



DRC

EMERGENCY SERVICES

Striking Back.

500 South Australian Boulevard • Suite 600 • West Palm
Beach, FL 33901

(888) 721-4372 • Fax: (504) 482-2852

www.drcusa.com

FL License No. CRC1331307

REQUEST FOR PROPOSAL

Disaster Debris Removal and Management
Services

RFP NO. 12149-885

JUNE 12, 2018 • 2:00PM

ORIGINAL

CITY OF FORT LAUDERDALE

City Hall • Procurement Services Division

100 N. Andrews Avenue • Suite 619

Fort Lauderdale, FL 33301

PREPARE•RESPOND•RECOVER

POINTS OF CONTACT:

Kristy Fuentes, Kfuentes@drcusa.com

John Sullivan, Jsullivan@drcusa.com



7578 15th Ln, • Vero Beach, FL 32966 • (888) 721-4372 • Fax: (504) 482-2852
www.drcusa.com

June 12, 2018

City of Fort Lauderdale City Hall
Procurement Services Division
100N. Andrews Avenue, Suite 619
Fort Lauderdale, FL 33301

Re: Disaster Debris Removal and Management Services
RFP No. 12149-885

Dear Sir or Madam,

DRC Emergency Services, LLC, appreciates the opportunity to present to you and the City of Fort Lauderdale our proposal to provide Disaster Debris Removal and Management Services as required in the above referenced RFP. DRC has the privilege of currently holding this contract with the City of Fort Lauderdale. Recently, DRC was activated in the City of Fort Lauderdale in response to Hurricane Irma; DRC performed the emergency push, sand removal, screening and replacement and debris removal. DRC removed and processed over 370,000 cubic yards of debris in a little over three months.

DRC ES is among the leading disaster management companies in the United States. Our services include emergency debris removal; disaster management – including temporary housing, workforce housing and life support – as well as required FEMA documentation; debris management; right-of-way maintenance; marine debris, salvage and recovery; vehicle and vessel removal and processing; technical assistance and project management; construction and construction management; demolition; and landfill management.

Following Hurricane Ike in 2008, DRC ES established a single-day productivity record for post-disaster debris removal in the City of Houston as recognized by FEMA. DRC ES also holds a 29-year record of 100% federal reimbursement for eligible work performed.

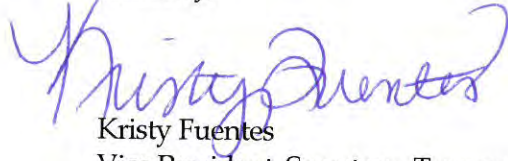
DRC has an office in West Palm Beach, Florida, which is located less than one hour from the City of Fort Lauderdale. Our additional office locations in Galveston, Texas, New Orleans, Louisiana, Semmes, Alabama, and Surf City, North Carolina, provide us with geographical maneuverability along the Gulf Coast, and allow us to continue to provide services to the City of Fort Lauderdale should any location be compromised during a disaster. DRC currently has dozens of reservists and hundreds of subcontractors ready to participate in any response effort. Depending on the size of an event which may strike the City of Fort Lauderdale, DRC will dedicate all necessary manpower and equipment and in no case, will the project be understaffed.

Corporate officers with legal signing authority to bind DRC ES to the terms and conditions of this proposal include: John Sullivan, President; Kristy Fuentes, Vice President/Secretary-Treasurer. Evidence of their authority is attached.

The Point of Contact for the City of Fort Lauderdale is Kristy Fuentes who can be reached at (888) 721-4372, by cell: (504) 220-7682 or by email: Kfuentes@drcusa.com.

This proposal is in all respects fair and in good faith, without collusion or fraud and conforms to the specifications of your RFP. If we may offer any additional information or clarifications, please let us know. Thank you for the opportunity to offer our services and we look forward to working with the City of Fort Lauderdale in the future.

Sincerely,



Kristy Fuentes

Vice President, Secretary, Treasurer

**ACTION IN LIEU OF
A MEETING OF THE
MANAGER OF
DRC EMERGENCY SERVICES, LLC**

This action is taken in accordance with Section 10-12-22 of the Alabama Limited Liability Company Act, as amended (the "Act"), in lieu of a meeting of the sole Manager of DRC EMERGENCY SERVICES, LLC, an Alabama limited liability company (the "Company"), and is made effective as of January 19, 2016.

WHEREAS, Section 4.2 of the Company's Second Amended and Restated Operating Agreement dated January 20, 2016 (as amended, the "LLC Agreement") and the Act permit the Manager of the Company to take the following actions; and

WHEREAS, the undersigned, DRC Equity LLC, constitutes the sole Manager of the Company (the "Manager").

NOW, THEREFORE, the undersigned hereby makes the following resolutions and consents to the following actions in lieu of a meeting of the Manager of the Company:

1. The following persons, in their respective corporate capacities indicated below, are hereby authorized and empowered for the express limited purpose of signing documents for the submission of bids, proposals, offers, responses and other related documents to, any federal, state or local government, including any governmental entity, organization, body, agency, department or political subdivision, for the transaction of business by or on behalf of the Company:

<u>Name</u>	<u>Office/Capacity</u>
John R. Sullivan	President
Kristy Fuentes	Vice President of Business Development, Secretary and Treasurer

2. The officers listed above after giving effect to this written consent are hereby authorized and directed on behalf of the Company to execute and deliver such agreements and instruments, make such filings and give such notices, and take any and all such other actions, and to do or cause to be done, such acts as such officers may deem necessary or advisable to accomplish or otherwise implement the purposes of the foregoing resolutions or to cause the Company to perform its obligations under any of the foregoing.

3. All actions taken by any officer of the Company in connection with any of the transactions contemplated by these resolutions are hereby authorized, approved, ratified and confirmed in all respects.

4. This written consent may be executed in counterparts, and all so executed shall constitute one action notwithstanding that all of the undersigned are not signatories to the original or to the same counterpart. This written consent shall be filed with the minutes of the proceedings of the Manager of the Company.

[SIGNATURE PAGE FOLLOWS]

Dated effective as of the date first written above.

DRC EMERGENCY SERVICES LLC

By: **DRC EQUITY, LLC**
a Texas limited liability company
Its: Manager



By: John R. Sullivan
Its: President

[Consent to Appoint Manager – DRC Emergency Services, LLC (January 2016)]



**STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

**CONSTRUCTION INDUSTRY LICENSING BOARD
1940 NORTH MONROE STREET
TALLAHASSEE FL 32399-0783**

(850) 487-1395

**SMITH, HAMILTON BEVERIDGE
DRC EMERGENCY SERVICES, LLC
6258 MARSHALL FOCH STREET
NEW ORLEANS LA 70124**

Congratulations! With this license you become one of the nearly one million Floridians licensed by the Department of Business and Professional Regulation. Our professionals and businesses range from architects to yacht brokers, from boxers to barbeque restaurants, and they keep Florida's economy strong.

Every day we work to improve the way we do business in order to serve you better. For information about our services, please log onto www.myfloridalicense.com. There you can find more information about our divisions and the regulations that impact you, subscribe to department newsletters and learn more about the Department's initiatives.

Our mission at the Department is: License Efficiently, Regulate Fairly. We constantly strive to serve you better so that you can serve your customers. Thank you for doing business in Florida, and congratulations on your new license!



DETACH HERE

RICK SCOTT, GOVERNOR

KEN LAWSON, SECRETARY

**STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
CONSTRUCTION INDUSTRY LICENSING BOARD**

LICENSE NUMBER	
CRC1331307	

The **RESIDENTIAL CONTRACTOR**
Named below IS CERTIFIED
Under the provisions of Chapter 489 FS.
Expiration date: AUG 31, 2018

**SMITH, HAMILTON BEVERIDGE
DRC EMERGENCY SERVICES, LLC
P.O. BOX 170 P.O. BOX 17017
GALVESTON TX 36608**



**CAN#12-0928
Exhibit 5
Page 6 of 150**

ISSUED: 06/19/2016

DISPLAY AS REQUIRED BY LAW

SEQ # L1606190001450

State of Florida

Department of State

I certify from the records of this office that DRC EMERGENCY SERVICES, LLC is an Alabama limited liability company authorized to transact business in the State of Florida, qualified on July 18, 2005.

The document number of this limited liability company is M05000003946.

I further certify that said limited liability company has paid all fees due this office through December 31, 2014, that its most recent annual report was filed on June 10, 2014, and its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Twenty-seventh day of
January, 2015*



Ken Detmer
Secretary of State

Authentication ID: CU5800449263

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.

<https://efile.sunbiz.org/certauthver.html>



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Detail By Document Number](#) /

Detail by Entity Name

Foreign Limited Liability Company
DRC EMERGENCY SERVICES, LLC

Filing Information

Document Number	M05000003946
FEI/EIN Number	63-1283729
Date Filed	07/18/2005
State	AL
Status	ACTIVE
Last Event	LC AMENDMENT
Event Date Filed	09/29/2015
Event Effective Date	NONE

Principal Address

13 Evia Main
Galveston, TX 77554

Changed: 04/25/2016

Mailing Address

110 VETERANS MEMORIAL BLVD,
SUITE 515
METAIRIE, LA 70005

Changed: 01/31/2018

Registered Agent Name & Address

COGENCY GLOBAL INC.
115 North Calhoun St.
Suite 4
Tallahassee, FL 32301

Name Changed: 10/29/2013

Address Changed: 07/07/2015

Authorized Person(s) Detail

Name & Address

Title Vice President/ Secretary

FUENTES, KRISTY

CAM #18-0923
Exhibit 5

Page 8 of 150

13 Evia Main
Galveston, TX 77554

Title Exec. Vice President/ General Manager

Thormahlen, Kurt
13 Evia Main
Galveston, TX 77554

Title VP

Sullivan, William W
13 Evia Main
Galveston, TX 77554

Title VP

Sullivan, Todd P
13 Evia Main
Galveston, TX 77554

Title President

Sullivan, John R
13 Evia Main
Galveston, TX 77554

Title VP

Stafford, Mark
13 Evia Main
Galveston, TX 77554

Annual Reports

Report Year	Filed Date
2016	04/25/2016
2016	04/28/2016
2017	04/14/2017

Document Images

04/14/2017 -- ANNUAL REPORT	View image in PDF format
04/28/2016 -- AMENDED ANNUAL REPORT	View image in PDF format
04/25/2016 -- ANNUAL REPORT	View image in PDF format
04/29/2015 -- ANNUAL REPORT	View image in PDF format
12/03/2014 -- LC Amendment	View image in PDF format
06/10/2014 -- AMENDED ANNUAL REPORT	View image in PDF format
01/13/2014 -- ANNUAL REPORT	View image in PDF format
10/29/2013 -- Reg. Agent Change	View image in PDF format
01/21/2013 -- ANNUAL REPORT	View image in PDF format
04/11/2012 -- ANNUAL REPORT	View image in PDF format
03/15/2011 -- ANNUAL REPORT	View image in PDF format

10/15/2010 -- REINSTATEMENT	View image in PDF format
03/27/2009 -- ANNUAL REPORT	View image in PDF format
03/13/2008 -- ANNUAL REPORT	View image in PDF format
04/02/2007 -- ANNUAL REPORT	View image in PDF format
08/03/2006 -- ANNUAL REPORT	View image in PDF format
03/16/2006 -- ANNUAL REPORT	View image in PDF format
07/18/2005 -- Foreign Limited	View image in PDF format



THE HARTFORD

KNOW ALL MEN BY THESE PRESENTS,

That we, DRC Emergency Services, LLC
6702 Broadway, Galveston, TX 77554 as Principal,
hereinafter called the Principal, and the Hartford Fire Insurance Company, a corporation created and
existing under the laws of the State of CT, whose principal office is in Hartford, CT,
as Surety, hereinafter called the Surety, are held and firmly bound unto City of Fort Lauderdale, Florida
100 N. Andrews Ave., Suite 619, Fort Lauderdale, FL 33301 as Oblige, hereinafter called the Oblige,
in the sum of Five Percent of the Greatest Amount Bid --

Dollars (\$ 5% G.A.B.),

for the payment of which sum, well and truly to be made, the said Principal and the said Surety, bind ourselves, our heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

Whereas, the Principal has submitted a bid for Disaster Debris Removal and Management Services, RFP No. 12149-885

NOW, THEREFORE, if the Oblige shall accept the bid of the Principal and the Principal shall enter into a contract with the Oblige in accordance with the terms of such bid, and give such bond or bonds as may be specified in the bidding or contract documents with good and sufficient surety for the faithful performance of such contract and for the prompt payment of labor and material furnished in the prosecution thereof, or in the event of the failure of the Principal to enter such contract and give such bond or bonds, if the Principal shall pay to the Oblige the difference not to exceed the penalty hereof between the amount specified in said bid and such larger amount for which the Oblige may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect.

Signed and sealed this 12th day of June A.D. 2018

Attest DRC Emergency Services, LLC (SEAL)

By: Rae Sharp (Principal)
Undersecretary Rae Sharp Vice President/Secretary/Treasurer (Title)

Witness Hartford Fire Insurance Company (SEAL)

By: David T. Miclette (Title)
David T. Miclette Attorney-in-Fact



POWER OF ATTORNEY

Direct Inquiries/Claims to:

THE HARTFORD

BOND, T-12

One Hartford Plaza

Hartford, Connecticut 06155

Bond.Claims@thehartford.com

call: 888-266-3488 or fax: 860-757-5835

KNOW ALL PERSONS BY THESE PRESENTS THAT:

Agency Name: BOWEN MICLETTE & BRITT INS AGY LLC

Agency Code: 46-504809 & 61-613558

- | | |
|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Hartford Fire Insurance Company, a corporation duly organized under the laws of the State of Connecticut |
| <input checked="" type="checkbox"/> | Hartford Casualty Insurance Company, a corporation duly organized under the laws of the State of Indiana |
| <input checked="" type="checkbox"/> | Hartford Accident and Indemnity Company, a corporation duly organized under the laws of the State of Connecticut |
| <input type="checkbox"/> | Hartford Underwriters Insurance Company, a corporation duly organized under the laws of the State of Connecticut |
| <input type="checkbox"/> | Twin City Fire Insurance Company, a corporation duly organized under the laws of the State of Indiana |
| <input type="checkbox"/> | Hartford Insurance Company of Illinois, a corporation duly organized under the laws of the State of Illinois |
| <input type="checkbox"/> | Hartford Insurance Company of the Midwest, a corporation duly organized under the laws of the State of Indiana |
| <input type="checkbox"/> | Hartford Insurance Company of the Southeast, a corporation duly organized under the laws of the State of Florida |

having their home office in Hartford, Connecticut, (hereinafter collectively referred to as the "Companies") do hereby make, constitute and appoint, up to the amount of Unlimited :

Joni Bowen Maness, Kristi Lovett, Ashley Britt, Robert C. Davis, Jennie Goonie, Rita G. Gulizo, Nikole Jeannette, Barry K. McCord, David G. Miclette, David T. Miclette, Tabitha Starkey, Susan Zapalowski of Fort Smith AR, New Orleans LA and of HOUSTON, Texas

their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign its name as surety(ies) only as delineated above by ☒, and to execute, seal and acknowledge any and all bonds, undertakings, contracts and other written instruments in the nature thereof, on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

In Witness Whereof, and as authorized by a Resolution of the Board of Directors of the Companies on May 6, 2015 the Companies have caused these presents to be signed by its Senior Vice President and its corporate seals to be hereto affixed, duly attested by its Assistant Secretary. Further, pursuant to Resolution of the Board of Directors of the Companies, the Companies hereby unambiguously affirm that they are and will be bound by any mechanically applied signatures applied to this Power of Attorney.



John Gray

John Gray, Assistant Secretary

M. Ross Fisher

M. Ross Fisher, Senior Vice President

STATE OF CONNECTICUT

ss. Hartford

COUNTY OF HARTFORD

On this 5th day of January, 2018, before me personally came M. Ross Fisher, to me known, who being by me duly sworn, did depose and say: that he resides in the County of Hartford, State of Connecticut; that he is the Senior Vice President of the Companies, the corporations described in and which executed the above instrument; that he knows the seals of the said corporations; that the seals affixed to the said instrument are such corporate seals; that they were so affixed by authority of the Boards of Directors of said corporations and that he signed his name thereto by like authority.



CERTIFICATE

Kathleen T. Maynard

Kathleen T. Maynard
Notary Public

My Commission Expires July 31, 2021

I, the undersigned, Assistant Vice President of the Companies, DO HEREBY CERTIFY that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is still in full force effective as of June 12, 2018

Signed and sealed at the City of Hartford.



Kevin Heckman

Kevin Heckman, Assistant Vice President

DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES

INITIAL DOCUMENTS

A. PROPOSAL LETTER.....	1
B. SIGNING AUTHORITY	3
C. FLORIDA CONTRACTOR’S LICENSE	5
D. FLORIDA SECRETARY OF STATE LICENSE	6
E. SUNBIZ	7
F. BID BOND.....	10
TAB 1 – TABLE OF CONTENTS	12
TAB 2 – EXECUTIVE SUMMARY	14
A. DRC AS THE MOST EFFECTIVE AND BENEFICIAL CONTRACTOR	14
B. KEY ELEMENTS OF THE PROPOSAL.....	15
C. HISTORY	16
TAB 3 – EXPERIENCE AND QUALIFICATIONS.....	18
A. FINANCIAL STRENGTH AND STABILITY	20
B. RECENT WORK EXPERIENCE	21
C. EXPERIENCE AS PRIMARY CONTRACTOR ON DISASTER MANAGEMENT PROJECTS EXCEEDING \$50,000,000 PER EVENT	29
D. 10 YEAR PAST PERFORMANCE.....	30
E. EXPERIENCE IN SPECIALTY DEBRIS MANAGEMENT.....	42
F. EXPERIENCE WITH FEMA REIMBURSEMENT.....	50
G. KEY PERSONNEL	53
H. PENDING LITIGATION	65
I. BONDING CAPACITY LETTER	67
J. BANK REFERENCE LETTER.....	68
K. RESUMES	69
L. PERSONNEL AND PROJECT EXPERIENCE MATRIX	87
TAB 4 – APPROACH AND SCOPE OF WORK	92
A. RESPOND.....	102
B. RECOVER.....	117
TAB 5 – REFERENCES.....	118
TAB 6 – MINORITY WOMEN MWBE PARTICIPATION.....	119
A. EMPLOYMENT OF LOCAL AND MINORITY CONTRACTORS	119

B. AFFIRMATIVE ACTION/EQUAL OPPORTUNITY POLICY	121
TAB 7 – SUBCONTRACTORS.....	122
TAB 8 – REQUIRED FORMS.....	125
A. BID PROPOSAL CERTIFICATION	126
B. ADDENDUM 1.....	127
C. ADDENDUM 2.....	128
D. ADDENDUM 3.....	129
E. ADDENDUM 4.....	130
F. PRICING.....	131
G. NON-COLLUSION STATEMENT.....	133
H. NON-DISCRIMINATION PROVISIONS OF THE CONTRACT.....	135
I. CONTRACT PAYMENT METHOD BY P-CARD.....	136
J. SAMPLE CERTIFICATE OF LIABILITY INSURANCE	137
K. BLANKET ADDITIONAL INSURED- PRIMARY AND NON-CONTRIBUTORY WITH OTHER INSURANCE.....	138
L. WORKERS COMPENSATION AND EMPLOYERS LIABILITY INSURANCE POLICY	142
M. ADDITIONAL INSURED- OWNERS- LESSEES OR CONTRACTORS- SCHEDULED PERSON OR ORGANIZATION ...	143

This proposal was printed on recycled paper

EXECUTIVE SUMMARY

DRC AS THE MOST EFFECTIVE AND BENEFICIAL CONTRACTOR

The primary mission of DRC Emergency Services, LLC is to provide a professional, honest and immediate response to natural and man-made disasters. Due to the unexpected nature of natural disasters, DRC cannot know how large or small a project may be. DRC services many different clients, all with their own unique needs. In the past, DRC has picked up as little as 170 cubic yards for a single client and over 11 million cubic yards during 39 simultaneous activations. DRC takes pride in our versatility and commitment to provide a professional, honest, and immediate response to jurisdictions of all sizes.

