effective pre-job and post-job briefings are held.
- Work is observed in the field, with feedback provided.
- Roles, responsibilities, job scope, and key information is communicated.
- Challenges that could prevent work from being successful are identified and resolved.
- Expected cultures are reinforced positively and cultural shortfalls are corrected.
- Alignment on plant and department priorities is communicated and demonstrated.
- Effective decisions are made, risk is identified, and reasoning is communicated to staff members.

Project Management

Consistent operations rely upon the physical or administrative tools and processes that promote consistency and enhance safety and performance. They provide assurance methods to achieve a predicable outcome of every task performed.

- Management of the LTSA contractor(s) during the defined inspection intervals within the LTSA.
- Manage the on-site personnel to maintain a clean, safe, reliable, and well-maintained facility.
- Manage costs to meet the allocated budgets for the facility.
- Report to the VP of Generation or designated representative as requested on projects, costs, safety, contactors, etc.
- Scope of work activities, projects, and initiatives are understood and planned. Resource requirements are aligned with future budgets proactively and do not upset current budgets.
- Business initiative and project requirements are communicated throughout the entire organization to ensure that individual department impacts are understood.
- Change Management is implemented, allowing organizational impacts to be mitigated through training and communication.
- Benchmarking “best practices” has occurred well before the initiative or project is undertaken.
- Effective business planning ensures that the strategic focus areas are goals of the organization are integrated with initial work planning.

Remote Monitoring and Operation

PIC provides 24/7 staffed remote monitoring and operation support from our new state-of-the-art Remote Operations Center (ROC) in Atlanta, GA. Our comprehensive remote operations and monitoring solution provides significant added value in terms of improved project reliability, enhanced performance, and optimized maintenance strategies. Whenever an operating parameter is outside of specifications, a real-time alarm is generated and automatically notifies all relevant parties of the anomaly. Additionally, the ROC personnel compile operating data and send quarterly reports to operators documenting performance information.

Remote Operations Center

Through the application of state-of-the-art technology by experienced control room operators, the PIC Remote Operations Center (ROC) is specifically configured to deliver added value to its clients through optimization of plant performance and availability. Key benefits of the ROC include:

Improved Plant Performance

- 24/7 monitoring of key equipment and systems.
- Immediate response to plant issues minimizing unnecessary loss of performance and availability.
- Real time power plant performance monitoring.
- Plant performance reporting including establishment and evaluation of KPI's.
- Downtime Categorization Reporting.
- Supervisory level control capability where appropriate.

Assist Personnel at Site

- Detect and recommend solutions for emerging issues across all power plant assets before they become problems.
- Monitor power plant operations to ensure alignment with the Client's requirements and PIC's O&M philosophy.
- Minimize downtime by accurately coordinating real-time responses to plant trips and failures.