DRC's knowledge and experience of the South Florida market is unrivaled. Specifically following Hurricane Irma DRC was activated in the City of Fort Lauderdale to perform the emergency push, sand removal, screening and replacement and debris removal. DRC removed and processed over 370,000 cubic yards of debris in a little over three months.

In 2004 following the historic landfall of Hurricanes Charley, Frances, Ivan, and Jeanne, DRC responded to 37 simultaneous contract activations in Florida. In 2016 DRC responded to Hurricanes Hermine and Matthew. Most recently for Hurricane Irma, DRC was activated in 26 jurisdictions simultaneously while managing 30 debris management sites. These multi-jurisdiction activations ultimately provided DRC an unparalleled opportunity to establish contacts, deepen our environmental relationships, and develop unique collection and disposal strategies which are exclusively tailored for the Florida market and the challenging logistics of the state. Having managed more than \$150,000,000.00 in Emergency Work and more than 10,000,000 cubic yards of debris Statewide, our capacity to respond and provide unmatched service to the South Florida sets DRC apart, and clearly defines us and the most effective and beneficial choice for the City of Fort Lauderdale.

KEY ELEMENTS OF THE PROPOSAL

- Following Louisiana Severe Storms and Flooding (DR-4277), DRC picked up 1 million cubic yards of debris over the course of 30 days in East Baton Rouge Parish.
- Simultaneously mobilizing, staffing and successfully operating 39 individual projects throughout the Southeastern US valued in excess of two hundred million dollars
- Providing, placing in service and simultaneously utilizing in excess of 4,000 pieces of specialized equipment Maintaining an experienced cadre of over fifty Program and Project Managers
- Establishing a single-day productivity record for post-disaster debris removal as recognized by FEMA in 2008 for collecting 440,000 cubic yards in a single day
- Earning recognition as one of the Top 50 Specialty Contractors by *Engineering News-Record*
- Designing, implementing, managing and financing a 150-mile Gulf of Mexico shoreline protection system in response to the BP oil spill
- Establishing industry standards for total volume recycled by recycling 100% of the volume collected in Houston, TX following Hurricane Ike
- Designing and implementing new standards for moving work zones
- A 29-year record of 100% federal reimbursement for eligible work performed

HISTORY

The company was formed in 1989 in response to Hurricane Hugo. In 2001 the company began operating as DRC Emergency Services, LLC. DRC has responded to numerous natural or man-made disaster events involving hundreds of contracts. DRC has collected over 200 million cubic yards of debris and established industry benchmarks for debris recycling and collection efficiencies. The 2008 hurricane season produced two devastating storms in Hurricane Ike and Hurricane Gustav in which DRC responded in service to 36 separate contracts, including the cities of New Orleans, Houston, and Galveston. DRC recycled 100% of the debris we collected in Houston, TX in the wake of Hurricane Ike, which amounted to over 5 million cubic yards. We also set an industry record for the most debris collected in a single day in 2008 and, according to FEMA officials, the record still stands today.

During the 2004 Hurricane season alone, DRC worked 37 virtually simultaneous, separate contracts performing a total of over \$150,000,000 in emergency work, and recovering over 10,000,000 cubic yards of debris in a four and half month period. In approximately 100 days DRC removed and disposed of approximately 10,000,000 cubic yards of debris. DRC also recovered, screened and restored tens of thousands of cubic yards of displaced sand and debris to restore 15 miles of beaches destroyed in Florida in the aftermath of Hurricane Ivan. During 2005 and 2006, DRC performed work on damages from Hurricanes Katrina, Rita and Wilma from the Florida Keys to Louisiana all the way to Houston, Texas. DRC Emergency Services, LLC possess extensive experience with disaster debris removal and therefore has an excellent understanding of the work to be performed.

Having performed debris operations nearly all of the United States and internationally for over 29 years, DRC takes pride in bringing innovation and professionalism to each project undertaken. We've consistently demonstrated an ability to both self-perform work immediately and engage a network of over 5,000 subcontracting partners. This unique ability means that no matter the location or size of an event, we can respond immediately and effectively.

OFFICE LOCATIONS

DRC has an office in Vero Beach which is located two hours away from the City of Fort Lauderdale. If activated, DRC will set up an office in the City of Fort Lauderdale from which all operations will be managed. DRC has successfully set up an office in the City previously during Hurricane Irma.

DRC Emergency Services, LLC's Senior Emergency Management and Response team is located in New Orleans, Louisiana. DRC has professional staff that has extensive knowledge of and experience in the following: FEMA, FHWA, NRCS, FDOT, and FDEP. Our Controller, Ray Boyer, performs data management within this office. Vice President, Secretary, and Treasurer, Kristy Fuentes, will be assigned to the City's Contract Coordinator. Ms. Fuentes will coordinate with the Contract Coordinator to help with the following:

- Coordinate and approve all work under the contract.
- Resolve any disputes.
- Assure consistency and quality of Contractor's performance.
- Schedule and conduct Contractor performance evaluations and document findings.
- Review and approve for payment all invoices for work performed or items delivered.

Please see below for a list of key personnel assigned to this contract and their office locations.

OFFICE LOCATION	KEY PERSONNEL
Galveston Office (Headquarters) 6702 Broadway Street Galveston, TX 77554	John Sullivan, President Clif Kennedy, Regional Manager

New Orleans Office 110 Veterans Blvd Suite 515 Metairie, LA 70005	Mark Stafford, Vice President of Response and Recovery Kristy Fuentes, Vice President of Compliance and Administration Joe Newman, Vice President of Operations Ray Boyer, Controller Sam Dancer, Project Manager Lisa Garcia, Contracts Manager
Local Office 7578 15th Ln Vero Beach, FL 32966	Jay Gunter, Regional Manager Steve Crawford, Regional Manager

EXPERIENCE AND QUALIFICATIONS



DRC Emergency Services, LLC
7578 15th Ln
Vero Beach, FL 32966
Phone: (888) 721-4372
Fax: (504) 482-2852

For over 29 years, DRC has provided extensive disaster recovery services, environmental services and civil construction to governments and private citizens alike. As a leader in the recovery industry, our passion is helping communities prepare for the worst while being prepared to deliver a rapid response when necessary, all to facilitate the most efficient recovery possible. Setting new industry standards is what our customers have come to expect, and DRC takes pride in our versatility and in our innovative approach to every job. Having successfully completed over \$2 billion in contracts over the last 29 years alone, DRC employs scores of talented professionals ready to satisfy our client's needs. We are proven, and we are ready.

The primary mission of DRC is to provide a **professional, honest, and immediate response** to natural and man-made disasters throughout the world. DRC has developed extensive experience and capabilities in emergency response and recovery over 29 years including, but not limited to:

- Debris Management
- Demolition
- Marine Debris, Salvage, and Recovery
- Vehicle and Vessel Removal and Processing
- Technical Assistance and Project Management
- Temporary Housing, Workforce Housing and Life Support
- Construction and Construction Management
- Landfill Management
- Civil, Heavy, and Recovery Construction
- Oil Spill Response and Mining
- Right-of-way maintenance
- Beach Renourishment
- Canal Bank Stabilization
- Drainage Improvement Projects
- Hazardous Waste Segregation
- Environmental Control
- Traffic Control
- Tree Trimming and Removal
- Emergency Supplies and Support

DRC is capable of handling all or part of any disaster remediation including the FEMA reimbursement process. DRC companies and affiliates have the experience, personnel, and equipment to mobilize immediately and are dedicated to providing professional, cost effective, responsive, high-quality service using our extensive experience and capabilities in emergency response and recovery as our guide.

- Highly Qualified and Experienced Supervisors and Project Managers
- Professional and Knowledgeable Administrative Personnel

- Efficient and Professional Work Crews and Equipment Crews
- Qualified, Experienced, and Licensed Subcontractors and Contract Reservists
- Specialized and Maintained Knuckle-Booms Loaders and Bucket Truck Crews
- Heavy Trucks and Hauling Equipment
- Specialized Attachments and All Necessary Support Equipment

The Point of Contact for the City of Fort Lauderdale is Kristy Fuentes who can be reached at the information above, by cell: (504) 220-7682 or by email: Kfuentes@drcusa.com.

FINANCIAL STRENGTH AND STABILITY

DRC is one of the most financially sound and stable companies in the disaster response industry. With a bonding capacity of over \$150.0 million and access to dedicated cash and credit lines in excess of \$100.0 million, DRC has the ability to manage and complete simultaneous projects without being hindered by a lack of operating capital. During multiple storms seasons over the past decade, DRC operated substantially out of pocket prior to client payment, yet remained fully capable of providing the critical services necessary to complete all contracts.

DRC is managed and operated by the ownership SLSCO, L.P. (SLS), which is a very well-capitalized, privately-held family of companies specializing in disaster response, recovery and restoration. Prior to the acquisition of DRC and throughout its twenty-year history, SLS has never failed to meet an obligation due to financial instability. The ownership of SLS is dedicated to providing and sustaining the capital necessary to allow DRC to remain a leader in the disaster recovery industry.

- DRC is capable of insuring projects of any size, with unlimited key coverage amounts. With the support of SLS, DRC has over \$100.0 million of available working capital and has the financial ability to bid on and perform projects in excess of \$250.0 million.
- DRC has a bonding capacity of over \$150.0 million.
- In 2008, following Hurricanes Ike and Gustav, DRC provided debris removal services for 36 separate and simultaneous disaster management services contracts, including the cities of Houston, Galveston and New Orleans. The total value of these contracts was approximately \$200.0 million.
- In 2005-2006, DRC mobilized, performed and completed a contract valued at over \$100.0 million for the Louisiana Department of Transportation and Development in response to Hurricane Katrina, while performing numerous other projects across the United States.
- During the 2004 hurricane season, DRC worked 37 separate contracts totaling over \$150.0 million in emergency work, recovering over 10.0 million cubic yards of debris in a four-and-a-half-month period. Throughout this period, all subcontractors were paid on a weekly basis regardless of the timing of DRC's receipt of interim client invoice payments.
- DRC has never failed to complete any awarded work, has never defaulted on a contract and has never filed for bankruptcy. The Company has a 100% assignment completion record.

BANKING

Texas Capital Bank
Mike Chryssikos
Senior Vice President
One Riverway, Suite 2100
Houston, TX 77056
(832) 308-7109
michael.chryssikos@texascapitalbank.com

SURETY

Bowen, Miclette & Britt Insurance Agency, LLC
Toby Miclette
Surety Bond Producer, Senior VP
1111 North Loop West, Suite 400
Houston, TX 77046
(713) 880-7109
Tmiclette@bmbinc.com

INSURANCE

McGriff, Seibels & Williams
Rob Harrison
818 Town & Country Blvd., Suite 500
Houston, TX 77024
(713) 940-6544
Rob.harrison@mcgriff.com

RECENT WORK EXPERIENCE

HURRICANE IRMA

In early September 2017, Hurricane Irma made history as the most intense Atlantic hurricane to strike the United States since Katrina in 2005. Hurricane Irma made landfall on the Florida Keys as a category 4 storm and triggered one of the biggest blackouts in U.S. history leaving over 13 million people without power.

DRC met with the Florida Department of Transportation prior to Hurricane Irma's landfall and was pre-staged with Project Managers within 18 Counties including Taylor, Madison, Dixie, Levy, Gilchrist, Lafayette, Suwannee, Hamilton, Columbia, Union, Alachua, Bradford, Baker, Nassau, Duval, Clay, Putnam and St. Johns County. Following Irma, DRC simultaneously activated 8 PUSH contracts within these counties. Additionally, DRC provided food services to Palm Beach Gardens and Coconut Creek, prior to and after landfall.

In the aftermath of Hurricane Irma, FEMA designated 48 counties within Florida as federal disaster areas. The majority of debris created by Hurricane Irma is vegetative debris. To date, DRC has removed over 27,000 hazardous trees within the Cities of Miami and Fort Lauderdale and has reduced over 650,000 cubic yards of vegetative debris, in both jurisdictions combined. DRC operated 4 debris management sites in the City of Fort Lauderdale alone.

DRC was activated in 26 jurisdictions simultaneously while managing 30 debris management sites.

HURRICANE HARVEY



In late August 2017, Hurricane Harvey hit southeast Texas as the first Category 4 hurricane to make landfall in the United States since Hurricane Charley in 2004. Cities on the Southeast Coast of Texas, such as Aransas Pass and Port Aransas, took the brunt of the initial impact of this tremendous storm. DRC provided food, cots and logistical needs to Jefferson County, the City of Pasadena, and the City of Port Arthur prior to landfall and in the initial aftermath of the storm. Seventy-two hours before the storm made landfall, DRC personnel were stationed in Aransas Pass working with officials to form a plan of action. Within 12 hours after the storm hit, DRC was mobilized. In a little over two months, DRC was 90% complete.

As the first major hurricane (Category 3 or above) to make landfall in the United States since Hurricane Wilma in 2005, Hurricane Harvey poured more than 19 trillion gallons of rainwater on the State of Texas causing FEMA to designate 41 counties within Texas as federal disaster areas. According to FEMA, the Houston area experienced 51.88 inches of rain – the largest amount of rainwater to ever be recorded in the continental United States from a single storm. To date, DRC has recovered and reduced over 1,500,000

cubic yards within Harris County and the City of Houston. Additionally, DRC has removed over 15,000 hazardous trees and counting.

DRC was activated in 17 jurisdictions following Hurricane Harvey including the City of Texas City, Port Neches, Nederland, Groves, Humble, Taylor Lake Village, Cleveland, Bellaire, Piney Point Village and Waller County. Additionally, simultaneously ran more than 16 debris management sites during this activation.

2016 HURRICANE MATTHEW

Hurricane Matthew was a very powerful, long-lived and deadly tropical cyclone which became the first Category 5 Atlantic hurricane since Hurricane Felix in 2007. Hurricane Matthew was the thirteenth named storm, fifth hurricane and second major hurricane of the active 2016 Atlantic hurricane season. Before making landfall, the storm weakened in intensity to a Category 3. Matthew wrought widespread destruction and catastrophic loss of life during its journey across the Western Atlantic leaving extensive damage in the coastal counties of the States of Florida, Georgia and the Carolina's.



In the aftermath of the storm, DRC was activated in over 10 jurisdictions on the East Coast of the United States. The minute the winds ceased, our team was in motion leading the way toward recovery in many of the most severely impacted cities. DRC's initial response was in the City of St. Augustine, City of Daytona and the surrounding areas. In Florida, DRC has disposed of over 500,000 cubic yards in Daytona Beach, Ormond Beach, DeLand, Debary, Orange City, St. Augustine, and Sebastian. Operations began on October 7th in most locations and some are still operational.

As Matthew moved up the east coast to the State of North Carolina, DRC was activated in New Hanover County, City of Wilmington, Pender County, Hyde County, Greene County, and North Topsail Beach. DRC used hand labor to comb North Topsail Beach, picking up, recycling, and or disposing of over 200,000 cubic yards of all generated debris. Additionally, DRC was activated in Chatham County by the Georgia Department of Transportation for debris removal and hazardous tree trimming and removal.

To date, DRC has removed approximately 20,000 hazardous trees and collected over 700,000 cubic yards of debris.

2016 HURRICANE HERMINE

Carrying the designation "Florida's First Hurricane in more than a Decade," Hurricane Hermine hit the state's panhandle coast on Friday September 2nd and left a trail of damage and flooding in its wake. After receiving a Presidential "Major Disaster Declaration," DRC was activated to provide debris removal services in two of the most severely impacted counties.

Citrus County was impacted heavily as storm surge waters inundated hundreds of homes, generating more than a thousand tons of residential flood debris, and tens of thousands of cubic yards of vegetation which DRC successfully removed and disposed of in less than 30 days.

Leon County, home of Florida's capital city Tallahassee and one of the most severely impacted Counties in the state activated DRC's contract in a secondary capacity to augment the level of service being provided by their primary provider. DRC assisted in successfully bringing the program to completion by removing and disposing of 14,214.85 cubic yards of debris.

2016 LOUISIANA SEVERE FLOODING DR4277



The flood that affected South Louisiana in August of 2016 caused severe damage to thousands of homes and businesses. DRC Emergency Services mobilized contracts in East Baton Rouge Parish, Lafayette Parish, St. Martin Parish, Ascension Parish, Iberville Parish, Tangipahoa Parish and the Town of Baker La. This event required the use of over three hundred hauling vehicles collecting and processing and/or recycling over 2.5 million cubic yards of construction and demolition debris, over 250 tons of household hazardous waste and thousands of white goods. Many of the projects involved extended R.O.W. work requiring the use of R.O.E. documentation and procedures. In East Baton Rouge, two temporary Debris Management Sites (DMS) were opened and operated to compact and

recycle C&D debris prior to haul out for final disposal. These sites operated with such efficiency that FEMA and the USACE filmed the operation to use in training sessions.

2016 MULTIPLE SEVERE WEATHER EVENTS

The severe weather in March resulted in flooding in all of Louisiana followed by April flooding in Texas. DRC responded to its standby customers in the City of Houston and Harris County, Texas while simultaneously working in Tangipahoa Parish, Louisiana. In Louisiana, the widespread flooding was mapped and prioritized from the air. DRC's crews provided immediate relief to impacted residents by removing water-soaked construction and demolition debris quickly and efficiently. Electronic waste, household hazardous waste and white goods were collected and processed separately.

Tornadoes ravaged Texas and North Carolina in late April and early May. DRC was called upon for debris collection, processing and disposal in Smith County, Texas via a TXDOT contract and in New Hanover, N.C. by way of a "standby" contract.

2016 SNOW STORM JONAS

The days of January 22nd through the 24th 2016 saw a blanket of snow across the Mid -Atlantic States primarily in areas unaccustomed and ill-prepared to deal with such massive quantities. Many areas experienced an accumulation in excess of three feet which caused a suspension of municipal services and massive cancellations of business operations.

DRC's response team established operations in Washington D.C. on the evening of the 22nd and began mobilizing equipment and manpower in assistance to the Maryland Highway Authority, the Maryland Department of General Services, Prince Georges County, Maryland, the City of Baltimore and Loudoun County Virginia. Operations continued twenty-four hours per day for ten days which required two operators per piece of equipment and around the clock management and support personnel. As a result of DRC's quick response, a long-term contract was secured with one of the tasking jurisdictions.

2015 LOUISIANA STORM EVENT

Following the April 2015 event, DRC was activated in response to Straight line winds affecting the City/Parish of East Baton Rouge. In as little as 30 days, crews had scoured the city and returned it to its pristine state. All of the debris

collected was quickly processed by grinding and ultimately recycled and used as fuel. DRC emergency Services also responded with adequate resources to Ascension Parish for an efficient and timely debris removal and recovery process.

2015 TEXAS FLOOD EVENT

DRC was activated under its existing City of Houston “Standby” contract to collect approximately 250,000 cubic yards of mostly construction and demolition debris. Additionally, DRC was tasked with tracking this debris from “cradle to grave” with an emphasis on recycling.

*“Thanks to you all for being
EXTREMELY helpful and responsive!!!” -
Brant Gary, Director of Public Works,
City of Bellaire Texas*

The City of Bellaire also activated DRC under an existing Standby contract in response to the historic floods in May of 2015. While the volume produced in Bellaire was not significant, DRC mobilized rapidly to return the city to a normal state. Additionally, DRC responded to the needs of the Texas Department of Transportation by performing tree and debris removal with the Houston District as required by the department.

2014 ICE STORMS

The winter of 2014 wreaked havoc on the eastern seaboard. DRC’s initial work began in Richmond, Virginia supporting the City with ice and snow removal on several occasions in the months of December and January. On February 10, 2014, Ice storm Pax impacted the States of North Carolina, South Carolina and Georgia. DRC Emergency Services’ contract with the South Carolina Department of Transportation was activated in preparation of the event and as soon as weather permitted, DRC’s crews began clearing roadways. This event damaged and destroyed millions of trees throughout the State of South Carolina. The South Carolina Department of Transportation contracted DRC to cut, remove and transport vegetative debris in 8 counties, totaling over 12,000 miles of roadway clearing and the trimming of over 225,000 trees. DRC managed and operated over 15 Debris Management Sites reducing and recycling over 1.5 million cubic yards of debris. Simultaneously, DRC’s contracts in North Carolina, were activated in New Hanover County, Pender County, the City of Wilmington for debris removal and reduction of approximately 400,000 cubic yards of debris. The winter of 2014 ended with a late ice storm in the first week of March in the State of North Carolina. In response to the damage caused by this storm, DRC was contracted by the City of Thomasville and the City of Archdale.



2013 MIDWESTERN TORNADO OUTBREAK

Beginning on May 20, 2013 and lasting nearly a week, severe thunderstorms that produced numerous devastating tornadoes swept through Texas, Oklahoma, Kansas and Missouri before moving on to the northeastern states. Widespread damage was reported, mainly throughout Oklahoma and Missouri. In response to these damaging tornadoes, DRC was contracted to perform debris removal and disaster recovery services in the City of Oklahoma City, Pottawatomie County, Oklahoma and St. Charles County, Missouri.

2012 SUPER STORM SANDY



On October 29th of 2012, Super Storm Sandy made landfall over Northeastern United States, primarily affecting the States of New York and New Jersey. Its storm surge flooded streets, tunnels and subways and damaged and destroyed thousands of homes. DRC was hired to remove debris from the New York DOT roads on Long Island in Suffolk and Nassau Counties. In New Jersey, we were hired to clean up Piscataway.

2012 HURRICANE ISAAC

On August 29th of 2012, Hurricane Isaac made landfall over Southeastern Louisiana. This slow-moving storm spent nearly 48 hours pummeling the area with hurricane force winds, and also brought with it a significant storm surge. DRC was activated by 9 of our clients in Louisiana, including St. Charles Parish, New Orleans, East Baton Rouge Parish, St. John Parish, Jefferson Parish and the LADOTD. DRC responded to each of these activations immediately and independently.

2011 TORNADO OUTBREAK

In early April 2011, a severe weather event culminated in easily the most prolific, active month for tornados on record. These tornados followed an unprecedented outbreak that had already affected much of the South East. DRC was contracted by more than five separate entities to perform debris removal services for more than 25 separate contracts. Some of the entities included the North Carolina Department of Transportation, the Alabama Department of Transportation, the Alabama Department of Conservation and Natural Resources, the City of Birmingham, USACE in Joplin, Missouri, as well as various other small cities and townships.

2011 FEMA SITE DEVELOPMENT

Beginning in the later part of 2011, DRC broke ground on a Site Development project for the USACE in Minot, North Dakota. Thus far, work has consisted of developing a portion of the site, located in the northeast corner of Minot, for the installation of FEMA temporary group housing. This project has required constant coordination between several different agencies including FEMA, the USACE, and officials with the State of North Dakota as well as local utilities' representatives. Topsoil stripping, grading, excavation, sanitary sewer and water line services, and electrical power and services are just a few examples of DRC's responsibilities with this project.



DRC successfully performed in several contracts that were directly related to the oil spill in the Gulf of Mexico which flowed for three months in 2010. The company's depth of knowledge with debris handling in ecologically sensitive environments was a significant asset and provided the ability to be intimately familiar with the placement, management, and removal of oil containment boom. Personnel in this company had a personal interest in protecting the Gulf Coast as they were among the affected residents. During this time, DRC was successfully classified as an Oil Spill Removal Organization (OSRO) by the United States Coast Guard. The company met several classifications which were listed on the OSRO Classification Matrix. Participation in this program allowed DRC to provide professionally recognized services to Escambia County, Florida as well as Plaquemines Parish, Terrebonne Parish, and Lafitte Parish, Louisiana.

THE HURRICANE SEASON OF 2009

Despite the unusual lull in hurricane activity for the 2009 hurricane season, DRC remained very much involved in the disaster remediation industry. DRC performed services for approximately 23 contracts that ranged from various types of debris removal to structural and slab demolition. In January of 2009, DRC responded with services and resources in a project funded by the Texas GLO that included debris removal and vessel recovery. The Texas GLO requested assistance for the removal of marine debris that was generated as a result of Hurricane Ike in 2008. These services were performed in Trinity, Galveston, East and West Bay and have an approximate contractual value of \$22,703,700.00. DRC also provided services for areas such as Kentucky and Arkansas that were ravaged by severe ice storms. These services are valued at approximately \$11,157,132.02. Also included in DRC's list of 2009 projects were residential demolition, structural and slab demolition, and barge removal. These contracts, performed for governmental agencies ranging from the Texas GLO to the town of North Topsail Beach, North Carolina, are all currently estimated at \$43,285,257.75.

HURRICANES GUSTAV AND IKE

While DRC was actively responding to fifteen separate Louisiana contracts, Hurricane Ike struck the Texas Coast near Galveston. Our response was immediate, already having project managers imbedded in Emergency Operation Centers in each of our contracted jurisdictions throughout the impacted area. In Galveston, DRC provided meals to Government workers for weeks by utilizing our mobile kitchen. Tidal surge flooded much of the Island Community. DRC established massive DMS sites where construction and demolition debris was hauled in and separated into various categories (wood, metals, HHW, white goods, sheet rock, tires, batteries, oils etc.) and the process of recycling, compaction and reduction began. Surveys taken by Government officials showed that greater than ninety percent of all residents were more than satisfied with the efforts of DRC.

In Houston, America's fourth largest metropolitan area, DRC responded with more than two-thousand pieces of rolling stock and yellow iron. In just ninety days, DRC collected more than 5.6 million cubic yards of debris from the City of Houston alone. A mandate from Mayor Bill White called for recycling of all debris collected in the City. With a partnership with Allied Services, all the woody debris was reused or recycled.

During this event, DRC established a record that stands today by collecting 440,000 cubic yards of debris in a single day.

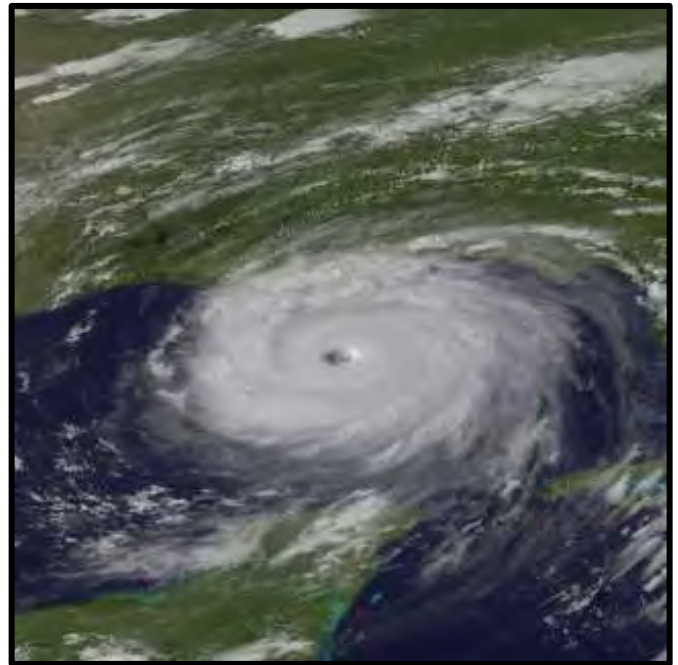
Work continued for the Texas General Land Office as DRC contracted to remove sunken vessels and debris from four major bays and waterways in the affected area. Side scan sonar was used to identify targets in advance and in combination with a well-designed implementation plan, the complete marine operation was concluded in just over thirty days.

In total, DRC successfully staffed, financed and managed thirty-nine virtually simultaneous contracts in Louisiana and Texas setting benchmarks for productivity and creative operating techniques along the way.

HURRICANES KATRINA, RITA AND WILMA

During 2005, DRC performed work from the devastation caused by Hurricanes Katrina, Rita and Wilma. The affected area spanned from the Florida Keys to Louisiana and all the way to Houston, Texas. In Louisiana, DRC performed work for the State that included a car and vessel removal, remediation, notification and recycling program. This program involved the removal of abandoned cars and vessels Statewide to aggregation sites operated by DRC. Protocol called for multiple legal notifications to the owners and the coordination with private insurance. Additionally, complete remediation was performed on each unit and ultimately the vehicles were recycled and auctioned with the proceeds reverting back to the State of Louisiana.

The Louisiana Department of Transportation and Development contracted with DRC to provide Debris Management for all of South Louisiana where more than thirty Parishes were affected. This program called for the establishment and operation of fifteen or more debris management sites where several million cubic yards of collected debris was processed and prepared for recycling, waste to energy or disposal.



In Plaquemines Parish Louisiana, DRC performed vast amounts of marine debris removal, silt removal from all of the Parish's numerous drainage canals and rapid repair to its Government buildings.

In New Orleans, DRC began a massive commercial and residential demolition project that is still operating today.

While work was being performed in Louisiana, DRC's operations in Florida included debris collection, processing, disposal and reuse in many major jurisdictions in South Florida including Miami and Miami Dade. In Monroe County Florida (Florida Keys), DRC performed debris removal which involved difficult task of siting and operating debris management sites in extreme environmentally sensitive locations. These temporary sites required lined portions in order to temporarily store HHW and other potentially hazardous substances.

A separate contract called for the removal of sunken and abandoned vessels, and the processing and disposal of these retrieved vessels all in an ecologically sensitive area.

"I cannot recommend them more highly. We certainly don't relish the possibility of another difficult storm season, but know that DRC will be there to meet all challenges imposed."

– George Garrett, Sr.

Director of Marine Resources and GIS Services, Monroe County, Florida

HURRICANES FRANCES, CHARLEY, IVAN AND JEANNE

During the 2004 Hurricane season, DRC responded to four sequential events (Frances, Charley, Ivan and Jeanne) by working 37 simultaneous, separate contracts. This work totaled over \$150,000,000 and DRC recovered, processed and disposed of over 10,000,000 cubic yards of debris in a three and half month period. DRC also recovered, screened and restored tens of thousands of cubic yards of displaced sand and debris in a successful effort to restore 15 miles of

Florida beaches destroyed in the aftermath of Hurricane Ivan. These projects spanned the entire State of Florida and required extreme quantities of manpower and equipment. In conjunction with these events, DRC operated a twenty four hour a day data processing center where tens of thousands of load tickets were continuously processed. Additionally, more than one hundred subcontractors provided services to DRC during these events including a significant number of local subcontractors as prescribed by the Robert T. Stafford Act.

**EXPERIENCE AS PRIMARY CONTRACTOR ON DISASTER MANAGEMENT PROJECTS
EXCEEDING \$50,000,000 PER EVENT**

YEAR	EVENT	TOTAL CONTRACT AMOUNT
2017	Hurricane Maria	\$59,000,000 <i>Work in Progress</i>
2017	Hurricane Irma	\$52,000,000 <i>Work in Progress</i>
2017	Hurricane Harvey	\$78,000,000 <i>Work in Progress</i>
2008	Hurricane Ike	\$169,987,496.19
2005	Hurricane Wilma	\$50,849,164.23
2005	Hurricane Katrina	\$1,135,959,330.56

10 YEAR PAST PERFORMANCE

2017	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
November	DTOP-Puerto Rico	Hurricane Maria Debris Removal (DR-4339)	Work in Progress
October	Miami-Dade County, FL	Site Management and Reduction of Temporary Debris Storage and Reduction Site - Hurricane Irma (DR-4337)	Est. \$5,000,000
October	North Miami Beach, FL	Debris Management and Reduction - Hurricane Irma (DR-4337)	Est. \$1,100,000
October	Monroe County, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$8,900,000
September	Florida Department of Environmental Protection	Marine Debris Removal - Hurricane Irma (DR-4337)	Work in Progress
September	Brunswick, GA	Debris Removal - Hurricane Irma (DR-4338)	Est. \$470,000
September	Orlando, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$490,000
September	South Pasadena, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$10,000
September	Piney Point Village, TX	Debris Removal - Hurricane Harvey (DR-4332)	Est. \$21,000
September	Debarry, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$981,000
September	Inverness, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$98,000
September	Indian Creek Village, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$ 143,000
September	Bellaire, TX	Debris Removal - Hurricane Harvey (DR-4332)	Est. \$1,100,000
September	Pembroke Pines, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$19,450
September	Daytona Beach, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$ 816,000
September	Surfside, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$ 104,000
September	Orange City, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$ 428,000
September	St. Augustine, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$312,000
September	DeLand, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$1,200,000
September	Redington Beach, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$5,000
September	Waller County, TX	Debris Removal - Hurricane Harvey (DR-4332)	Est. \$ 27,000
September	Cleveland, TX	Debris Removal - Hurricane Harvey (DR-4332)	Est. \$4,000
September	Doral, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$ 48,800
September	Cutler Bay, FL	Emergency Cut & Toss - Hurricane Irma (DR-4337)	Est. \$ 98,500
September	Fernandina Beach, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$805,000
September	Coconut Creek, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$1,300,000
September	Largo, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$525,000
September	Fort Lauderdale, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$6,400,000

September	Citrus County, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$ 1,650,000
September	North Miami, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$2,400,000
September	Miami, FL	Debris Removal - Hurricane Irma (DR-4337)	Est. \$7,700,000
September	FDOT - District 2	Emergency Cut & Toss - Hurricane Irma (DR-4337)	Est. \$785,000
September	Coconut Creek, FL	Food Activation - Hurricane Irma (DR-4337)	Project Closeout in Progress
September	Palm Beach Gardens, FL	Food Activation - Hurricane Irma (DR-4337)	Project Closeout Progress
September	Taylor Lake Village, TX	Debris Removal - Hurricane Harvey (DR-4332)	Est. \$18,000
September	Humble, TX	Debris Removal - Hurricane Harvey (DR-4332)	Est. \$126,000
August	Groves, TX	Debris Removal - Hurricane Harvey (DR-4332)	Est. \$ 719,000
August	Nederland, TX	Debris Removal - Hurricane Harvey (DR-4332)	Est. \$195,000
August	Port Neches, TX	Debris Removal - Hurricane Harvey (DR-4332)	Est. \$72,000
August	Port Arthur, TX	Debris Removal - Hurricane Harvey (DR-4332)	Est. \$52,000
August	Harris County, TX	Debris Removal - Hurricane Harvey (DR-4332)	Est. \$33,500,000
August	Texas City, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$217,981.17
August	Houston, TX	Debris Removal - Hurricane Harvey (DR-4332)	Work in Progress
August	TXGLO, TX	Beach Restoration - Hurricane Harvey (DR-4332)	Est. \$320,000
August	Jefferson County, TX	Debris Removal - Hurricane Harvey (DR-4332)	Est. \$4,500,000
August	City of Port Aransas, TX	Debris Removal - Hurricane Harvey (DR-4332)	Work in Progress
August	City of Aransas Pass, TX	Debris Removal - Hurricane Harvey (DR-4332)	Work in Progress
August	City of Pasadena, TX	Food Services - Hurricane Harvey (DR-4332)	Project Closeout Progress
March	Chambers County, TX	Building Restoration as a result of a Tornado	\$3,400.00
January	Assumption Parish, LA	Removal of C&D from DMS - February 2016 Tornado	\$94,646.55
2016	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
November	Greene County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$160,943.04
November	GDOT - Chatham County	Emergency Routine Maintenance - Hurricane Matthew (DR-4284)	\$1,393,613.05
November	Pender County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$1,162,119.60
October	Sebastian, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	\$387,820.47
October	Hyde County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$344,248.99
October	North Topsail Beach, NC	Disaster Debris Removal and Disposal (Push& Load & Haul Operations) - Hurricane Matthew (DR-4285)	\$148,682.78
October	New Hanover County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$899,548.29
October	City of Wilmington, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$929,414.68