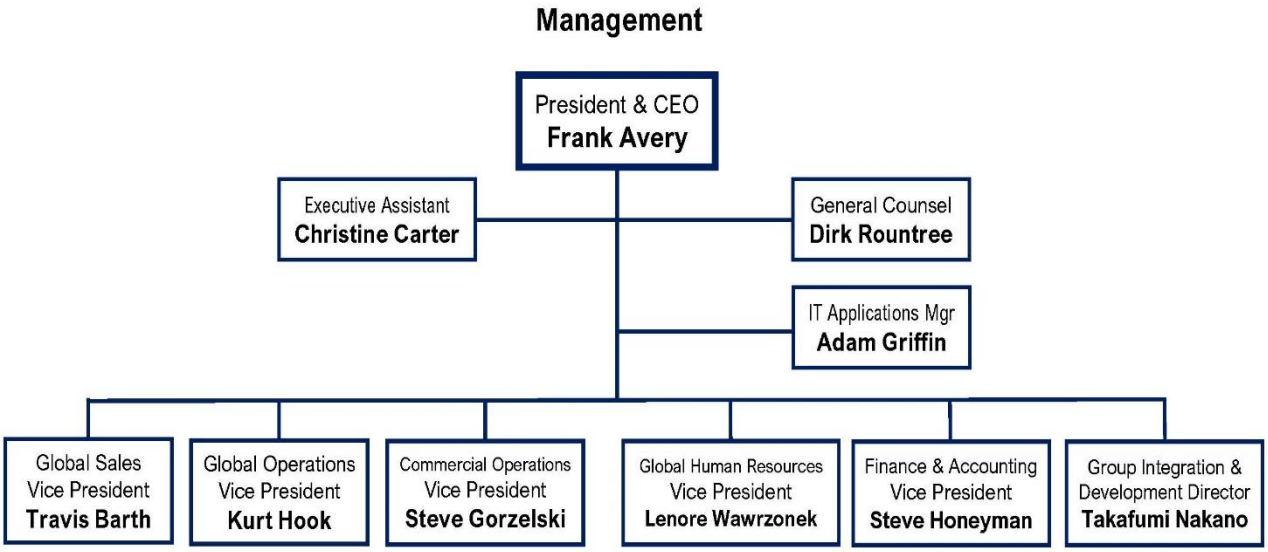
Optimizing Functions

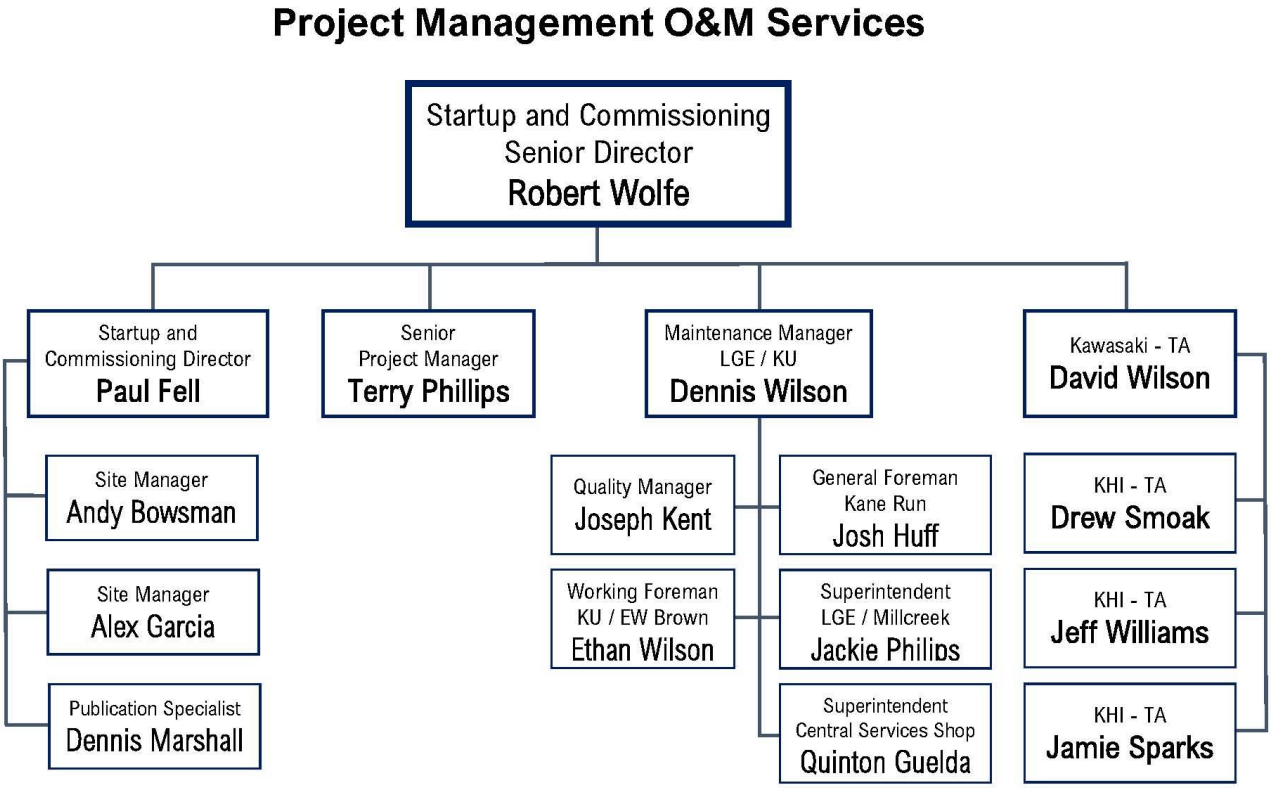
- Achieve long-term sustainability with respect to changes in personnel, such as retirement.
- Generation Forecasting Coordination with Asset Manager and System Operator.

Cost Reductions

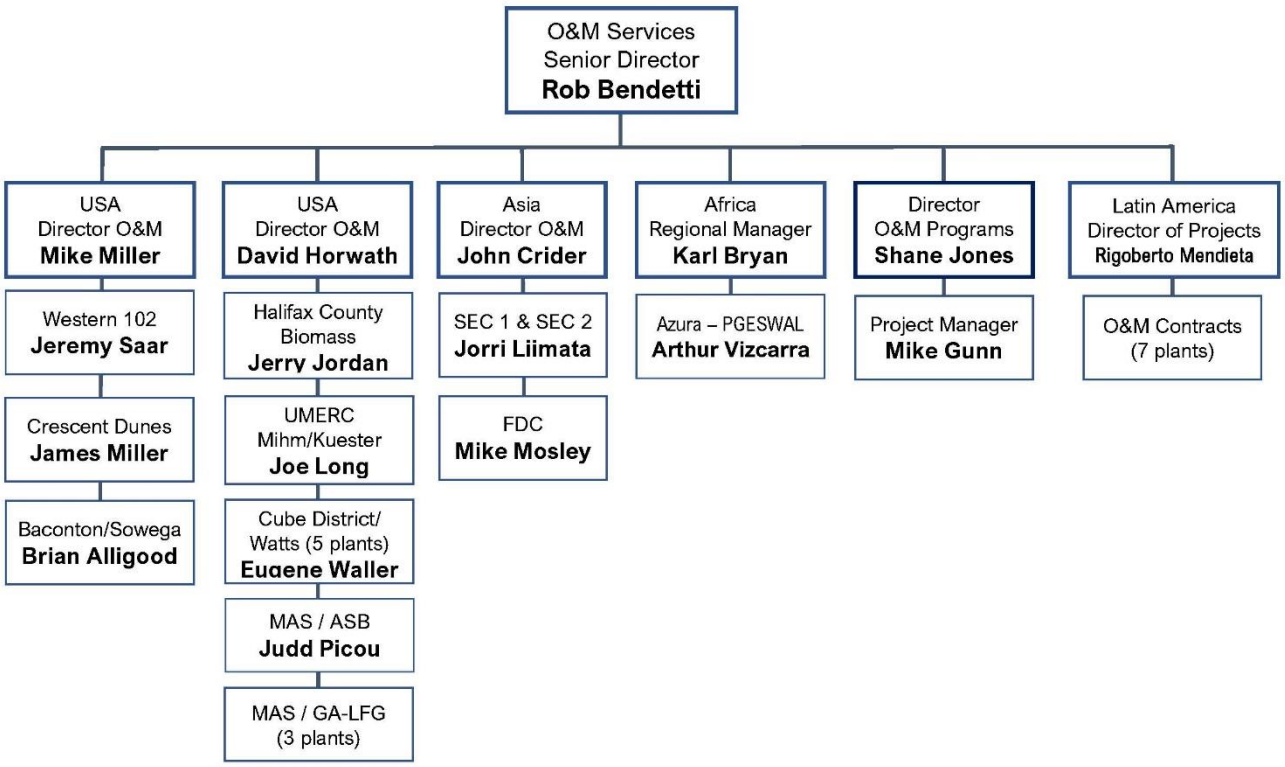
- Highly qualified and experienced staff continuously available at a labor cost significantly below the market standard.
- Identify potential plant corrections and improvements by in-depth analysis of historical data to improve plant profitability and reduce maintenance costs.
- Analyze performance changes on return to service after maintenance outages and equipment overhauls to verify ROI is achieved.
- Deploy a solution that has a proven and referenceable Return on Investment (ROI).

CORPORATE ORGANIZATION CHARTS





O&M Services


O&M Services Senior Director
Rob Bendetti
USA Director O&M
Mike Miller
Western 102
Jeremy Saar
Crescent Dunes
James Miller
Baconton/Sowega
Brian Alligood
USA Director O&M
David Horwath
Halifax County Biomass
Jerry Jordan
UMERC Mihm/Kuester
Joe Long
Cube District/ Watts (5 plants)
Eugene Waller
MAS / ASB
Judd Picou
MAS / GA-LFG (3 plants)
Asia Director O&M
John Crider
SEC 1 & SEC 2
Jorri Liimata
FDC
Mike Mosley
Africa Regional Manager
Karl Bryan
Azura – PGESWAL
Arthur Vizcarra
Director O&M Programs
Shane Jones
Project Manager
Mike Gunn
Latin America Director of Projects
Rigoberto Mendieta
O&M Contracts (7 plants)

CORPORATE SUPPORT PERSONNEL BIOS

Frank Avery, President & CEO

Prior to joining PIC, Mr. Avery served as Chief Operating Officer and Executive Vice President for Toshiba Americas Energy Solutions, Inc. As COO, he had full P&L accountability of the Thermal Services Division, which focused on the aftermarket parts, services, and repairs for Toshiba OEM steam turbine and generator fleet in the Americas. In addition, Mr. Avery was responsible for the management and growth of the Other OEM (OOEM) Steam Turbine and Generator repair business. Previously, Mr. Avery served as President of EthosEnergy Power Plant Services where he was responsible for the merger of Wood Group Power Plant Services and Siemens TurboCare Division and the follow-on management and growth. His role at EthosEnergy was a natural progression from his successful role as President of the former Wood Group Power Plant Services, where he was responsible for all aspects of Heavy Industrial Gas and Steam Turbine Parts, Repair and Service business, Generator Repair, Operation and Maintenance contracting, along with the LTSA Service contract business. Before joining Wood Group, Avery spent 2 years as COO of PIC Group, Inc. His experience also includes various roles of increasing responsibility at General Electric's Contractual Services business, Stewart & Stevenson Operations, Inc., and more than 6 years in the United States Navy.

Kurt Hook, Vice President of Global Operations

Kurt Hook brings with him extensive experience in the power industry with a strong focus on O&M leadership. Kurt's most recent position was Director of Operations for North America (West Region) with EthosEnergy Group and Wood Group. In that role, he had direct oversight of multiple O&M contracts with budget totals in excess of $90MM annually. Earlier in his career, Kurt managed several power plants for Florida Power and Light Energy and Wood Group in a multitude of technologies and configurations. He served in the U.S. Navy as an IC Electrician and was honorably discharged after 10 years. Over the last 25 years, Kurt has supported O&M services on numerous advanced gas turbine technologies and configurations with the below table providing a few examples.

Frame Units	**Aero Derivative Units**
(8) 2X1 GE-7FA NG Only	(1) 5X0 GE LM6000 NG
(1) 2X1 GE-7FA Dual Fuel	(1) 4X0 GE LM6000 NG
(1) 1X0 GE-7EA Dual Fuel	(1) 4X0 GE LMS100 NG
(1) 1X0 GE-7E NG	(1) 2X1 GE LM6000 Cogen NG
(1) 2X1 Siemens V84.3A2 NG	(1) 1X1 GE LM6000 Cogen NG
(1) 1X1 Siemens V84.2 Cogen NG	(2) 1X0 GE LM6000 NG
(1) 4X1 SW 501FD2 Cogen NG	(1) 3X1 GE LM2500 NG

Rob Bendetti, Senior Director, O&M Services

Rob Bendetti is a Senior Business Operation's professional with over 25 years of experience in the power industry with significant profit and loss responsibilities in plant operations and maintenance services, gas turbine major maintenance, plant performance management, business development, and commercial contracting. Rob has supported high-quality completion and delivery of all contractual company obligations, sustaining a proven track record of meeting and exceeding business goals, improving the efficiency and consistency of operations, and increasing customer satisfaction rates. He is accountable for putting O&M programs in place to meet contractual obligations and delivering on customer expectations and achieving PIC performance objectives. He is responsible for implementing PIC's *Conduct of Operations* and *Conduct of Maintenance* programs at PIC-operated facilities to drive best practices and optimize facility performance. Over the last 27 years, Rob has supported O&M services on numerous advanced gas turbine technologies and configurations with the below table providing a few examples.