October	City of Debary, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	\$253,680.85
October	City of Ormond Beach, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	\$2,553,510.44
October	City of DeLand, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	\$505,777.85
October	Orange City, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	\$115,245.54
October	City of Daytona Beach, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	\$3,861,220.75
October	City of St. Augustine, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	\$856,579.69
September	Leon County, FL	Debris Removal - Hurricane Hermine (DR-4280)	\$1,591,250.93
September	Citrus County, FL	Debris Removal - Hurricane Hermine (DR-4280)	\$200,846.00
August	East Baton Rouge Parish/City of Baton Rouge, LA	Disaster Debris Removal and Disposal - Louisiana Severe Storms and Flooding (DR-4277)	\$35,000,000.00
August	Ascension Parish, LA	Disaster Debris Removal and Disposal - Louisiana Severe Storms and Flooding (DR-4277)	\$5,903,607.61
August	Lafayette Parish, LA	Disaster Debris Removal and Disposal - Louisiana Severe Storms and Flooding (DR-4277)	\$975,792.64
August	Tangipahoa Parish, LA	Disaster Debris Removal and Disposal - Louisiana Severe Storms and Flooding (DR-4277)	\$468,387.73
August	St. Martin Parish, LA	Disaster Debris Removal and Disposal - Louisiana Severe Storms and Flooding (DR-4277)	\$64,622.94
August	City of Baker, LA	Disaster Debris Removal and Disposal - Louisiana Severe Storms and Flooding (DR-4277)	\$413,150.33
August	Iberville Parish/City of St. Gabriel, LA	Disaster Debris Removal and Disposal - Louisiana Severe Storms and Flooding (DR-4277)	\$66,153.72
August	Coastal Water Authority Houston, TX	Lake Houston Dam Debris Removal and Road Restoration	Work in Progress \$1,624,328.13
June	City of Desoto, TX	Meadow Creek Park Remediation Resulting - May Tornado	\$1,030,62.00
June	Caldwell Parish, LA	March 2016 Flood - Louisiana Severe Storms and Flooding (DR-4263)	\$16,401.60
June	St. James Parish, LA	Haul Out - February 2016 Tornado	\$91,104.64
June	Parish of East Baton Rouge/City of Baton Rouge, LA	May 2016 Wind Event	\$198,105.72
May	Texas Department of Transportation – Smith & Cherokee County	Debris Removal - April 2016 Tornado	\$558,910.69
May	New Hanover County, NC	Debris Removal - May 2016 Tornado	\$41,351.56
April	Texas Department of Transportation – Hunt County	On-Call Tree Trimming	Maintenance Contract
April	Harris County, TX	Debris Removal - Texas Severe Storm and Flooding DR-4269	\$504,198.86
April	City of Houston, TX	Debris Removal - Texas Severe Storm and Flooding DR-4269	\$2,728,745.37
April	Texas Department of Transportation – Denton County	Tree Trimming & Tree and Brush Removal	Maintenance Contract
March	Tangipahoa Parish, LA	Debris Removal - Louisiana Severe Storms and Flooding (DR-4263)	\$72,224.79
February	Texas Department of Transportation – Hill County	Tree Trimming and Removal	Maintenance Contract
January	Prince George's County, MD	Snow Removal - Winter Storm Jonas	\$179,188.75
January	Loudon County, VA	Snow Removal - Winter Storm Jonas	\$223,113.50
January	Maryland Department of General Services	Snow Removal - Winter Storm Jonas	\$12,440.00

January	City of Baltimore, MD	Preston Road Complex Snow Removal - Winter Storm Jonas	\$122,550.00
January	State of Maryland - Highway Authority	Snow Removal - Winter Storm Jonas	\$465,500.00
January	State of Louisiana Sand Activation	Delivery of Sand to Krotz Springs, LA	\$28,991.76
January	Texas Department of Transportation - McLennan County	Tree Trimming and Removal	Maintenance Contract
2015	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
October	Ethyl Road Industrial Park, LLC	Pond Dewatering	Est. \$136,298
October	East Baton Rouge, LA Housing Authority	Turner Plaza Demolition-Building 6	\$187,523.53
August	Alabama Department of Transportation - District 2, Tuscaloosa Area	Tree Trimming and Removal	Maintenance Contract
July	Jackson County, MS	Landfill Services for Chipping, Grinding, Hauling, and Disposal of Vegetative Debris	\$67,200.00
July	St. Louis County, MO	Tree Removal	Maintenance Contract
June	Texas Department of Transportation - Waller and Montgomery County	Disaster Debris Removal and Disposal - Texas Severe Storm and Flooding (DR-4269)	\$87,304.60
May	City of Bellaire, TX	Disaster Debris Removal and Disposal - Texas Severe Storm and Flooding (DR-4269)	\$12,926.87
May	City of Houston, TX	Disaster Debris Removal and Disposal - Texas Severe Storm and Flooding (DR-4269)	\$1,931,956.44
May	City of Houston, TX	Base Camps - Texas Severe Storm and Flooding (DR-4269)	\$7,142.00
May	Parish of East Baton Rouge, LA	Disaster Street Clearing Debris Collection, Removal, Processing, Disposal and Management Services	\$815,867.76
April	Ascension Parish, LA	Storm Cleanup - Monday, April 27, 2015 Weather System	\$60,000
April	Castlerock Communities, LP Houston, TX	Goose Creek Landing - Detention Pond Clearing & Section 1 Clearing	\$123,664.00
March	City of Corpus Christi, TX	Master Channel 31 Drainage Channel Excavation	\$878,176.52
February	New Caney Defined Benefits Area MUD Within the City of Houston ETJ in Montgomery County, TX	Phase 2 Clearing and Grubbing	\$618,286.08
January	Harris County, TX	Expansion of James Driver Park Phase One	Work in Progress \$1,506,550.65
2014	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
December	Texas Department of Transportation - Smith County	Tree Removal	Maintenance Contract
November	Brazos County, TX	Tree Trimming and Removal	\$118,366.25
October	Harris County, TX	South Richey Storm Water Detention Basin Excavation	Work in Progress \$5,395,557.23
August	Alabama Department of Transportation - 2 nd Division District 3	Tree Trimming/Canopy Removal- District 3	\$115,842.50
August	Jefferson Parish, LA Public Works	Stumps and Root Mass Grinding	Maintenance Contract
July	City of Athens, AL	Grinding and Disposal of April 28, 2014 Storm Debris/Green Waste	\$65,552.00
July	Hyde County, NC	Debris Management Services - Hurricane Arthur	\$8,750.00
July	Houston Parks Board	Bayou Greenways Tree pruning and Forestry-Maintenance Contract	Maintenance Contract
July	City of Shreveport, LA	Cross Lake Dam Embankment Vegetation Removal	\$227,287.26

July	City of Center Point, AL	Demolition and Cleanup	\$34,911.00
July	City of Archdale, NC	Winter Storm Debris Easement Removal	\$141,000.00
July	City of Jonesboro, AR	Debris Removal	\$280,000.00
May	City of Archdale, NC	Winter Storm Debris Removal	\$147,203.50
May	Gulf Breeze, FL	Emergency Debris Removal - April Rain Event	\$108,995.46
May	Okaloosa, FL	Emergency Debris Removal	\$5,816.78
April	Thomasville, NC	Debris Removal and Disposal, Debris Management, and Debris Clearance	\$473,222.69
March	City of New Orleans, LA	Strategic Demolitions for Economic Recovery	\$6,685,950.00
February	New Hanover, NC	Emergency Response, Management, and Recovery	\$1,146,756.55
February	Wilmington, NC	C&D Debris Removal and Vegetative Debris Removal and Disposal	\$1,555,223.85
February	Pender County, NC	Debris Management and Site Disposal	\$66,447.07
February	South Carolina Department of Transportation	Clearing Roads, ROW, Debris Hauling due to a hurricane/storm event	\$44,233,669.57
January	Richmond, VA	Snow Removal Services	\$36,855.00
January	Louisiana Department of Transportation and Development - Webster Parish	Tree Removal in Webster Parish	\$458,785.00
2013	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
December	Port St. Lucie, FL	Canal Bank Stabilization Improvements (3 Segments)	\$4,022,930.54
September	Louisiana Department of Transportation and Development - Bienville Parish	I-20 Tree Removal in Bienville Parish	\$348,053.00
July	St. Louis County, MO	Tree Removal & Stump Grinding	Maintenance Contract
June	St. Charles County, MO	Emergency Storm Debris Removal - Midwest Tornado Outbreak	\$923,105.33
June	Bridgeton, MO	Emergency Storm Debris Removal - Midwest Tornado Outbreak	\$38,918.81
June	Pottawatomie County, OK	Emergency Storm Debris Removal - Midwest Tornado Outbreak	\$418,256.75
June	City of Oklahoma City, OK	Emergency Storm Debris Removal - Midwest Tornado Outbreak	\$1,873,206.11
May	Terrebonne Parish Consolidated Government	St. Louis Bayou Cleanout	\$924,950.00
April	Ocean City, NJ	Marine Debris Removal - Super Storm Sandy Subcontractor to Zehender Disaster Relief, LLC	\$512,750.50
2012	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
November	Piscataway, NJ	Debris Removal - Super Storm Sandy	\$1,498,637.31
November	New York Department of Transportation - Nassau County	Debris Removal - Super Storm Sandy	\$5,190,263.72
November	New York Department of Transportation - Suffolk County	Debris Removal - Super Storm Sandy	\$8,224,716.15
November	New York Department of Transportation - Suffolk County	Debris Removal - Super Storm Sandy	\$3,607,542.53
November	Harford County, MD	Debris Removal - Super Storm Sandy	\$29,671.63
September	Ascension Parish, LA	Debris Removal - Hurricane Isaac	\$279,364.17

September	Louisiana Department of Transportation and Development – District 62	Debris Removal - Hurricane Isaac	\$913,039.39
September	Mandeville, LA	Debris Removal - Hurricane Isaac	\$465,759.22
September	St. John the Baptist, LA	Debris Removal - Hurricane Isaac	\$2,919,975.96
September	Jefferson Parish, LA	ROW Debris Removal - Hurricane Isaac	\$1,713,925.30
September	East Baton Rouge, LA	Disaster Management - Hurricane Isaac	\$2,474,520.78
September	St. Charles Parish, LA	Debris Removal - Hurricane Isaac	\$506,673.33
August	Jefferson Parish, LA	ROW Debris Removal - Hurricane Isaac	\$64,402.51
August	City of New Orleans, LA	Debris Removal - Hurricane Isaac	\$2,576,871.94
August	Downtown Development District – New Orleans, LA	Debris Removal - Hurricane Isaac	\$14,858.79
August	State of Louisiana	Mass Feeding - Hurricane Isaac	\$23,750.00
August	State of Louisiana	Catering Services - Hurricane Isaac	\$21,030.00
August	State of Louisiana	Delivered MRE's to Kenner, LA - Hurricane Isaac	\$4,604.64
August	State of Louisiana	Sand Delivery - Hurricane Isaac	\$19,680.00
August	Florida Department of Transportation – District 7	Cut and Toss Contract Z7023 - Hurricane Isaac	\$17,550.00
July	St. Clair County, AL	PWB #29 Shoal Creek Extension	\$188,864.00
July	VDEM	Logistics / Emergency Supplies	\$96,911.80
July	Corpus Christi, TX	Brush Collection	\$249,070.83
June	Matthews County, VA	Logistics / Emergency Supplies	\$13,109.00
May	Corpus Christi, TX	Debris Removal	\$482,331.96
May	Moody, AL	Storm Debris Removal	\$69,375.00
May	Limestone County, AL1	Waterway Debris Removal	\$164,605.02
May	St. Clair County, AL	Shoal Creek Debris Removal	\$682,000.00
May	St. Clair County, AL	Kelly Creek Debris Removal	\$173,782.00
April	Tuscaloosa, AL	Forest Lake Debris Removal	\$142,817.00
March	Pendleton County, KY	Tornado debris removal from county road right of ways	\$144,039.22
March	Lafayette Consolidated Government	Emergency Disaster Debris Removal - March 2012 Floods	\$52,767.84
February	Center Point, AL	Disaster Debris Removal, Reduction & Disposal for - January 2012 Tornadoes	\$458,260.06
January	Tuscaloosa, AL	Structural demo, Debris removal and Site cleanup	\$1,369,153.80
2011	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
December	Burgaw, RI	Grinding/Chipping at Site	\$18,620.00
November	Barrington, RI	Tub Grinding at Town Compost Site	\$81,956.92

October	Houston, TX	Debris Removal in City Parks and ROW's	\$3,783,080.94
September	Southern Shores, NC	Debris Removal - Hurricane Irene	\$240,643.61
September	Pamlico County, NC	Veg and C&D Debris Removal - Hurricane Irene	\$1,383,586.23
September	New Hanover County, NC	Veg and C&D Debris Removal and Disposal - Hurricane Irene	\$278,255.70
September	Virginia Department of Transportation - Ashland Residency	L & H Debris Removal - Hurricane Irene	\$4,498,736.62
September	Richmond, VA	Disaster Recovery Services - Hurricane Irene	\$895,762.35
September	Pender County, NC	Site Management at Rocky Pt Convenient / Morris Tract in homestead	\$42,897.68
September	Cranston, RI	Debris Removal - Hurricane Irene	\$1,209,413.46
September	Narragansett, RI	Debris Removal - Hurricane Irene	\$47,826.23
September	Calvert County, MD	L & H Debris Removal - Hurricane Irene	\$143,659.44
September	USACE-Minot, ND	Mobile Home Group - Site Development	\$9,367,899.71
September	North Topsail Beach, NC	Debris Removal - Hurricane Irene	\$4,950.00
September	Cumberland, RI	Debris Removal - Hurricane Irene	\$53,440.00
September	Providence, RI	Debris Removal - Hurricane Irene	\$209,399.00
September	Rhode Island Department of Transportation	Debris Removal - Hurricane Irene	\$17,864.50
August	Holmes County, MS	Debris Removal - 2011 Tornadoes	\$36,515.94
August	VDEM	Logistic/Life Support Services due to Hurricane Irene: Portable Showers & Toilets, Bottled Water, Fuel, Generators, Reefer Trucks	\$514,000.00
August	Harford County, MD	Provided Roll Off containers due to Hurricane Irene	\$66,012.00
August	St. Mary's County, MD	Push / Load and Haul Debris Removal - Hurricane Irene	\$855,323.40
August	Havelock, NC	Debris Removal, Land H - Hurricane Irene	\$213,132.34
August	Suffolk, VA	Emergency Push - Hurricane Irene Subcontractor to TME	\$828.00
August	Virginia Department of Transportation - Hampton Road District	Debris Removal - Hurricane Irene	\$7,701,214.94
July	Durant, MS	Veg Debris Removal, Hauling & Disposal - 2011 MS tornado	\$146,745.80
June	City of Birmingham, AL	Debris Removal - April Tornado	\$967,820.03
June	Alabama Department of Transportation - Division 3, Jefferson County	Debris Removal - April Tornado	\$260,979.00
June	Alabama Department of Transportation - Division 3, Shelby County	Removal and Disposal of Storm Debris and Damaged Trees - April Tornado	\$1,688.89
June	Alabama Department of Transportation - Division 3, St. Clair County	Removal and Disposal of Storm Debris and Damaged Trees - April Tornado	\$212,836.34
June	Alabama Department of Transportation - Division 3, Blount County	Removal and Disposal of Storm Debris and Damaged Trees - April Tornado	\$3,255,622.52
June	Plaquemines Parish, LA	Provision of temporary correctional training facility	\$2,049,081.42
June	Clay County, MS	Removal and Disposal of Storm Debris and Damaged Trees	\$47,150.10
June	City of New Orleans, LA	FEMA Demolition Program - Hurricanes Katrina & Rita	\$2,860,893.60

May	Fultondale, AL – Jefferson County	Debris Removal - April Tornado	\$985,685.26
May	Calhoun County, AL	Debris Removal - April Tornado	\$4,652,742.66
May	East Baton Rouge, LA	Recreation and Park Commission Central Community Sports Park - Recreation Facility Construction	\$2,768,672.22
May	City of Trussville, AL	Debris Removal - April Tornado	\$99,620.38
May	Alabama Department of Transportation – Division 1 District 4 (AL 69 and 79 Marshall County)	Debris Removal - April Tornado	\$403,935.00
May	City of Birmingham, AL	Debris Removal - April Tornado	\$5,578,914.05
May	Alabama Department of Transportation – Division 1 District 4 (AL 91 Cullman County, AL)	Debris Removal - April Tornado	\$993,538.00
May	Alabama Department of Transportation – Division 1 District 4 (AL 227 & AL 62 Marshall County)	Debris Removal - April Tornado	\$1,792,201.95
May	Alabama Department of Transportation – Division 1 District 4 (I-65 Cullman County, AL)	Debris Removal - April Tornado	\$1,689,537.00
May	Alabama Department of Transportation – Division 1 District 4	Debris Removal - April Tornado	\$233,334.00
May	Alabama Department of Transportation – Division 1 District 4 (US 278 & US 31 Cullman County, AL)	Debris Removal - April Tornado	\$171,479.00
May	Alabama Department of Transportation – Division 1 District 3 Jackson County	Debris Removal - April Tornado	\$454,803.00
May	Alabama Department of Transportation – Division 1 District 3 DeKalb County	Debris Removal - April Tornado	\$165,183.00
May	Alabama Department of Transportation – Division 5 District 2 Tuscaloosa	Debris Removal - April Tornado	\$2,950,669.00
May	Town of Phil Campbell, AL	Debris Removal - April Tornado	\$2,343,961.22
May	Franklin County, AL	Debris Removal - April Tornado	\$2,339,722.44
May	Alabama Department of Conservation and Natural Resources (Guntersville State Park)	Debris Removal - April Tornado	\$2,302,133.60
April	USACE – Nashville, TN	Metro Center Levee Improvements-construction of bike path on existing levee	\$1,038,680.57
April	St. Bernard Parish, LA	Roadway restoration project-repairs throughout the Parish	\$262,934.70
April	North Carolina Department of Transportation – Johnston County	ROW debris removal and Disposal - April Tornado	\$98,739.61
April	North Carolina Department of Transportation – Wilson County	ROW debris removal and Disposal - April Tornado	\$46,359.56
April	North Carolina Department of Transportation – Greene County	ROW debris removal and Disposal - April Tornado	\$161,472.00
2010	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
December	Richmond, VA	Snow Push	\$27,803.50
September	Corpus Christi, TX	Debris Removal – yearly maintenance	\$340,133.67
July	World Food Program	Haiti – Construction and operation of secured community housing and support facilities	\$7,186,840.47
May	Monroe County, FL	Lobster Trap Removal	\$1,771,855.38
May	Escambia County, FL	Oil Spill Recovery - BP Oil Spill	\$5,015,323.99