Frame Units	**Aero Derivative Units**
(1) 4X2 GE-7FA NG Only	(1) 2X0 Pratt & Whitney FT-4 LF
(2) 2X1 GE-7FA NG Only	(1) 4X0 Rolls Royce Trent 60 NG
(1) 1X1 Siemens V84.2 Cogen NG	(1) 4X0 GE LMS100 NG
(1) 4X1 SW 501FD2 Cogen NG	(1) 1X1 GE LM6000 NG
(1) 1X1 GE-7EA Cogen Dual Fuel	(1) 1X0 GE LM6000 Dual Fuel
(2) 1X1 GE-6B Cogen Duel Fuel	(1) 3X0 GE LM6000 Dual Fuel
(1) 1X1 Westinghouse 251B Cogen	(1) 1X0 GE LM2500 Dual Fuel

Shane Jones, Director, O&M Programs

Mr. Jones brings over 20 years of management experience with a significant focus on Maintenance Management Programs. While serving in the U.S. Navy, he gained experience in project planning, management, and execution while serving as a qualified Maintenance and Material Management Coordinator during his 25-year Naval career. Shane was instrumental in the development and implementation of PIC's Standards Processes Programs. Performing as a Project Manager and now as Director, O&M Programs, Shane, along with his team, are responsible for implementing and executing the Conduct of Operations, Maintenance, Training, and Qualification programs, as well as a very strong understanding of Maintenance Management Systems.

Rigoberto Mendieta, Director of O&M Projects (PIC Latin America)

Mr. Mendieta is an Electrical Mechanical Engineer with more than 25 years of experience in generation, transmission, and distribution. He has over 20 years in project supervision for commissioning and operation and maintenance of open cycle and combined cycle power plants that operate with HFO, diesel, and natural gas fuels from different technologies (Siemens, GE, Alstom, Westinghouse, Pratt & Whitney, etc.), as well as the development of engineering projects and studies of thermoelectric plants, substations, transmission and distribution lines. In addition, he was trained by the manufacturers in the operation and maintenance of generating units Westinghouse, Siemens, ALSTOM, GE, and Pratt & Witney and combined cycle plants of different configurations (gas turbines, boilers, steam turbines, systems and BOP of the Central), and operation and maintenance of ABB GT11NMC XL/XP turbines of 88 MW.

Jared Pallas, Director of EH&S/Compliance

Mr. Pallas is our Corporate Regulatory Manager responsible for all compliance matters relating to EH&S and Regulatory operations. Jared has also held the titles of Environmental Engineer and Environmental Technician. He holds an M.S. in Environmental Engineering and a B.S. in Civil Engineering, as well as a P.E. license (2015). Jared develops and conducts comprehensive EH&S audits, tracks corrective actions, and uses performance data to develop leading indicators. Jared is also responsible for maintaining the company's OSHA logs, managing and tracking incident reporting and follow-up, editing EH&S procedures, aiding in writing proposals, and maintaining relationships with various regulatory agencies.

David Wilson, Senior Director, Operations & Engineering (Plant Performance)

Mr. Wilson is a Project/Engineering management professional with experience gained on a wide range of domestic and international projects as Owner, Owner's Engineer, OEM, and EPC Contractor. He has extensive experience in all phases of project development and execution, including feasibility studies, conceptual design, front-end engineering design (FEED), Contract negotiation, and EPC project execution for both new build and refurbishment and upgrading of existing power plants. David also has experience with most aspects of power plant equipment specification, manufacture, installation, and commissioning for a wide range of power generation technologies including waste to energy, CHP, CCGT, Conventional and Supercritical Coal, SCR Retrofit, and Biomass gained on a range of international projects.

Lou Rivera, Senior Director, Operations (Knowledge Transfer)

Mr. Rivera leads and manages a highly skilled team of power plant professionals with expertise in the areas of operations management, maintenance programs, training programs, plant commissioning, plant assessments, and performance optimization. Accountable for putting programs in place to meet contractual obligations, deliver customer expectations, and achieve PIC performance objectives across our service lines. Lou implements PIC Operations Standards and Maintenance Standards programs at PIC-operated facilities to drive best practices and optimize facility performance.

John Crider, Managing Director

John is a Senior Business Operation's professional with over 35 years of power industry experience. He has held significant profit and loss responsibilities in the areas of plant operations and maintenance services, gas turbine major maintenance, plant performance management, business development, and commercial contracting. John has supported high-quality completion and delivery of all contractual company obligations, thereby sustaining a proven track record of meeting and exceeding business goals, improving the efficiency and consistency of operations, and increasing customer satisfaction rates. He is accountable for putting O&M programs in place to meet contractual obligations and delivering on customer expectations and achieving PIC performance objectives. John is responsible for implementing PIC's Conduct of Operations and Conduct of Maintenance programs at PIC-operated facilities to drive best practices and optimize facility performance.

PIC EXPERIENCE LIST

PIC has a comprehensive background in O&M of various types of power facilities. PIC has demonstrated over 20 years of successful O&M experience applied to about 16,500 MW total capacity covering 68 plant sites and over 90 combustion turbine-generators, 112 reciprocating engines, 46 steam turbine-generators, and 9 hydroelectric units. Our O&M programs are used on a wide array of power generating technologies and manufacturers ranging from 5 MW to several hundred MW.

PIC ACTIVE AGREEMENTS

Hummel Generation, LLC (1,124 MW)

In May 2020, PIC was awarded a 3-year contract to provide O&M services for this 1,124 MW combined cycle plant located near the Borough of Shamokin Dam, Snyder County, Pennsylvania. The plant features 3x1 Siemens SGT6-5000F gas turbines. The contract covers full care, custody, and control O&M services for the facility.

Benchmark Raeford, LLC, Tyton Biofuels, North Carolina

In March 2020, PIC was awarded a 5-year contract to provide O&M services starting in August 2021 for Tyton NC Biofuels, an ethanol biorefinery located in Raeford, North Carolina. A strategic partner of Tyton BioEnergy Systems, the plant uses tobacco as a feedstock for ethanol production with minimal modification in a corn dry mill ethanol facility. PIC provides management and technical services for all day-to-day operations and maintenance direction.

New Fortress Energy (NFE) Jamalco, Jamaica (100 MW)

In March 2020, PIC was awarded a 5-year contract to provide O&M management oversight and technical services for the Jamalco combined heat and power (CHP) plant located in Hayes township, Jamaica. The O&M services covers the two Siemens SGT-800 gas turbines and two Vogt Heat Recovery Steam Generators. The CHP plant, the only one of its kind in the Caribbean, will supply up to 100 megawatts of power to Jamaica Public Service Company's (JPS) national electricity grid and provide Jamalco with more than 280,000 pounds of steam per hour, improving the refinery's energy efficiency.

Indeck Niles Energy Center (1,050 MW), Michigan

In February 2019, PIC was awarded the contract to provide O&M services for this 1,050 MW combined cycle plant that features 2x1 GE 7HA.02 gas turbines. The plant's COD is scheduled for the second quarter of 2020. Contract covers Mobilization and full Care, Custody, and Control O&M Services for the facility.

PIC ACTIVE AGREEMENTS

UMERC Kuester and Mihm Sites (180 MW), Michigan

Located in the Upper Michigan peninnsula, Kuester (7 units) and Mihm (3 units) stations provide a combined 180 megawatts (MW) with 10 natural-gas-fired Wärtsilä 18-MW 18V50SG reciprocating engine generators. Contract covers Mobilization and full care, custody, and control O&M services for the facility.

Cube District Energy LLC – 9 Facilities (19.8 MW)

Among Cube's holdings are nine Landfill Gas-to-Energy facilities in Georgia, North Carolina, Tennessee, Missouri and Kansas; with Caterpillar 3516 and 3520 technology, and another Gas-to-Energy operation with a Jenbacher J616 at the Coca-Cola facility in Georgia. PIC performed a 1-month transition and now maintains full care, custody, and control of the plants on a 5-year O&M services contract.

NOVEC Energy Production, Halifax County Biomass (49.9 MW)

On a 5-year contract, PIC provides third-party O&M services for operating a nominally rated 49.9 MW woody biomass-fired stoker style boiler located in Halifax County, Virginia. The equipment includes an FS&E provided boiler and emissions system including an SCR and ESP, a Detroit Stoker vibrating grate, a Bruks provided primary and emergency conveyor system with an under grate reclaimer design, an Alstom GRT 45 turbine and a WEG generator.

ERGON Perú –Tozzi Green (26.4 MW) (Expanding project)

Ergon Perú, a subsidiary of Tozzi Green, won a contract with the Peruvian State on 2014 to generate energy with photovoltaic systems for areas not connected to the Peruvian grid in all Perú. On May 23, 2017, PIC of Peru signed the contract with Ergon Perú for a 3-year maintenance contract covering 200,000 photo-voltaic systems.

La Virgen Hydro (Peru) (64 MW)

The La Virgen hydro project consists of one reservoir-based Hydro plant in the Andes Mountains of Peru near the city of San Ramón. The plant consists of three 28.8 MW Pelton vertical turbine generator sets producing 84 MW at 13.8 kV with the power stepped up to 138 kV for transmission to the grid. The reservoir is supplied by a combination of the outfall from the Yanango hydro plant and the water captured in the Guayabal ravine. PIC provides full O&M Services including staffing, routine operation, routine maintenance, scheduled maintenance, and failure maintenance of the power plant, water management structures, gates, valves, and piping. The plant reached commercial operation in December 2016.

PIC ACTIVE AGREEMENTS

Azura Power – Azura-Edo IPP (459 MW)

Project construction was completed May 2018 on a site near Benin City in Edo State, Nigeria on a 100-hectare site. The plant includes three (3) Siemens SGT5-2000E (V94.2a) gas turbines operating in simple cycle, along with all typical BOP. Contract covers mobilization and full care, custody, and control O&M services for the facility.

Volcan – Yauli Electric System (Peru)

O&M of the Installations of the Yauli unit electric system composed of transmission lines of 50 kV, a transformation bay 220/50/10.5 kV, six (6) substations of 50 kV, and a control center for the supply of electrical energy to its mining-metallurgical operations.

Volcan Mine, Hydraulic Power Plant Rucuy (20 MW), Peru

O&M service of turbines Pelton 2 x10 MW consisting of the execution of maneuvers (according to the available procedures) optimizing the use of its available water resources and guaranteeing the continuity and reliability of the operation of the supply sources.

Tonopah Solar Energy, Crescent Dunes Project (110 MW), Nevada

The Crescent Dunes Project, located in Tonopah, Nevada, is a concentrated solar energy project using molten salt to produce steam (through a heat exchanger) that drives one Alstom 110 MW steam turbine 24-hour/day. PIC is registered with NERC as the GOP.