May	United States Environmental Services, LLC Louisiana	Provision of Boom - BP Oil Spill	\$1,000,000.00
May	Lawson Environmental	Provision of Boom - BP Oil Spill	\$884,000.00
May	Orleans Parish Criminal Sheriff's Office	Temporary Inmate Housing	\$9,025,109.43
May	City of Nashville, TN	Flood Debris Removal	\$240,509.17
May	BP Deep Water Horizon Oil Spill Response	Oil Spill Recovery Efforts Plaquemines Parish, Lafitte and Terrebonne Parish, LA and the Panhandle of Florida	\$170,000,000.00
May	State of Florida DEP Santa Rosa County	Placement of Oil Containment Boom - BP Oil Spill	\$1,479,192.30
May	Coastal Planning and Engineering Okaloosa County	Placement of Oil Containment Boom - BP Oil Spill	\$5,184,096.40
April	Red Cross	Provision of Temporary office space	\$163,112.00
March	Terrebonne Parish Consolidated Government	Demolition of 83 houses	\$400,000.00
February	City of New Orleans, LA	Strategic Demolition	\$5,265,125.00
February	Anne Arundel County, MD	Snow Push	\$3,054,029.50
February	Alexandria, VA	Snow Push	\$27,216.00
February	Prince William County, VA	Snow Push	\$32,880.00
February	City of Baltimore, MD	Snow Push	\$2,697,721.00
February	Arlington County, VA	Snow Push	\$264,408.00
February	Virginia Department of Transportation - Warrenton Residency	Snow Push	\$48,624.00
February	Maryland Department of Transportation - SHA Region C, Anne Arundel County	Snow Push	\$9,593.00
February	Baltimore Public Buildings & Grounds	Snow Push	\$212,931.00
February	VDEM	Snow Push	\$51,000.00
January	Terrebonne Parish Consolidated Government	Marine and vessel debris removal	\$216,000.00
2009	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
December	Anne Arundel County, MD	Snow Push	\$3,110,362.00
December	VDEM	Snow Push	\$477,178.55
November	Texas Department of Transportation - Cherokee County	Tree Trimming & Brush Removal	\$171,176.25
November	New Orleans, LA	Construction of City Park Tennis Center	\$3,680,000.00
August	Louisiana Land Trust # 7	Structure and slab demo in Orleans, Jefferson, St Bernard Parish	\$426,480.00
August	Louisiana Land Trust # 11	Structure and slab demo Orleans Parish	\$1,277,740.00
July	Assumption Parish Police Jury, LA	Debris Removal, Ezekiel St. Dumpsite	\$94,970.00
July	Grand Isle State Park, LA	Erosion Control	\$1,392,700.00
July	Iberville Parish, LA	Removal of Sunken Barges	\$196,000.00
July	Jefferson Parish, LA	Private property demolition in Bataria, Lafitte, Crown	\$1,323,044.20

		Point and Grand Isle	
June	North Topsail Beach, NC	Berm Shaping	\$220,459.00
April	Birmingham, LA Airport Authority	Demolition	\$148,464.00
April	Lafayette, LA	Demolition of residential houses	\$17,664.00
April	Texas Department of Transportation – Galveston County	Bolivar Ditch Excavation	\$306,413.28
March	Lexington-Fayetteville Urban County	Ice Storm Debris Removal	\$177,877.50
March	Louisiana Department of Transportation and Development	Chipping and Grinding - Hurricane Gustav	\$144,565.00
March	Graves County, KY	Ice Storm Debris Removal	\$2,220,183.54
March	Baxter County, AR	Ice Storm Debris Removal	\$4,519,870.90
February	Lexington-Kentucky Urban County	Ice Storm Debris Removal	\$780,000.00
February	Blytheville, AR	Ice Storm Debris Removal	\$1,481,569.99
February	Kentucky Department of Transportation – District 1	Ice Storm Debris Removal	\$5,852,377.80
February	Harris County, TX	Debris Removal - Hurricane Ike	\$24,750.00
February	Fayetteville, AR	Ice Storm Debris Removal 2009	\$2,592,537.17
February	Kentucky Department of Transportation – District 2	Ice Storm Debris Removal	\$509,174.25
January	Texas General Land Office	Marine Debris Removal - Hurricane Ike	\$22,703,700.00
2008	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
October	USACE Vicksburg District	Drift and Debris Removal and Associated Work, Coldwater Rivershed	\$467,280.00
October	Texas Department of Transportation – Hardin East	Debris Removal ROW - Hurricane Ike	\$176,893.20
October	Texas Department of Transportation – Chambers East	Debris Removal ROW - Hurricane Ike	\$413,525.00
October	Bayou Lafourche Fresh Water District	Debris Removal - Hurricane Gustav	\$772,320.00
October	Texas Department of Transportation – Orange County	Debris Removal - Hurricane Ike	\$2,206,012.92
October	Groves, TX	Debris Removal - Hurricane Ike	\$16,584.21
October	Port of Galveston, TX	Debris Removal - Hurricane Ike	\$467,898.84
September	Plaquemines Parish, LA	Repairs to Buras Library – Hurricane Katrina	\$3,424,000.00
September	Westwego, LA	Debris Removal - Hurricane Gustav	\$35,674.67
September	Kenner, LA	Debris Removal - Hurricane Gustav	\$315,000.00
September	New Orleans, LA	Debris Removal - Hurricane Gustav	\$1,650,562.67
September	St John the Baptist, LA	Debris Removal - Hurricane Gustav	\$792,395.68
September	St Landry Parish, LA Don Menard (337) 948-3688	Debris Removal - Hurricane Gustav	\$2,992,882.80
September	Iberville, LA	Emergency Push and Debris Removal - Hurricane Gustav	\$3,368,184.69

September	Lafayette, LA	Emergency Push and Debris Removal - Hurricane Gustav	\$4,506,624.12
September	Iberia, LA	Debris Removal - Hurricane Gustav	\$1,793,463.03
September	Tangipahoa, LA	Debris Removal - Hurricane Gustav	\$2,780,902.26
September	Louisiana Department of Transportation and Development - District 2, 3, 61, 62	Debris Removal - Hurricane Gustav	\$18,970,757.96
September	Galveston, TX	Debris Removal - Hurricane Ike	\$38,007,492.62
September	Harris County, TX	Debris Removal - Hurricane Ike	\$19,446,030.96
September	Piney Point Village, TX	Debris Removal - Hurricane Ike	\$693,346.07
September	Taylor Lake Village, TX	Debris Removal - Hurricane Ike	\$598,735.91
September	Bellaire, TX	Debris Removal - Hurricane Ike	\$880,126.19
September	Port Neches, TX	Debris Removal - Hurricane Ike	\$450,447.33
September	Jefferson County, TX	Debris Removal - Hurricane Ike	\$1,996,522.66
September	Nassau Bay, TX	Debris Removal - Hurricane Ike	\$480,179.64
September	Nederland, TX	Debris Removal - Hurricane Ike	\$915,993.94
September	Humble, TX	Debris Removal - Hurricane Ike	\$646,447.07
September	Jamaica Beach, TX	Debris Removal - Hurricane Ike	\$2,605,261.37
September	Port Arthur, TX	Debris Removal - Hurricane Ike	\$6,831,004.19
September	Baytown, TX	Debris Removal - Hurricane Ike	\$3,116,996.01
September	El Lago, TX	Debris Removal - Hurricane Ike	\$308,842.37
September	Jefferson County, TX Drainage District No. 7	Debris Removal - Hurricane Ike	\$1,645,364.59
September	Houston, TX	Debris Removal - Hurricane Ike	\$65,138,381.25
July	Plaquemines Parish, LA	Repairs to Buras Auditorium Project No. 06-08-03 - Hurricane Katrina	\$4,468,000.00
June	Parkersburg, IA	Debris Recovery Contract	\$5,486,500.00
June	Plaquemines Parish, LA	Repairs to Hurricane Damage at Port Sulphur Government Building - Hurricane Katrina	\$3,676,593.00
June	Plaquemines Parish, LA	Replacement of the Recreation/Sign/Prowm Building Hurricane Katrina	\$2,924,000.00
June	Plaquemines Parish, LA	Replacement of the District 8 Council Building - Hurricane Katrina	\$1,486,968.00
June	Macon, GA	Debris Management and Removal Services	\$3,458,435.00
May	Port of New Orleans, LA	Press and Louisa St. Wharves Demolition & Removal of Remaining Structures	\$1,530,355.00
May	New Orleans, LA	Structural Demolition, Selective Salvage, Debris removal and Site Clean-up	\$2,696,118.71
April	Benetech - FEMA - Park Restorations	Restoration of Trailer Parks	\$64,800.00
March	Macon County, TN	Debris Removal & Disposal - Northern Portion Subcontractor to Benetech	\$677,674.68
March	Macon County, TN	Debris Removal & Disposal - Southern Portion Subcontractor to Benetech	\$522,732.15

February	Alba, MO	Debris Removal - December 9 & 10, 2007 Ice Storm	\$28,750.00
February	Jefferson Parish, LA	Private Property Debris Removal	\$111,893.00
January	Monroe County, FL	Removal of the Lady Luck Casino Vessel	\$499,050.00
January	Duquesne, MO	Debris Removal - December 9 & 10, 2007 Ice Storm	\$128,886.00

EXPERIENCE IN SPECIALTY DEBRIS MANAGEMENT

DRC has read and understands the scope of services for this project. Throughout its twenty-nine year history, DRC has provided disaster response that has included the collection of all specified materials in this proposal:

- White Goods
- Tires
- Gas Powered Equipment
- E-Waste
- Construction and Demolition
- Marine Debris Removal
- Demolition
- Hazardous Tree Removal
- Soil, Mud and Sand
- Dead Animals
- Logistic Services and Human Support Activates
- Private Property
- Household Hazardous Waste and Hazardous Waste

Following is a list additional specific notable experience for each scope:

1. White Goods:
 - a. City of Houston, Tropical Storm Allison, 2001 – Removal and processing of white goods from approximately 40,000 flooded houses as part of \$2.4 million contract with the city's solid waste department.
 - b. Monroe County, Florida, Hurricane Wilma, 2005 – Removal and processing of white goods from damaged properties as part of \$15 million contract
 - c. Escambia County, Florida, Hurricane Ivan, 2004 – Removal and processing of white goods from damaged properties and beach front as part of \$50 million contract. Included extensive Freon decontamination.
2. Waste Tires:
 - a. City of Houston, Tropical Storm Allison, 2001 – Removal and processing of waste tires from approximately 40,000 flooded houses as part of \$2.4 million contract with the city's solid waste department.
 - b. State of Virginia Emergency Management, 2002 – 3,000,000 Tires Fire Emergency Hazardous Waste Containment in \$184,820 contract.
3. Gasoline Powered Equipment
 - a. City of Houston, Tropical Storm Allison, 2001 – Removal and processing of gasoline powered equipment from approximately 40,000 flooded houses as part of \$2.4 million contract with the city's solid waste department.
 - b. Louisiana Department of Environmental Quality, Hurricane Katrina, 2005 – Removal, processing, remediation, and crushing and/or disposal of thousands of automobiles and engines as part of four contracts worth over \$20 million.
4. E-waste:
 - a. City of Houston, Tropical Storm Allison, 2001 – Removal and processing of e-waste from approximately 40,000 flooded houses as part of \$2.4 million contract with the city's solid waste department.
 - b. Escambia County, Florida, Hurricane Ivan, 2004 – Removal and processing of e-waste from damaged properties and beach front as part of \$50 million contract.
5. Construction and Demolition Debris:

- a. City-Parish of East Baton Rouge, Louisiana Severe Flooding DR4277, 2016 - This event required the use of over three hundred hauling vehicles collecting and processing and/or recycling over 2 million cubic yards of construction and demolition debris.
6. Marine Debris Removal:
 - a. Texas General Land Office, Hurricane Ike, 2009 – Removal of sunken vessels and debris from four major bays and waterways in the affected area. Side scan sonar was used to identify targets in advance and in combination with a well-designed implementation plan. DRC removed a total of 2,100,000 cubic yards and the complete marine operation was concluded in just over thirty days.
7. Demolition
 - a. In 2010, DRC performed the demolition of 83 houses in Terrebonne Parish, Louisiana. It was a FEMA funded project for houses that were affected by various storms.
8. Hazardous Tree Removal
 - a. In response to Ice Storm Pax in 2014, The South Carolina Department of Transportation contracted DRC to cut, remove and transport vegetative debris in 8 counties, totaling over 12,000 miles of roadway clearing and the trimming of over 225,000 trees.
 - b. City of Fort Lauderdale, Hurricane Irma, 2017 – DRC removed over 12,500 hazardous stumps and trees.
9. Soil, Mud and Sand
 - a. Escambia County, Florida, Hurricanes Frances, Charley, Ivan and Jeanne, 2004 - DRC recovered, screened and restored tens of thousands of cubic yards of displaced sand and debris in a successful effort to restore 15 miles of Florida beaches destroyed in the aftermath of Hurricane Ivan.
 - b. City of Fort Lauderdale, Hurricane Irma, 2017, DRC replaced over 57,500 cubic yards of sand from roadways, sidewalks, and parking lots piled on the beach by push crews, and sand mounds located East of the wall as a result of the severity of Hurricane Irma.
10. Dead Animals
 - a. City-Parish of East Baton Rouge, Louisiana Severe Flooding DR4277, 2016 – DRC removed and disposed of dead animals as needed as part of \$35,000,000 contract with the City.
 - b. City of Galveston, Hurricane Ike, 2009 – DRC removed and disposed of dead animals as needed as part of \$38,007,492 contract with the City.
11. Logistic Services and Human Support Activates
 - a. Jefferson County, Texas, Hurricane Harvey (DR-4332), 2017 – DRC was simultaneously activated in 17 jurisdictions following Hurricane Harvey. In this time, DRC provided the following to the County:
 - i. Waters (1 pallet)
 - ii. Gatorade (2 pallets)
 - iii. Uhaul
 - iv. 900 Cots/Pillows/ Blankets (100 cots/Pillows/blankets (city hall - china Texas)
 - v. Pallets of Water
 - vi. 3 fuel tankers (1,000 gallons each)
 - vii. 850 Cots, 850Blankets
 - viii. 750 person (3 meals per day)
 - ix. 2 Reefer Truck and Ice
 - x. Rental of Potable Water & Potable Water Tank
 - xi. Porta potty rental; handwash station
 - xii. Porta potty rental
 - xiii. 4 showers decon unit
 - xiv. 12 power cords
 - xv. 8 industrial fans

12. Private Property

- a. City-Parish of East Baton Rouge, Louisiana Severe Flooding DR4277, 2016 – DRC had ROE forms signed and removed debris from private property as needed as part of \$35,000,000 contract with the City.
- b. City of Fort Lauderdale, Hurricane Irma, 2017 – DRC removed and processed over 2,700 cubic yards of debris from parks.

13. Household Hazardous Waste:

- a. City of Houston, Tropical Storm Allison, 2001 – Removal and processing of household hazardous waste from approximately 40,000 flooded houses as part of \$2.4 million contract with the city's solid waste department.
- b. Indian River County Florida, Hurricane Frances, 2004 – Removal and decontamination of hazardous waste from Indian River County School District property as part of \$500,000 contract

In all of our relevant projects we have met and fulfilled the standards of all local, state, and federal regulatory agencies including the remediation, restoration, and sampling of staging and processing sites.

Hazardous waste (HW) is a special operational aspect that must be accomplished with very precise, pre-established standards and regulations. Safety to the workers, government employees and the citizens of the area is paramount. With this in mind, DRC works with its specialized subcontractors to establish and implement proper handling procedures for HW, including household hazardous waste, which,

after a disaster, may become concentrated and no longer considered diminimous. These procedures include the segregation and removal of HW from the debris stream at the curbside, prior to the recovery of other debris and sorting and additional recovery of HW within each DMS. Recovered HW is removed to a proper disposal site or temporarily stored in the HW disposal areas constructed within each DMS as required. HW must be collected, handled and disposed of by specially trained HAZMAT technicians. In addition, DRC may utilize national or regional firms who are fully licensed and accredited to manage, handle and dispose of HW. These firms may be utilized by DRC and/or DRC Environmental, Inc. for professional and immediate HW recovery support on an emergency basis.



Hazmat will be segregated and stored in a Government approved containment area. All site personnel will receive a safety briefing regarding operations involving HW. The HW containment site perimeter will be posted and secured for personnel safety and to ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan as well as the Corporate Environmental Protection Plan (EPP). HW will be placed and stored until instructed by the government as to its final disposition.

DMS SITE MANAGEMENT

DRC also has extensive experience managing staging and processing sites for all of the above materials.

1. Our most extensive experience in this regard came in our HHW contract with the City of Galveston, which was activated following Hurricane Ike. Adhering to the guidelines of FEMA 325, DRC

established a secure Debris Management Site at 9228 Seawall Blvd. The process of separation for recycling was focused on the separation and recycling of metals, wood waste, tires, concrete, white goods, HHW, recyclable oils and fluids and electronics. DRC 's extensive collection and recycling program for these various waste streams, included over 1.7 million pounds of HHW, 3,073 units of electronic waste, 45,566 units of white goods and 40,378 cubic yards of concrete. The remaining debris was reduced by compaction for a reduction of 3 to 1, and loaded for final disposal at Allied Waste Services 5301 Brookglen Dr., Houston, TX.