Barrick Goldstrike Mines, Western 102 Power Plant (122 MW)

The simple cycle, load-following facility consists of 14 Wärtsilä natural gas reciprocating engines and 1 MW of Solar PV panels located on 8 acres at the site. The facility is ISO 14001 certified. PIC provides O&M and Major Maintenance services.

Western Farmers Electric Coop., Lovington, New Mexico (47 MW)

Western Farmers Electric Cooperative (formerly LCEC) located in Lovington, New Mexico, consists of 5 Wärtsilä reciprocating engines, each producing 9.3 MW. PIC provides O&M and major maintenance services.

PIC ACTIVE AGREEMENTS

Volcan – Chungar Hydro Project, Peru (110 MW)

The Chungar hydro project consists of 11 "Run Of the River" (ROR) hydro plants located in the Andes Mountains of Peru near the city of Cerro de Pasco. These hydro plants provide 60% of the power to the Volcan Mining facilities nearby in the region. PIC provides full O&M Services including staffing, routine operation, routine maintenance, scheduled maintenance, and failure maintenance of the power plant, water management structures, gates, valves, piping, etc. Additionally, PIC has operated 14 related substations, 58 km of 22.9 kV transmission line, and 196 km of 50 kV transmission line. PIC has been operating these facilities since October 2010 with an excellent record of performance and safety.

Baconton and Sowega, Georgia (192 MW)

The simple cycle facility consists of 6 GE LM6000 PC model gas turbines with two different Owners. PIC provides NERC GO and GOP support. The facility is ISO 14001 and 18001 certified. This is a 22-year agreement.

MARUBENI ACTIVE AGREEMENTS

Taweelah A2 Operation LLC, UAE (710 MW)

This contract is to perform O&M for the largest Independent Power & Water Plant in the UAE. Taweelah A2 Operating Company (TA2OC) has a 20-year contract to manage the first privately-owned power and water plant in Abu Dhabi. The plant is powered by Siemens CCGT.

Asia Gulf Power Service Company Ltd. Taweelah B, UAE (2,000 MW)

The New B extension is one of the more recent generations of Combined Cycle Cogeneration plant commissioned in 2008. The frame 'F' technology gas turbines are Siemens machines and, when combined with the other plants, provides a total contracted power capacity of 2,000 MW. The contract is for 20 years.

S2 O&M Company Ltd., UAE (1,507 MW)

The Shuweihat S2 plant is a Greenfield development project constructed at a cost of $2.9 billion, making it one of the largest power and water infra-structure projects in the Middle East. It has a generating capacity of 1,507 Megawatts (MW) of electricity and 100 Million Imperial Gallons a Day (MIGD) of desalinated water.

Fujairah F2 O&M Company Ltd., UAE (2,000 MW)

The Fujairah F2 plant is a greenfield power generation and seawater desalination plant with 2,000 MW of net power capacity and 130 MIGD of net water capacity. It is located at Al-Qidfa in the Emirate of Fujairah on the Gulf of Oman. The F2 plant achieved the Plant Commercial Operation Date (PCOD) on January 6, 2011. The plant uses various CC configurations using GE GT26B gas turbines.

Phoenix O&M Company (Sur IPP), Oman (2,000 MW)

The Sur IPP consists of a gas-fired combined cycle power facility. The power facility integrates five units of gas turbines (Siemens AG SGT5-4000F) with five triple-pressure heat recovery steam generators (Nooter Eriksen) and three steam turbines (Fuji Electric) in a combined cycle configuration to achieve optimal energy production efficiency.

Ash Sharqiyah O&M Company, Saudi Arabia (920 MW)

Ash Sharqiyah Operations & Maintenance Company (ASHOMCo) is an O&M contractor for Saudi Aramco co-generation power plants of 920 MW of electrical power and 1,400 tons/hr. of steam capacity located at Hawiyah, Abqaiq & Ras-Tanura.

MARUBENI ACTIVE AGREEMENTS

Pegop Energia Electria S.A., Portugal (628 MW)

Pego Power Station is the most modern coal-fired power station in operation in the Iberian Peninsula. It features two electricity generating units, each equipped with a steam generator, one turbine-generator unit and a main transformer. Units 1 and 2 of the power station have identical design, with a unit power rating of 314 MW.

Pegop Energia Electria S.A. (Elecgas), Portugal (842 MW)

The plant configuration is 2x418 MW (net) combined cycle gas turbine (CCGT). It is located at Pego, in central Portugal, near Abrantes. The site is wholly contained within the ring fence of an existing 2x300 MW coal-fired power station owned by Tejo Energia (TE). The plant consists of two single shaft trains, each using a Benson type HRSG. The CCGT plant shares some common facilities with the coal-fired power station, such as site access and security, firefighting plant, some environmental monitoring plant, auxiliary boiler plant, raw water supply, demineralized water plant, water, and wastewater treatment plants.

HISTORICAL AGREEMENTS

Botswana Power Corporation – Francistown Station (70 MW)

The simple cycle, base load generating facility located in Matshelagabedi, Botswana, consists of 50 containerized power modules each using a CAT® 3516B turbo-charged diesel engine generator set and associated controls and SCADA interface. The power module has an automatic load management system for utility base load, soft loading and unloading, and power factor control. PIC provides expert technical labor.