2. In 2004, following Hurricanes Jeanne, Francis and Ivan, DRC simultaneously operated more than **ten debris management sites** in Florida.
3. In 2005, following Hurricane Wilma, DRC simultaneously operated **five debris management sites** in Louisiana, processing debris for the Louisiana DOTD.
4. Also in 2005, DRC simultaneously operated **six debris management sites** for the Louisiana DOTD in two districts following Hurricane Katrina.
5. In 2008 following Hurricane Ike, DRC simultaneously operated **seven debris management sites** handling 11,000,000 CY of debris, recycling materials out of the waste stream in two of those facilities.
6. In 2012, DRC simultaneously operated **six debris management sites** in Louisiana following Hurricane Isaac
7. In 2014, following Ice Storm Pax, DRC managed and operated over **fifteen debris management sites** and recycling over 1.5 million cubic yards of debris
8. In 2016 following the Louisiana Severe Flooding DR4277, **two debris management sites** were opened and operated in East Baton Rouge to compact and recycle C&D debris prior to haul out for final disposal. These sites operated with such efficiency that FEMA and the USACE filmed the operation to use in training sessions.
9. In 2017 following Hurricanes Harvey and Irma, DRC was activated in 43 jurisdictions simultaneously while managing **twenty-nine debris management sites**.
10. In 2017 following Hurricane Maria, DRC managed **8 debris management sites** in Puerto Rico.
11. In 2017 following the Alabama Tornadoes, DRC managed **3 debris management sites**

DMS EXPERIENCE IN FORT LAUDERDALE

DRC managed and operated the following sites in the City of Lauderdale following Hurricane Irma:

Compost Plant
4030 South State Road 7

Snyder Park
3299 SW 4th Avenue

Holiday Park
800 East Sunrise Boulevard

Lockhart Stadium
5301 NW 12th Avenue

ENVIRONMENTAL COMPLIANCE WILDLIFE SENSITIVE ENVIRONMENTS

DRC has a twenty-nine year history of outstanding environmental compliance and involvement. The most vivid example of our understanding of working within a wildlife sensitive environment was our work in Florida and Louisiana following the BP oil spill in 2010. DRC was tasked with designing coastal protective systems and unique collection programs along more than one-hundred miles of estuaries in SW Louisiana. The programs involved intensive employee training relative to identification and protection of wildlife nesting and reproduction areas. DRC also played a role in setting up wildlife recovery and cleaning stations in Plaquemines Parish Louisiana where employees volunteered to help conduct rehabilitation and release programs. DRC has performed on many other occasions in environmentally sensitive environments such as on Galveston Island Texas in 2008. This operation involved employee training regarding the protection of the Kemp's Ridley Sea Turtle.

COMMITMENT TO ENVIRONMENTAL SUSTAINABILITY

DRC is one of the few companies in our industry to carry environmental insurance. While our operating procedures strictly adhere to environmental guidelines, the operation of Debris Management sites within a jurisdiction presents an element of potential exposure. The insurance held by DRC places an extra level of protection for the City of Fort Lauderdale that goes beyond the protection already provided through sound operating practices. Additionally, all of DRC's key personnel maintain a current 40 hour Hazwoper certificate

DRC has set goals regarding recycling for the City of Fort Lauderdale through alliances with C&D recyclers and major full service recyclers. Additionally DRC intends to run source separation PSAs post event in order to facilitate the recycling process. The separation of C&D, vegetative, HHW, white goods will facilitate the process. On route passes two and three, DRC will utilize the separate self-loader buckets for segregated material collection.

DRC has a wealth of experience performing landfill avoidance projects. In Houston in 2008, DRC was successful at recycling 100% of the over five million cubic yards of vegetative debris through a joint program with Republic Services. The material was used as ADC, road bed, compost and also given to citizens for use in landscaping. In Galveston the same year, DRC separated materials such as reusable wood, glass, metals and drywall to achieve a high percentage of material reuse.

DRC is committed to the protection and restoration of environments affected by disaster events. Although many of the events we respond to are the result of the forces of nature, these disasters often have profound environmental impacts in the affected regions. Moreover, the mitigation of these disasters, including the transportation and processing of large volumes of waste material, can have negative environmental impacts if not pursued with caution and sensitivity.

Restoring damaged environments is the essence of DRC's work. The removal of debris and waste materials, the restoration of damaged and compromised natural and man-made habitats, and, in some cases, the reconstruction of damaged coastal, marine, and wetland environments are the core missions in a DRC disaster response. Furthermore, DRC is committed to ensuring that our work, including the byproducts of our work, has zero or minimal environmental impact. Finally, DRC has embarked on a recycling program to ensure the most advantageous disposition of all the materials that we remove

Over the past decade, DRC has worked to restore some of the most environmentally sensitive areas in the United States. DRC participated in cleanup efforts following the BP Deepwater Horizon Oil Spill, having been awarded OSRO certification, in Florida, Mississippi and Louisiana. DRC has also worked in coastal wetlands and marine environments in the Florida Keys, the beaches of the Florida Panhandle, the North Carolina coast, the Louisiana and Mississippi coastal wetlands, and the Texas coast. We have the experience and commitment to carefully mitigate and restore any kind of environment or habitat that has been adversely affected by a disaster.



i. **Sand Removal, Screening and Replacement**

Brief Description: Sand Removal, Screening and Replacement in the City of Fort Lauderdale in response to Hurricane Irma

Project Cost:
Approx. \$6,400,000

Project Dates:
September 2017 – October 2017

Owners:

Melissa Doyle, Solid Waste Coordinator
Phone: (954) 828-6111
mdoyle@fortlauderdale.gov
100 N. Andrews Ave
Fort Lauderdale, FL 33301



ii. **BP Deepwater Horizon Oil Spill Response**

Brief Description: Oil Spill Recovery Efforts in Plaquemines Parish, Lafitte and Terrebonne Parish, and the Florida Panhandle

Project Cost:
Approx. \$170,000,000.00

Project Dates:
April, 2010 - May, 2010; completed on time

Owners:

Plaquemines Parish, LA/BP
PSCM Manager
281-366-2241

Lafitte, LA/BP
PSCM Manager
281-366-2241

Terrebonne Parish, LA/BP
PSCM Manager
281-366-2241

Escambia County, FL
Claudia Simmons
Purchasing Manager
850-595-4987

State of Florida DEP
Santa Rosa County
Dave Phillips
Environmental Manager
850-245-8952

Okaloosa County
Coastal Planning and Eng.
Tom Pierro
561-391-8102





ii. Offshore Marine Erosion Control

Brief Description: Beach restoration, revetment, debris removal, shoreline stabilization and nourishment

Project Cost:

Approx. \$1,400,000.00

Project Dates:

July 2009 - August 2009; completed on time

Owner:

State of Louisiana

John Davies, Director

225-342-0820

Rolland Muro- Owner Representative, Hartman Engineering, Inc.

504-466-5667



iii. 2009 Nor'easter Berm Restoration

Brief Description: Berm shaping and shoreline restoration

Project Cost:

Approx. \$220,459.00

Project Dates:

June 2009; completed on time

Owner:

North Topsail Beach, NC

Thomas Best, Public Works Director

910-328-5297



iv. Hurricane Dennis Debris Removal, Reduction and Sand Screening

Brief Description: Debris Removal, reduction and sand screening of Florida beaches in the aftermath of Hurricane Dennis. Removal and cleaning of beach sand, dune restoration and removal of remaining debris.

Project Cost:

Approx. \$1,500,000

Project Dates:

July 2005; completed on time

Owner:

Monroe County, FL

Judy Clarke





Director of Engineering Services
(305) 295-4329

v. Hurricane Katrina Debris Removal and Shoreline Restoration

Brief Description: provide debris removal and marine debris removal in thirteen parishes including the most heavily affected parishes Orleans, St. Bernard, Plaquemines, Jefferson, and St. Tammany

Project Cost:
Approx. \$105,000,000.00

Project Dates:
September 2005 - June 2006

Owner:
LADOTD
Gordon Nelson, Deputy Engineer Administrator
225-379-1210



vi. Hurricane Ivan Clearing and Restoration

Brief Description: Clearing and restoration of approximately 15 miles of Pensacola, Florida beaches destroyed by Hurricane Ivan. Removal and cleaning of beach sand, dune restoration and removal of remaining debris.

Project Cost:
Approx. \$50,000,000.00

Project Dates:
September 2004 - February 2006; completed on time

Owner:
Escambia County, FL
Claudia Simmons
Purchasing Manager
850-595-4987



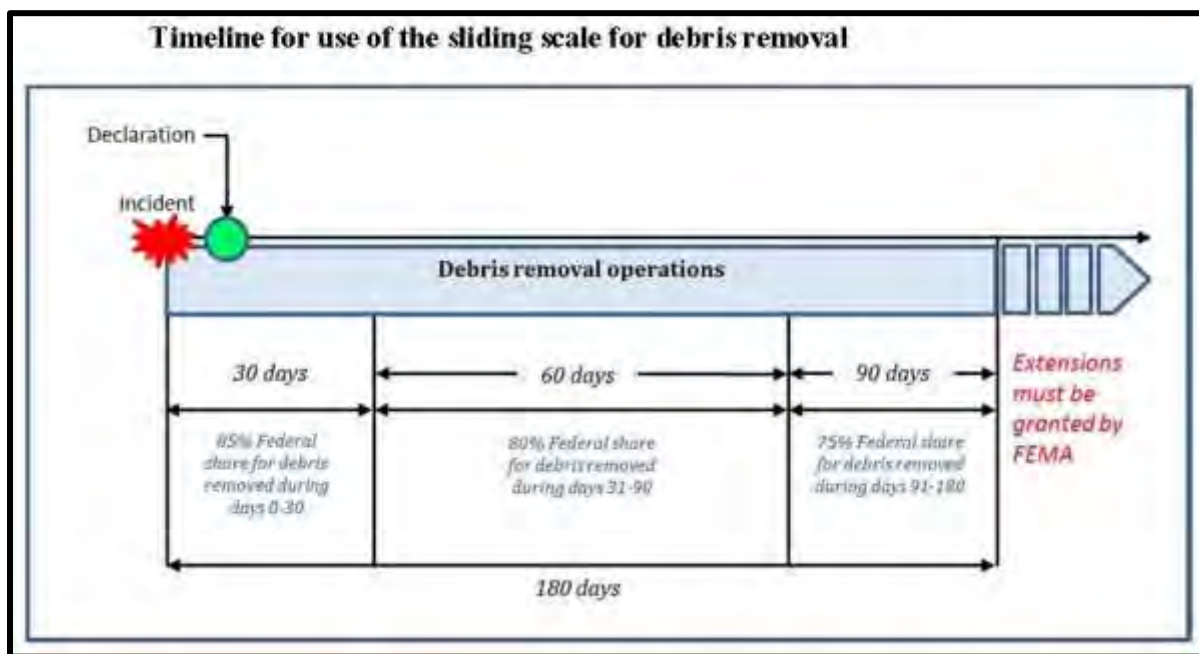
EXPERIENCE WITH FEMA REIMBURSEMENT

For the past 29 years, DRC has responded to emergency/disaster events for numerous government entities, almost all of which were under FEMA disaster declaration and were FEMA grant reimbursable. **The maximum reimbursement rate was granted by FEMA to the customers for every event.**

Our permanent staff members are NIMS-certified and fully knowledgeable of the FEMA reimbursement process, having insured that each and every client has received 100% reimbursement for all eligible disaster-related debris. DRC can assist the jurisdiction in completing any and all forms necessary for reimbursements from state or federal agencies relating to eligible costs arising out of the disaster recovery effort. This may include, but is not limited to, the timely completion and submittal of reimbursement requests, preparation, and submittal of any and all necessary cost substantiations and preparing replies to any and all agency requests, inquiries or potential obligations, denials or de-obligations.

COMPLETION WITHIN 180 DAYS

DRC is cognizant of FEMA's Alternate Funding mechanism and the advantages to accelerated debris removal resulting in increased Federal cost sharing. As such, DRC has provided rapid response to recent events such as the Winter Storm Pax where we provided over fifty million dollars of debris collection to the SCDOT in fewer than ninety days and in the Houston Texas floods of 2015 where the eighty percent of the work was performed in the first thirty days. Our description of the storms of 2004 above details DRC's ability to collect, process and haul out to final disposal in excess of ten million cubic yards in one hundred days.



Perhaps more importantly, DRC has extensive experience in serving the needs of the East Coast having responded to disasters in these areas over the past few years. DRC has thorough knowledge of the State, active and potential debris sites, collection routes, sand beach management issues, and policies and procedures. Moreover, DRC has developed strong relationships with local partners and officials involved in cleanup efforts.

FEMA REIMBURSEMENT

Compliance with federal and state guidelines is critical for recovery operations conducted under the auspices of the *Federal Public Assistance Program*. The reference materials that establish these guidelines are the Debris Management Guide (FEMA), the Policy Digest (FEMA), the Public Assistance Guide Act (US Congress), and 44

C.F.R. (Code of Federal Regulations). Non-compliance a contractor or subcontractor can jeopardize the client's reimbursement and, in extreme cases, result in an investigation by the Office of the Inspector General (OIG). DRC's compliance with these federal guidelines is critical to our reputation. DRC has a 29-year history of 100 % maximum reimbursement for its clients.

DRC Emergency Services strives to continuously stay ahead of changes in FEMA policy and guidance, especially that policy which may impact our clients. One such policy change took place in December of 2014, this being the implementation of the FEMA "Super Circular" otherwise known as Uniform Guidance, 2 C.F.R. 200 Procurement & Documentation. At DRC, we took the time to read, discuss, and implement internal measures to be certain that our clients, or prospective clients, are on course to be fully compliant with this guidance. DRC carefully review scopes of service, terms of inclusion, evaluation, pricing models, and other key components for any items which may be called in to question following this recent guidance revision by FEMA. We see this as just another opportunity to assist the local government in their mission to attain full reimbursement for post-event activations and operations.

PROJECT WORKSHEET AND APPLICATION PROCESS

The Project Worksheet (PW) is the FEMA document used to request funding for specific recovery projects. A properly formatted PW will fully detail the necessity of a project, the scope of the project and will accurately forecast the costs associated with the project. Small projects (equal to or less than \$120,000 after 2/24/2014) are written by local governments and large projects (greater than \$120,000 after 2/24/2014) are written by FEMA. Debris removal projects, which make up the majority of all Public Assistance grants, are almost exclusively large projects. The FEMA PA Project Specialist (formerly known as the Project Officer) assigned to the local government will begin the process of gathering data and writing the debris removal PW within days or weeks after the event. Several sets of critical data are necessary to complete the PW.

- Accurate estimates of the total amount of debris to be collected
- Accurate estimates of the total cost of the debris removal project
- Accurate database tracking of work completed to date
- Invoices submitted by and payments to the contractor

DRC can assist the Government entity in completing any and all forms necessary for reimbursements from state or federal agencies relating to eligible costs arising out of the disaster recovery effort. This may include, but is not limited to, the timely completion and submittal of reimbursement requests, preparation, and submittal of any and all necessary cost substantiations and preparing replies to any and all agency requests, inquiries or potential obligations, denials or de-obligations.

INITIAL DAMAGE ESTIMATE

In order to accurately populate information necessary for the FEMA project worksheet DRC routinely conducts initial damage estimates with the help of its municipal client. These assessments are calculated by taking a representative sample (typically four linear miles in various parts of the jurisdiction) and calculating the amount of debris within those sectors. This amount of debris is multiplied by the number of total street miles within the jurisdiction to determine preliminary damage (expressed in cubic yards). To reinforce this estimate it is also typical for DRC to provide a helicopter to determine if any anomalies are present within the affected jurisdiction.

IMMEDIATE NEEDS FUNDING

The purpose of Immediate Needs Funding is to provide applicants with funding for urgent needs, without burdening them with extensive paperwork during peak crisis operations. The maximum amount of INF an applicant can receive is 50% of the emergency work estimated in the Preliminary Damage Assessment (PDA). Eligible emergency work typically includes debris removal, emergency protective measures, and removal of

health and safety hazards. INF is not intended for emergency work projects with Special Considerations or projects that will take more than 60 days to complete. INF is designated for emergency work costs such as overtime payroll, equipment expenses, temporary employee payroll, materials purchased, equipment rented, and contractor payments. INF is placed in the State's account within days of the disaster declaration and ensures that the immediate needs of the applicant are met. DRC has helped numerous applicants, over its 29-year history, obtain INF.

FEMA TECHNICAL MANAGEMENT TRAINING

Our permanent staff members are NIMS-certified and fully knowledgeable of the FEMA reimbursement process, having insured that each and every client has received 100% reimbursement for all eligible disaster-related debris. DRC can assist the jurisdiction in completing any and all forms necessary for reimbursements from state or federal agencies relating to eligible costs arising out of the disaster recovery effort. This may include, but is not limited to, the timely completion and submittal of reimbursement requests, preparation, and submittal of any and all necessary cost substantiations and preparing replies to any and all agency requests, inquiries or potential obligations, denials or de-obligations.

DRC and/or DRC have on staff, or available through its extensive Reservist/Consultant Personnel Database, qualified personnel who are available to assist any client with Exercises, Plans Formulation, or Training of Government personnel on eligibility issues, reimbursement procedures, documentation, etc. DRC will provide regular annual or more frequent training and feedback sessions to the government as a service at no additional cost to the City. Training sessions are scheduled and led by the Director of Training and will address planning and reimbursement issues as well as any other concerns of the City. Typically, training sessions also include DRC consultant and reservist personnel who are former FEMA personnel or who are intimately familiar with FEMA and other government regulations.

DRC does not have any closed, active or pending FEMA disputes or audits.

KEY PERSONNEL

DRC, its subcontractors, and/or personnel list among their accomplishments, membership in many professional organizations including NEMA, APWA, SWANA and the Society of American Military Engineers. DRC and/or its' affiliates, associates and/or subcontractors are licensed General Contractors in the states in which DRC performs disaster response services. DRC is familiar with USACE, FEMA, and FHWA rules and regulations, the Stafford Act, and 44CFR as they pertain to emergency response, recovery and reimbursement

John Sullivan, President

Mr. Sullivan has vast experience in all aspects of the construction industry, ranging from marine construction and dredging, land development and infrastructure construction as well as the intricate completion of individual custom homes. Mr. Sullivan, along with his brothers, started Sullivan Land Services, Ltd. which provides comprehensive site services for disaster response and recovery, infrastructure, and commercial landscaping, while earning a degree at Texas A&M University in Construction Management. His ingenuity eventually led to the creation of Sullivan Interests, Ltd., a portfolio of companies that provides services and products to various industries.



With over 20 years of experience in the construction industry, Mr. Sullivan has gained both extensive knowledge and hands on experience with the recovery process.

When activated in the City of Fort Lauderdale during Hurricane Irma, Mr. Sullivan performed the following services:

- Hands-on participation and incident command in response and recovery operations for numerous major disasters and emergencies
- Set up Debris Management Sites
- Met with Subcontractors, City Council, and the Mayor to coordinate debris removal
- Contract liaison between the City Coordinator and field operations
- Assessment of emergency generated damage following hurricane Irma

FEMA Certifications: IS-20.18, IS-100.b, IS-100.pwb, IS-200.b



Kristy Fuentes, Vice President of Compliance and Administration

Kristy Fuentes is the Vice President of Compliance and Administration for DRC Emergency Services, LLC (DRC ES) and Chief Ethics & Compliance Officer. Previously, Ms. Fuentes was Director of Business Development, leading the marketing, sales and communications functions. Since joining DRC in 2005, Ms. Fuentes has provided assistance to clients in planning, program management, disaster response, demolition contracting and regulatory compliance.

Following Hurricane Katrina, Ms. Fuentes managed expansive projects for the Orleans Levee Board, St. Bernard Parish and the United States Corps of Engineers.

Ms. Fuentes has served as program manager for four contracts with the Louisiana Department of Environmental Quality, including the "Katrina Car and Vessel" contract and three massive demolition projects in the City of New Orleans. Following Hurricane Gustav, Ms. Fuentes managed nine major disaster-response contracts across southern Louisiana with a cumulative contract value of over thirty million dollars. In response to the BP MC 232 oil spill, Ms. Fuentes played a key role in the clean-up of lower Jefferson, Terrebonne and Plaquemines Parishes through the employment and management of hundreds of local residents and vessels.

"They provided a service that exemplifies the dedication of DRC Emergency Services to its customers."

– Jason C. Eaton, Logistics Section Chief, Commonwealth of Virginia

Since November 2013, Ms. Fuentes has implemented changes and improvements to the methods and procedures for contract, licensing and pre-qualification processes, ensuring contractor compliance with Federal and State regulations.

FEMA Certifications: IS-5.a, IS-10.a, IS-11.a, IS-29, IS-37.17, IS-42, IS-100, IS-100.b, IS-100.pwb, IS-106.17, IS-200.b, IS-241.b, IS-244.b, IS-315, IS-317, IS-453, IS-546.a, IS-547.a, IS-632.a, IS-633, IS-634, IS-700, IS-702.a, IS-706, IS-775, IS-800.b, IS-801, IS-802, IS-803, IS-804, IS-906, IS-907, IS-909, IS-2900

Other Certifications: Hazwoper

When activated in the City of Fort Lauderdale during Hurricane Irma, Ms. Fuentes performed the following services:

- With her experience and knowledge of FEMA and reimbursement roles she assisted in the areas of planning, program management, disaster response, demolition contracting and regulatory compliance
- Coordinated and executed disposal contracts
- Obtained permits for debris management sites to ensure FEMA compliance

Mark Stafford, Vice President of Response and Recovery

Mr. Stafford brings many years of experience in disaster and commercial/industrial waste management to DRC Emergency Services. He has participated in recovery following ice storms and hurricanes throughout the Southeast. Mark has overseen and operated landfills, recycling operations and transportation companies exceeding \$200 million in annual revenues. He has managed teams of over 1,100 staff serving business, industry and municipalities.

Prior to joining DRC, Mark was the president and regional director of Allied Waste for the State of Louisiana. He also worked in an executive capacity for Waste Management. He earned a B. S. in business from the University of Louisiana.



FEMA Certifications: IS-5.a, IS-11.a, IS-33.17, IS-35.17, IS-100.pwb, IS-106.17, IS-200.b, IS-315, IS-317, IS-546.a, IS-547.a, IS-660, IS-700.a, IS-702.a, IS-706, IS-775, IS-800.b, IS-801, IS-802, IS-803, IS-806, IS-906, IS-907, IS-2900

Other Certifications: Hazwoper

Joe Newman, Vice President of Operations

With more than 12 years of experience in overseeing large-scale construction and disaster-related debris management projects, Mr. Newman has managed teams over multiple disasters including Hurricanes Isabel, Dennis, Katrina and Ike.

In 2008, Mr. Newman responded to the devastation in Galveston following Hurricane Ike and as a Program Manager, he oversaw the collection, processing and recycling/disposal of over 1 million cubic yards of debris. He has been involved in projects in various capacities, including heavy equipment operation, planning and coordination of construction process, securing permits and licenses, delivery of materials and equipment, FEMA compliance, coordinating and operating with municipality officials, and estimating for contracts.



In May of 2015, Mr. Newman responded to the historic floods meeting the needs of Texas Department of Transportation and the Houston Solid Waste Department. He was tasked with tracking all debris operations.

FEMA Certifications: IS-33.17, IS-35.17, IS-100.b, IS-100.pwb, IS-632.a, IS-702.a, IS-2900

Other Certifications: Hazwoper

Tony Swain, Project Manager

Mr. Swain came to DRC after three years as a Project Manager for Cahaba Disaster Recovery. During that time, he oversaw the demolition of hundreds of houses in Orleans Parish, LA, along with debris removal projects in Springfield, MO, Green County, MO and Amherst, NY. Before that, he spent 12 years as Senior Project Manager and Procurement and Contracts Administrator for an emergency services company in Florida. He was responsible for providing subcontractors for 46 separate contracts and 55 TDSRS operations in the 2004 hurricane season involving hurricanes Charlie, Frances, Ivan and Jeanne. Mr. Swain has an extensive managerial and sales background.



FEMA Certifications: IS-33.17, IS-35.17, IS-100.b, IS-100.pwb, IS-632.a, IS-633, IS-634, IS-702.a

Other Certifications: Hazwoper, First Aid and CPR Certified, Army Corp of Engineers QC Certification

When activated in the City of Fort Lauderdale during Hurricane Irma, Mr. Swain performed the following services:

- Managed and operated 4 debris management sites during the activation.
- Assessment of emergency generated damage following hurricane Irma
- Provided crew oversight while managing schedule adherence, resource utilization, and quality/safety and regulatory compliance
- Ensured contractual obligations were met and accountable for the personnel and equipment onsite



Steve Crawford, Regional Manager (Panhandle)

Mr. Crawford comes to DRC with 25 years of operational and sales experience in the waste and recycling industry. Mr. Crawford is a Florida resident and has been in the state since 1990. He previously worked in the Organics Recycling and Compost industry in Florida, where he was responsible for operations, project management, as well as sales/marketing of compost and mulch products. Additionally, he was previously responsible for municipal and federal contracting, operations management, disposal management, transportation, logistics and commodity marketing. Mr. Crawford is a Board of Director Member and Chairman of the Sponsorship Committee for Recycle Florida Today, a nonprofit organization dedicated to recycling education and improvements throughout the state of Florida.

Jay Gunter, Regional Manager (South Florida)

Mr. Gunter comes to DRC with 35 years in the solid waste business. Jay started throwing trash on the back of a garbage truck in 1983 and has operated every type of waste and/or hauling truck imaginable. He rose through the ranks at BFI becoming a Sales Rep and President's Club member in 1989; in 1990 as an Operations Manager he became a member of Chairman's Club. During his long career in the waste industry, Jay has held almost every position. He was landfill and transfer station certified through the Solid Waste Association of North America. He was also certified as HAZWOPER through the University of South Florida and has served as an incident commander through several hazardous waste events. As a previous Solid Waste Superintendent with Lake County, Florida, Jay has been through the 200, 300 and 400 series for Municipal emergency management and understands that side of a disastrous event as well. His disaster experience includes coordination or clean up after Hurricanes Hugo, Andrew, Alberto and Mitch as well as many other flood and tornado events.



Other Certifications: Hazwoper, Manager of Landfill Operations - Solid Waste Association of North America, Transfer Station Operations Certification - Solid Waste Association of North America, Trainer Certification in Smith System Defensive Driving 5 Keys



Lisa Garcia, Contracts Manager

Ms. Garcia has overseen DRC's contracts since 2010, maintaining contractual records and documentation, such as receipt and control of all contract correspondence. She's also responsible for applying, renewing and activating general contractor licenses nationwide, and other authorizations and pre-qualifications. Projects on which she provided administrative assistance to the Chief Operating Officer, Regional Manager and several Project Managers include the BP Oil Spill Clean Up and Hurricane Isaac Recovery, as well as has numerous demolition and DOT jobs. Prior to joining DRC, Ms. Garcia provided administrative assistance for emergency response projects involving FEMA protocol. She is FEMA NIMS 300, 400, 700 certified.

FEMA Certifications: IS-5.a, IS-10.a, IS-11.a, IS-37.17, IS-42, IS-100.a, IS-100.b, IS-100.pwb, IS-106.17, IS-200.b, IS-201, IS-244, IS-315, IS-317, IS-324.a, IS-453, IS-546.a, IS-547.a, IS-632.a, IS-633, IS-634, IS-660, IS-700.a, IS-702.a, IS-706, IS-775, IS-800.b, IS-801, IS-802, IS-803, IS-806, IS-906, IS-907, IS-909, IS-2900

Other Certifications: Hazwoper

When activated in the City of Fort Lauderdale during Hurricane Irma, Ms. Garcia performed the following services:

- Invoicing, ticket reconciliation, and coordinating with municipalities and monitoring firms regarding accounting procedures.
- Maintained contractual records and documentation such as receipt and control of all contract correspondence

Sam Dancer, Project Manager

After more than a decade in the military and law enforcement, Mr. Dancer became a Field Supervisor and Project Manager, handling contracts involving clean-up following Hurricanes Gustav and Ike; City of Fayetteville, AR ice storm; City of Nashville, Tennessee flooding; BP Oil Spill; and the Port Au Prince, Haiti earthquake.

Most recently, his projects have included St. Louis County and the City of Bridgeton, MO, tornado debris removal; Tuscaloosa, AL (ALDOT) residential demolition of tornado-damaged residences; Terrebonne Parish, LA, St. Louis Bayou Cleanout project; and the City of New Orleans, LA, Strategic Demolition for Economic Recovery project.



FEMA Certifications: IS-3, IS-5.a, IS-10.a, IS-11.a, IS-29, IS-33.17, IS-37.17, IS-42, IS-60.b, IS-75, IS-100.a, IS-100.b, IS-100.fda, IS-100.fwa, IS-100.hcb, IS-100.he, IS-100.leb, IS-100.pwb, IS-100.sca, IS-106.17, IS-200.a, IS-200.b, IS-200.hca, IS-201, IS-230.d, IS-241.b, IS-244.b, IS-315, IS-317, IS-324.a, IS-325, IS-394.a, IS-405, IS-420, IS-421, IS-453, IS-546.a, IS-547.a, IS-632.a, IS-633, IS-634, IS-660, IS-700.a, IS-702.a, IS-703.a, IS-706, IS-775, IS-800.b, IS-801, IS-802, IS-803, IS-804, IS-807, IS-808, IS-809, IS-810, IS-811, IS-812, IS-813, IS-906, IS-907, IS-909, IS-914, IS-1150, IS-2900

OSHA Certifications: OSHA-105, OSHA-115, OSHA-150, OSHA-151, OSHA-152, OSHA-602, OSHA-603, OSHA-605, OSHA-612, OSHA-700

Other Certifications: ADEM - QCI Certification, Hazwoper, Access to HSIN granted by the Department of Homeland Security for Louisiana, Mississippi, and the EM Site

Please see Project and Personnel Experience Matrix attached

CURRENT PRE-POSITION CLIENTS OF DRC

DRC has been selected as pre-positioned, pre-qualified, or "stand-by" contractor for over 230 government entities and political subdivisions. DRC is the primary contractor for many municipalities that have a population over 150,000, a few of which include San Antonio, East Baton Rouge Parish, Honolulu.

State of Alabama			
ACCA Region 1 ACCA Region 2	ACCA Region 5 ACCA Region 6	ACCA Region 7 Marshall County	Silverhill
State of California			
Alameda County	Los Angeles County	Los Angeles County - Prequalified	Orange County
State of Colorado			
Arvada (City of)	Boulder (City of)		
State of Connecticut			
West Hartford			
State of Georgia			
Blakely-Early County - Prequalified	Brunswick Charlton	Colquitt (City of) Colquitt County	Garden City Miller County
State of Hawaii			
Honolulu			
State of Kansas			
Johnson County			
State of Kentucky			
Owensboro			
State of Louisiana			
Abita Springs (Town of) Ascension Parish Assumption Parish Baker (City of) BREC Calcasieu Parish	East Baton Rouge Parish/ City of Baton Rouge Evangeline Parish Greater Lafourche Port Commission Iberia Parish	Iberville Parish Lafayette Parish Lafourche Parish New Orleans (City of) Plaquemines Parish (2) Port of New Orleans	St. Bernard Parish St. Charles Parish State of LA - Sand Tangipahoa Terrebonne Parish
State of Maryland			
Caroline County Frederick County (2) Harford County Prince George County	State of Maryland - Region A State of Maryland - Region B	State of Maryland - Region C State of Maryland - Region D	State of Maryland - Region E
State of Mississippi			
Gautier (City of) Hattiesburg (City of) - Prequalified	Jackson County Lee County	Tupelo (City of) - Prequalified	Waveland (City of) - Prequalified
State of Missouri			
Greene County			
State of New York			
South Hampton	State of New York	Suffolk	
State of North Carolina			
Burgaw Caroline Beach - Sand Greene County	Havelock Hyde County Montgomery	New Hanover County Pender County Pine Knoll Shores (Town of)	Surf City (Town of) (3) Topsail Beach Wilmington (3)
State of Oregon			
Washington County -			

Prequalified			
State of Rhode Island			
State of Rhode Island (2)			
State of South Carolina			
Allendale Bamberg County	Barnwell County Oconee County-Prequalified	Pickens - Prequalified	Rock Hill
State of Tennessee			
Metro Nashville - Davidson County	Memphis		
State of Texas			
Aransas Pass Bellaire Brazoria County Cedar Hill Chambers County Cleveland Conroe Duncanville (City of) Fort Worth Freeport (City of) Galveston (City of) (2)	Galveston County Galveston Wharves Garland Groves Harris County Houston (2) Houston Galveston Area Council Humble Jamaica Beach Jefferson County	Jefferson Co. Drainage District No. 7 Kemah La Porte McKinney Montgomery County Morgan's Point Nederland Pasadena Piney Point Village Port Aransas	Port Arthur Port Neches San Antonio Shenandoah Sugar Land Taylor Lake Village Texas City Tyler County Waller County
State of Virginia			
Central Virginia Waste Management Authority	Loudoun County Virginia Department of Emergency Management (2)	Prince William	
State of Washington			
State of Washington			

Florida Contracts				
Population	Contract Owner	State	Vendor Rank	Description of Work to be Performed
2,617,000	Miami-Dade	FL	1 of 8	Hauling and Disposal of Emergency Debris #9360-1/23
2,617,000	Miami-Dade	FL	1 of 6	Temporary Debris Staging and Reduction Sites
2,617,000	Miami-Dade County	FL	Pre- Qualified	Pre-Qual. Bid #6417-0/17 - Pre-Qualified Prime Vendor Emergency Debris Removal
1,839,000	Broward County	FL	3 of 3	Disaster Debris Clearing and Removal Services
1,423,000	Palm Beach County Solid Waste Authority	FL	5 of 6	Disaster Debris Removal and Disposal
938,098	Pinellas County	FL	Secondary	Disaster Debris Collection and Removal
661,115	Lee County	FL	1 of 5	Disaster Emergency Clearance of Roads and Streets
661,115	Lee County	FL	1 of 5	Removal of Derelict and Abandoned Vessels

661,115	Lee County	FL	#REF!	RFP 12-004 Disaster Recovery Services
623,009	Polk County	FL	Tertiary	Annual Disaster and Debris Management Services
500,800	Volusia	FL	1 of 3	RFP NO. 16-P-32PW Debris Removal, Reduction and Recovery
417,650	Miami	FL	1 of 2	Emergency Debris Removal and Disposal Services IFB#274253
352,957	Tampa	FL	0	RFP 71032111 EM Debris Mgmt & Disaster Recovery Svcs
351,746	Manatee County	FL	1 of 5	Debris Management Services and Emergency Response Management and Recovery Services
337,362	Marion County	FL		RFP 12P-170 First Push Services for Disaster Debris
311,000	Escambia County	FL	1 of 8	Debris Hauler
286,832	St. Lucie County	FL	1 of 5	RFP 00-065 - Emergency Debris Removal - Pre-event Contract -
281,845	Leon County	FL	Tertiary	RFP No 0003-12-ER-RC Debris Removal and Disposal Services
238,300	Orlando	FL	0	Disaster Recovery
233,394	Hialeah	FL	3 of 3	Disaster Debris Removal
186,411	Tallahassee	FL	3 of 3	RFP No 0003-12-ER-RC Debris Removal and Disposal Services
175,855	Hernando County	FL	1 of 3	Emergency Debris Removal
174,987	Bay County	FL	1 of 5	Disaster Debris Clearance and Removal Services
172,389	Fort Lauderdale	FL		Disaster and Debris Management
171,016	Port St. Lucie	FL		Emergency Debris Collection and Removal Services #20130046
165,831	Cape Coral	FL	1 of 5	RFP FIN 12-31/TM Emergency Disaster Assisatance Recovery
164,736	Charlotte County	FL	1 of 2	Storm Debris Clearing-Water Flow obstruction
164,736	Charlotte County	FL	Primary	RFP20100000125 - EM Debris removal & financial Information/Statements
164,626	Pembroke Pines	FL	Primary	Disaster and Debris Management Services
161,096	Santa Rosa County	FL		RFQ Debris Removal Services
153,392	Martin County	FL	Secondary	Disaster Related Debris Removal, Destruction, and Disposal
146,500	Hollywood	FL		Emergency Response and Recovery Services #4361-13-IS
139,271	Citrus County	FL	Tertiary	RFP 024-12 - Emergency Debris Management Services
100,710	Lakeland	FL	3 of 3	Annual Disaster and Debris Management Services