Central Termica El Salar, Chile (90 MW)

The simple cycle gas fired facility located in northern Chile consists of 1½ Pratt & Whitney FT-8 TWINPACs (the second package has space for future addition of second engine). This plant provides back-up power for a mining concession.

Chihuahua CC Power Station, Juarez, Mexico (271 MW)

The combined cycle plant consists of two Alstom GT-11N2+ units, one Siemens ABB VAX steam turbine and three Alstom generators. PIC's scope of work includes outage planning, technical direction and labor, monitoring and diagnostics, as well as parts repair for an 8-year term.

Castleton Power Plant, New York (67 MW)

The natural gas-fired facility located in upstate New York consists of one (1) GE Frame 6B gas turbine in combined cycle. PIC provided NERC Generator Owner (GO) and GOP support.

Golden Spread Electric Cooperative, Antelope Elk Energy Center (AEEC) (744 MW), Texas

Originally "Antelope Station" located in Abernathy, TX, the facility consisted of 18 Wärtsilä reciprocating engines, each producing 9.3 MW. The facility expanded the site to add "Elk Station" that included three GE Frame 7FA.05 advanced technology gas turbines in simple cycle configuration and Nooter Erikson HRSGs. PIC was registered with NERC as the Generator Operator (GOP) and provided care, custody, and control O&M services, as well as Commissioning and Start-up of the new GE turbines.

HISTORICAL AGREEMENTS

Golden Spread Electric Cooperative, Mustang Station (975 MW)

The facility is located in Denver City, Texas and has a power block with GE 7FA gas turbines and Nooter Erikson HRSGs in 2-on-1 combined cycle configuration plus three GE 7FA gas turbines in simple cycle operation. PIC is registered with NERC as the GOP. PIC provided O&M and Major Maintenance services.

L'Energia Energy Center (82 MW)

The combined cycle facility consists of one (1) Rolls Royce Trent 60 WLE 58MW Gas Turbine, one (1) Deltak 3 Pressure HRSG, one (1) ABB VAX dual Pressure Steam Turbine, an 1,800 ton Steam Absorption Chiller, a 5 cell Zurn Air Cooled Condenser, and an ABB 115 kV Main Transformer. Facility sold; new owner self-operates.

Termoselva – Aguaytia, Peru (155 MW)

PIC is contracted for the planning and execution of Major Maintenance Services. The simple cycle facility consists of two (2) Alstom GT11NM gas turbines.

Buena Vista Biomass Power (20 MW)

The Buena Vista Biomass Project, located in Ione, CA, uses Circulating Fluidized Bed boiler to burn both agriculture and urban waste to produce renewable energy. The fuel for this plant is derived from a variety of sources including clean urban wood diverted from landfills, agricultural byproducts and forest sourced material.

University of Connecticut (UCONN) (25 MW)

The cogeneration facility consists of three duel fuel Solar Taurus 70 combustion turbines, three Rentech HRSGs, a back-pressure steam turbine, and three steam-driven chillers. Responsibilities included management of union labor for the Central Utility Plant, which consists of six conventional boilers and four chillers. Facility transitioned to self-operation.

Exelon Power, Southeast Chicago Facility (350 MW)

The simple cycle facility consists of 8 GE Frame 6B DLN gas turbines. Services included mobilization, CMMS program implementation, procedures, safety program, administrative programs, and training. Facility transitioned to self-operation after a 5-year contract.

HISTORICAL AGREEMENTS

Old Dominion Electric Cooperative, Louisa (500 MW)

The simple cycle facility consists of four GE Frame 7EA and one GE Frame 7FA gas turbine. Facility transitioned to self-operation after a 3-year contract.

Old Dominion Electric Cooperative, Marsh Run (500 MW)

The simple cycle facility consists of three GE Frame 7FA gas turbines. Facility transitioned to self-operation after a 3-year contract.

La Pampa Melchorita, Peru (24 MW)

The simple cycle facility consists of three (3) Siemens Tempest gas turbines used to power an adjacent LNG terminal. Plant was shut down (provided temporary power for construction).

Sapele Power Stations, Nigeria (450 MW)

This facility consists of four (4) GE 9E Simple Cycle Combustion Turbine Generators. PIC operated the Sapele site as O&M provider for 2 years with a 100% availability record.

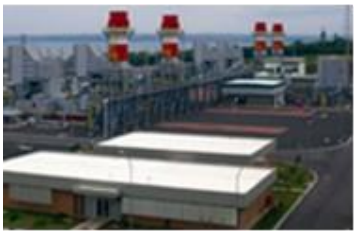
Diego De Almagro, Chile (50 MW)

The simple cycle facility located in Chile and consists of two Westing-house 251B8 gas turbines in simple cycle using heavy fuel oil. Facility transitioned to self-operation.

CalPeak, California (250 MW)

The simple cycle facility consists of five 1x FT8 Twin Pac Sites for CalPeak in California which included remote operations from a central control room in San Diego, California. Facility ownership change.

HISTORICAL AGREEMENTS



Petrobras, Tres Lagoas, Brazil (350 MW)

The simple cycle facility consists of four GE Frame 6FA gas turbines. The plant was under simple cycle operation with Phase II planned for combined cycle. Facility transitioned to self-operation after a 2-year contract.

APR Energy, PREPA, Puerto Rico (300 MW)

The simple cycle facility consisted of 3 Alstom Power (ABB) 11NI gas turbines. Facility transitioned to self-operation after a 5-year contract.

TIWI, Geothermal, Philippines (289 MW)

The project was located 285 miles south of Manila. TIWI produces 289 MW's of green energy to the country's electrical grid. Completed support services scope of work.

MakBan, Geothermal, Philippines (459 MW)

The project was located 50 miles southeast of Manila. MakBan produces 459 MW's of green energy to the country's electrical grid. Completed support services scope of work for 3-year contract.

APR Energy (Argentina, Senegal, Oman, Burkina Faso, Botswana, Cyprus, Japan, Mozambique, Ecuador, Peru, Tanzania, Costa Rica, Haiti)

PIC provided O&M Support Services to operate banks of various makes and models of 0.5 to 2 MW reciprocating engines for emergency or temporary power requirements with plant capacities in the 10 – 60 MW range per site. We act as the "in house" operator for APR.

HISTORICAL AGREEMENTS

Caterpillar, Embilipitiya Project, Sri Lanka (100 MW)

PIC provided O&M services to this 100 MW facility. The facility consists of 14 Caterpillar 16CM32 engines operating on heavy fuel oil (HFO). Heat recovery is used for fuel oil heating. The facility employs 75 people. Plant was relocated.

Thompson River Power (15 MW)

The coal-fired facility located in Montana consisted of a 192.8 MMBtu/hr capacity B&W stoker boiler producing 130,000 lb/hr of steam and an Elliot steam turbine. Plant was shut down.

North American Power Group, Ultrapower 3 Blue Lake, CA (11 MW)

The wood-fired biomass facility consisted of one (1) Turbodyne steam turbine with a stoker grate boiler. Plant was shut down.

Mirant, Wrightsville Power Facility (548 MW)

Completed 1-year contract to provide O&M services on a distressed asset. The Combined Cycle facility consists of six (6) GE LM6000 PC-SPRINT units, one (1) GE Frame 7EA and two (2) steam turbines.

Oxbow/Marubeni – Mt. Apo (100 MW)

O&M technical support for two geothermal plants in Mindanao, Philippines. The facility consists of two (2) MHI STG units operating on geothermal steam.

Goodland Energy Center (22 MW)

O&M mobilization services for a coal-fired facility consisting of one (1) Riley Stoker boiler and steam turbine generator operating in base load.

HISTORICAL AGREEMENTS

Longview Power Plant (700 MW)

5-year contract to provide O&M mobilization and support services. The pulverized coal supercritical facility consists of a single Foster Wheeler boiler and Siemens steam turbine.

Rhodia, Gospel, France (48 MW)

2-year contract to provide LTSA Management Services. The combined cycle facility, located in Roussillion, France, consists of one (1) General Electric LM6000 gas turbine.

Rhodia, Cogeylon, France (48 MW)

2-year contract to provide LTSA Management Services. The combined cycle facility, located in Saint Fons, France, consist of one (1) General Electric LM6000 gas turbine.

Delta Power, Camarillo, California (27 MW)

6-year contract to provide O&M services on a Care, Custody, and Control basis. The combined cycle, cogeneration facility consists of one (1) GE LM2500, one (1) Vogt HRSG, and one (1) steam turbine.

Delta Power, Chino, California (27 MW)

6-year contract to provide O&M services on a Care, Custody, and Control basis. The combined cycle, cogeneration facility consists of one (1) GE LM2500, one (1) Vogt HRSG, and one (1) steam turbine.

Gresik Thermal Plant, Indonesia (42 MW)

3-year contract to provide O&M Technical Support Services. The Combined Cycle, Cogeneration facility, located in Indonesia, consists of three (3) Solar Mars gas turbines and one (1) steam turbine.

HISTORICAL AGREEMENTS

Covanta, Quezon Power (440 MW)

After completing Construction and Commissioning support, PIC successfully completed contract to provide Operations supervisory services from the control room for this coal-fired plant in Mauban, Philippines. The facility consists of one (1) Foster Wheeler boiler operating on sub-bituminous coal.

Tanguisson Power, Guam (52 MW)

Completed 1-year contract to provide O&M services on a Care, Custody, and Control basis. Facility consists of two (2) Combustion Engineering (CE) oil -ired boilers, producing 247,000 lbs/hr of steam at 900^{o}F, and 850 PSIG, and two (2) GE steam turbines.

Aban Power Project, India (103 MW)

Completed contract to provide O&M Management services for a facility in Chennai, India. The combined cycle facility consists of one (1) GE 6FA and one (1) steam turbine.

RECENT EXPERIENCE: ADVANCED GAS TURBINES

St. Charles Power Station, Louisiana

Construction Management and Oversight Services

- MHPS 501J CCGT
- Site Manager/CCGT Consultant Services
- Document Control/Administrative Services
- Engineering Services (Mechanical, Electrical, I&C, Civil/Structural)
- QA/QC Services
- Safety Services
- Start-up and Commissioning Oversight Services

Greensville County Power Station, Virginia

Electrical Commissioning Owner Representative

- MHPS 501J CCGT
- High-voltage switchyards
- Medium-voltage and low-voltage switchgear
- Electric motors and instrumentation

Exelon H Experience Colorado Bend II and Wolf Hollow, Texas

- 2x1 GE 7HA.02 CCGT
- Docs Team wrote the Start-up and Operations procedures
- 43 Systems
- 20,108 Assets
- O&M Team populated all data into CMMS
- Tagged all Assets
- Safety implementation and support

Indeck Niles O&M Agreement, Michigan

- 2x1 GE 7HA.02 CCGT
- Full Care, Custody, and Control
- Contracted, but not operating currently; COD 2nd Quarter 2020