77,600	Largo	FL	3 of 3	RFP 11-P-351 - Disaster Recovery and Debris Mgmt/Removal Services
76,351	Monroe County	FL	3 of 3	RFP Disaster Recovery Services - Primary Vendor
76,351	Monroe County	FL	Primary	Disaster Response and Recovery Services for Marine Debris and Vessel Removal
68,388	Weston	FL	Secondary	RFP 2006-04
62,316	Daytona Beach	FL	1 of 6	ITB 0112-1180 - Post storm or other post-disaster related debris removal
61,420	North Miami	FL	1 of 6	Pre-qualify potential bidders for the loading, hauling, reduction and disposal of Disaster Debris Removal and Disposal
61,000	DeBary	FL	0	RFP 03-09 Emergency Debris removal services
60,202	Wellington	FL		RFP - Debris Management Services
57,203	Port Orange	FL	1 of 2	Disaster Debris Removal and Disposal
56,610	Sarasota (City of)	FL	3 of 3	Disaster Debris Removal and Disposal
52,900	Coconut Creek	FL	0	Emergency Debris Management Services RFP No. 04-10-13-10
51,900	Pensacola	FL	0	RFP - Disaster Debris Recovery Services
50,815	Coarl Gables	FL		Disaster Debris Removal and Disposal
50,699	Palm Beach Gardens	FL	Primary	Storm Debris Disposal Services
50,213	Doral	FL	Alternate	Emergency Debris Removal itb #2013-14
48,922	Jackson County	FL	Secondary	Pre-event debris removal
46,870	Inverness (City of)	FL	Sole	CPA on Citrus County
43,909	Holmes County	FL		Disaster Debris Removal and Disposal
43,328	Cutler Bay	FL	Secondary	Emergency Debris Removal
43,286	Oakland Park	FL	Primary	Disaster Recovery Services
42,757	North Lauderdale	FL	Secondary	Disaster and Debris Management
38,661	Ormond Beach	FL	1 of 3	Debris Removal, Reduction, & Disposal
33,300	Oviedo	FL	1	RFP - EM Debris Removal, Reduction & Disposal Services
29,600	Dania Beach	FL	1	CPA Monroe County
27,257	Deland	FL	Primary	CPA Daytona Beach
25,796	New Smyrna Beach	FL	Alternate	CPA on Volusia
	Washington County, FL	FL	Secondary	Disaster Debris Removal and Disposal

24,687				
24,500	Temple Terrace	FL	Secondary	CPA Hillsborough County
24,339	Village of Palmetto Bay	FL	1 of 3	Emergency Debris Removal and Management Services
22,699	Sebastian	FL	Primary	Debris Removal and Disposal
21,971	Fort Walton Beach	FL	Sole	Disaster Debris Removal and Disposal
21,253	Venice	FL	Secondary	RFP #R06-2816 - Disaster Recovery Services - Secondary Contractor
20,832	Sunny Isles Beach	FL	Primary	Disaster Debris Removal and Disposal
18,928	Village of Palm Springs	FL	Alternate	Disaster Debris Removal and Disposal
17,172	Punta Gorda	FL	Primary	Disaster Recovery Disaster Debris Removal and Disposal Services
16,751	Vero Beach (City of)	FL	Secondary	Disaster Debris Removal and Disposal
15,593	Stuart (City of)	FL	Secondary	Disaster Debris Removal and Disposal
13,822	Longwood	FL		ITB 02-12 EM Debris Removal, Reduction, Disposal Services
13,679	St. Augustine	FL	Primary	CPA Daytona Beach
13,600	Oldsmar	FL	Primary	CPA Pinellas County
12,655	Atlantic Beach (City of)	FL		Disaster Debris Removal and Disposal
12,459	Fernandina Beach	FL	Sole	Disaster Debris Removal and Disposal
12,088	South Miami	FL		CPA City of Miami IFB 274254
10,600	Orange City	FL	Primary	CPA on Daytona Beach
10,344	Lighthouse Point	FL	Primary	Disaster Debris Removal and Disposal
9,323	Milton	FL	Primary	Hurricane Debris Removal and Clean-up
8,910	Marathon	FL		Disaster Debris Removal and Disposal
7,082	Town of Longboat Key	FL	Secondary	Emergency Disaster Recovery Assistance
6,793	Treasure Island	FL	Secondary	CPA on Pinellas County
5,954	Surfside	FL		CPA North Miami Beach
4,179	Indian Rocks Beach	FL	Secondary	CPA Pinellas County
4,141	Mary Esther	FL	Primary	CPA Okaloosa County
2,078	Sewall's Point	FL		ITB Disaster Recovery Veg & Storm Debris removal
	Sewall's Point	FL	Primary	ITB Disaster Recovery

2,078				
1,587	Belleair Beach	FL		Emergency Debris Management and Disaster Recovery Services
850	Jupiter Island	FL	1 of 2	Disaster Recovery Debris Removal
778	Shalimar	FL	Primary	CPA Okaloosa County
750	Ocean Reef Community Association	FL	Primary	BID - Pre-Event Disaster Recovery Services
750	Ocean Reef Club, Inc.	FL	Primary	BID - Pre-Event Disaster Recovery Services
650	Anglers Club Members Association, Inc.	FL	Primary	CPA Ocean Reef Club, Inc.
650	Anglers Homeowner's Association, Inc.	FL	Primary	CPA Ocean Reef Club, Inc.
90	Indian Creek Village	FL	Primary	CPA North Miami

ABILITY TO MANAGE MULTIPLE CONTRACTS

DRC is capable of handling multiple Florida activations. DRC has implemented a comprehensive Corporate Level Advance Mobilization Plan to ensure a coordinated, expeditious and effective response to disasters by its personnel and resources. This plan has been utilized by DRC to respond quickly in the following contracts:

2017 TORNADOES

- While simultaneously activated St. Clair County, Calhoun County and the City of Jacksonville, DRC managed 3 debris management sites.

2017 HURRICANE MARIA

- While activated in Puerto Rico, DRC managed 8 debris management sites for a contract totaling over \$59,000,000

2017 HURRICANE IRMA

- DRC was activated in 26 jurisdictions simultaneously while managing 30 debris management sites. DRC anticipates removing over debris over 4,000,000 cubic yards of debris.

2017 HURRICANE HARVEY

- DRC was activated in 17 jurisdictions following Hurricane Harvey and simultaneously ran more than 16 debris management sites during this activation.
- DRC has recovered and reduced over 2,750,000 cubic yards of debris to date.

2016 HURRICANE HERMINE

- In Citrus County, Florida, DRC successfully removed and disposed of more than a thousand tons of residential flood debris and tens of thousands of cubic yards of vegetation in less than 30 days

2016 LOUISIANA SEVERE FLOODING DR4277

- DRC picked up 1 million cubic yards of debris over the course of 30 days in East Baton Rouge Parish, Louisiana.
- DRC opened and operated two Temporary Debris Management Sites to compact and recycle C&D debris prior to haul out for final disposal. These sites operated with such efficiency that FEMA and the USACE filmed the operation to use in training sessions.

WINTER STORM JONAS 2016

- The snow from Winter Storm Jonas started the morning of January 22nd and by the evening DRC had started mobilizing in 5 different jurisdictions. Operations continued 24 hours a day and required two operators per piece of equipment, around the clock management and support personnel. The project was completed in 10 days.

ICE STORM PAX 2014

- DRC was simultaneously activated in New Hanover County, NC, Pender County, NC, and the City of Wilmington, NC for debris removal and reduction of approximately 400,000 cubic yards of debris.
- The South Carolina Department of Transportation contracted DRC to cut, remove and transport vegetative debris in 8 counties, totaling over 12,000 miles of roadway clearing and the trimming of over 225,000 trees.
- DRC managed and operated over 15 Debris Management Sites reducing and recycling over 1.5 million cubic yards of debris.

THE HURRICANE SEASON OF 2012

- DRC simultaneously operated 14 contracts throughout the Southeast in response to Hurricane Isaac. DRC concurrently operated six TDSRS sites in Louisiana alone.

THE HURRICANE SEASON OF 2009

- The Texas GLO requested assistance for the removal of marine debris that was generated as a result of Hurricane Ike in 2008. These services were performed in Trinity, Galveston, East and West Bay and have an approximate contractual value of \$22,703,700.00.
- DRC also provided services for areas such as Kentucky and Arkansas that were ravaged by severe ice storms. These services are valued at approximately \$11,157,132.02.

THE HURRICANE SEASON OF 2008

- DRC responded in service to 36 separate contracts, including the cities of New Orleans, Houston, and Galveston in response to Hurricanes Gustav and Ike devastating the Louisiana and Texas coastlines. DRC's work in these regions was nearly completed in a little over two months.
- DRC established a single-day productivity record for post-disaster debris removal as recognized by FEMA by collecting 440,000 cubic yards of debris in a single day in the City of Houston.
- In just ninety days, DRC collected more than 5.6 million cubic yards of debris from the City of Houston alone.
- DRC's expedited operation using more than 2,000 pieces of collection equipment made it possible for the city of Houston to receive reimbursement in the greater than 80% range.
- Following Hurricane Ike, DRC simultaneously operated seven TDSRS sites handling 11,000,000 CY of debris, recycling materials out of the waste stream in two of those facilities.

THE HURRICANE SEASON OF 2005

- DRC is proud to have assisted in the recovery following the devastation of Hurricanes Katrina, Rita, Wilma, and Cindy affecting the Florida Keys, throughout Mississippi and Louisiana, and into Houston, Texas. To date, DRC has successfully completed over \$130,000,000 in disaster remediation in the hardest hit parishes of Louisiana and in Monroe, Escambia, and Miami-Dade counties in Florida, as well as the eastern coastal counties of Texas.
- Following Hurricane Wilma, DRC simultaneously operated five TDSRS sites in Louisiana, processing debris for the Louisiana DOTD. Also in 2005, DRC simultaneously operated six TDSRS sites for the Louisiana DOTD in two districts following Hurricane Katrina.

THE HURRICANE SEASON OF 2004

- In the aftermath of Hurricanes Charley, Frances, Jeanne and Ivan, DRC and its teaming partners and/or subcontractors, performed 37 virtually simultaneous contracts and \$150,000,000 in emergency work,

including the removal of over 10,000,000 cubic yards of debris and the restoration of miles of beaches, throughout the state of Florida, from Monroe County to Escambia County, as well as projects in Virginia, South Carolina, and Texas.

- DRC simultaneously operated more than ten TDSRS sites in Florida.

2000 WINTER ICE STORM

- In January 2000, in the aftermath of the Winter Ice Storm, DRC performed debris removal and landfill management services in North and South Carolina and Georgia. Approximately 800,000 cubic yards of debris was removed and processed within approximately 90 days.

TIME MANAGEMENT AND BUDGETING

DRC understands the economic incentives associated with FEMA's accelerated debris removal (increased federal cost share on a sliding scale). Following Hurricane Ike in 2008, DRC established an industry standard for volume collected in a single day (as recognized by FEMA). During this operation more than 5.6 million cubic yards were collected, processed, and recycled in a little more than 60 days. While fragments of the project lasted slightly longer, DRC's expedited operation using more than 2,000 pieces of collection equipment made it possible for the city of Houston to receive reimbursement in the greater than 80% range.

PENDING LITIGATION

ACTIVE PENDING MATTERS:

Hershewe v. DRC Emergency Servs., No. 17-181, Jasper County, MO Cir. Court.
Infinity Trucking and Constr. v. Cahaba Disaster Recovery, et al, No. 18-1700, USDC, EDLA.
Contreras v. v. Terrence, et al, #18-3519, 134th JDC, Dallas County, TX

INACTIVE PENDING MATTERS:

The following matters are dormant and subject to dismissal for lack of prosecution for over 3 years:

Group CG Builders v. DRC Emergency Services, LLC, Dominican Republic
Down South Services, LLC v. DRC Emergency Services, LLC, No. 59-035, 25th JDC for Plaq. Parish, LA. *Amer. Amph. Equipt. v. Brookhaven Maint. South Contract Corp.*, No. 55-252, 25th JDC Plaq. Parish, LA. *Gulf State Constr. v. DRC Emergency Services, LLC*, Civil Action No. 2012-10783, Orleans Parish LA CDC.
Southern Indust. Contr. v. DRC Emergency Services, No. 613964, 19th JDC, East Baton Rouge Parish, LA.

SETTLED AWAITING DISMISSAL ORDER

B&S Equipment v. DRC Emergency Services, LLC, et al, No. 708-443, 24th Judicial District Court.

BP OIL SPILL RECOVERY PROJECT

The following lawsuits arise out of the 2010 BP DEEPWATER HORIZON oil spill clean-up/recovery project. Per the parties' agreement, BP defends and indemnifies DRC's interests in the case below.

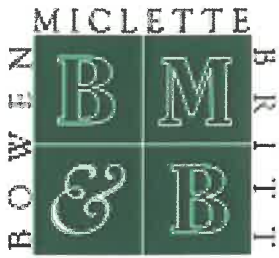
Several of the cases below are subject to dismissal based on the District Court's February 2016. Until a formal dismissal order is issued, the cases below remain listed out of an abundance of caution:

In Re: Oil Spill By The Oil Rig "Deepwater Horizon," USDC EDLA MDL 2179.
Boudreaux v. The DRC Group, et al, USDC EDLA, Civil Action No. 11-03179 c/w MDL 2179.
Fitzgerald v. DRC Emergency Services, LLC, et al, USDC EDLA, No. 13-650 c/w MDL 2179.
Caulfield v. DRC Emergency Services, LLC, et al., USDC EDLA, Civil Action No. 11-1891.
Lambert v. DRC Emergency Services, LLC, et al, 24th JDC Jefferson Parish LA, No. 702311
Baudier v. DRC Emergency Services, LLC, et al., 24th JDC Jefferson Parish LA, No. 703-286
Turlich v. DRC Emergency Servs, LLC, et al., 25th JDC Plaquemines Parish LA, No. 59-076
Pearson and Black v. DRC Emer. Services, LLC, 24th JDC Jefferson Parish LA, No. 11-778 c/w MDL 2179.
Foussell, et al, v. DRC Emergency Services, LLC, et al, USDC EDLA, No. 11-1195 c/w MDL 2179.
Frelich v. DRC Emergency Services, LLC, et al., USDC EDLA 12-1295 c/w 2179.
Matherne Business Associates v. DRC Emergency Services, LLC, USDC EDLA, No. 11-449 c/w MDL 2179.
Rodrigue Business Associates v. DRC Emergency Services, LLC, USDC EDLA, No. 11-445 c/w MDL 2179.
Truong v. Emergency Services, LLC, USDC EDLA, No. 11-2766 c/w MDL 2179.
Brown v. DRC Emergency Services, LLC, USDC EDLA, No. 12-2333 c/w MDL 2179.
Rogers v. DRC Emergency Services, LLC, USDC EDLA, No. 11-1185 c/w MDL 2179.
Rogers v. DRC Emergency Services, LLC, et al., USDC EDLA, No. 11-1295 c/w MDL 2179.
Rogers, Elmer v. DRC Emergency Services, LLC, USDC EDLA, No. 14-2285 c/w MDL 2179.
Alexander v. DRC Emergency Services, LLC, et al, USDC EDLA, No. 11-951 c/w MDL 2179.
Strike Zone Charters, LLC BP Exploration & Production, et al, USDC EDLA, No. 16-5960 c/w MDL 2179.
Reefkeeper, LLC v. BP Exploration & Production, et al, USDC EDLA, No. 16-5955 c/w MDL 2179.
Daigle v. DRC Emergency Services, LLC, USDC EDLA, No. 11-2499 c/w MDL 2179.
Duong, Kong et al v. Emergency Services, LLC, USDC EDLA, No. 12-814 c/w MDL 2179.
Duong, Kong et al v. DRC Emergency Services, LLC, USDC EDLA, No. 13-605 c/w MDL 2179.
Duong, Thanh v. BP America Production Company, Inc., et al, USDC EDLA, No. 16-3953 c/w MDL 2179.
Lim, Semg v. BP America Production Company, Inc., et al, USDC EDLA, No. 16-3950 c/w MDL 2179.

Ly, Anh v. BP America Production Company, Inc., et al, USDC EDLA, No. 16-3957 c/w MDL 2179.
Phan v. BP America Production Company, Inc., et al, USDC EDLA, No. 16-3956 c/w MDL 2179.
Nguyen, Loc v. BP America Production Company, Inc., et al, USDC EDLA, No. 16-3955 c/w MDL 2179.
Terry v. BP Exploration & Production, et al, USDC EDLA, No. 16-4137 c/w MDL 2179.
In re Triton Asset Leasing GmbH, USDC EDLA, Case No. 10-2771 c/w MDL 2179.
In re Jambon Supplier II (Dinwiddie v. DRC Emer. Servs) USDC EDLA, No. 12-426 c/w MDL 2179.

Neither DRC nor its principals have record of judgments, pending lawsuits against the City or criminal activities involving moral turpitude and do not have any conflicts of interest in working with the City of Fort Lauderdale.

Neither DRC nor any principal, officer or stockholder are in arrears or in default of any debt or contract involving the City, (as a party to contract, or otherwise); nor have failed to perform faithfully on any previous contract with the City.



BOWEN, MICLETTE & BRITT INSURANCE AGENCY, LLC
1111 NORTH LOOP WEST, SUITE 400
HOUSTON, TEXAS 77008
TELEPHONE (713) 880-7100
FACSIMILE (713) 880-7149

January 5, 2018

DRC Emergency Services, LLC
13 Evia Main
Galveston, TX 77554

Re: DRC Emergency Services, LLC

Dear Sir or Madam:

We are the surety bonding agent for DRC Emergency Services, LLC, of Galveston, TX. In this capacity, we have become very familiar with their financial, management, and operational capabilities. DRC Emergency Services, LLC is bonded through Hartford Fire Insurance Company(Hartford), which has an A.M. Best Rating of A+ Superior with a Financial Size Category of XV. Hartford has agreed to support performance and payment bonds for single projects up to \$80,000,000 as long as these projects fit within a \$150,000,000 aggregate work program.

Please note that the decision to issue performance and payment bonds is a matter between DRC Emergency Services, LLC, and Hartford, and will be subject to the review and approval of the contract terms, conditions and related underwriting criteria at the time of the request. We assume no liability to third parties or to you if for any reason Hartford does not execute said bonds.

We hold DRC Emergency Services, LLC in the highest possible regard and it is our pleasure and privilege to recommend them for your consideration.

Very truly yours,

BOWEN, MICLETTE & BRITT INSURANCE AGENCY, LLC

A handwritten signature in black ink, appearing to read 'David T. Miclette'.

David T. Miclette
Senior Vice President

DT/rg



11 Greenway Plaza
Suite 2900
Houston, Texas 77046

www.iberiabank.com

July 20, 2016

DRC Emergency Services, LLC
13 Evia Main
Galveston, TX 77554

Re: DRC Emergency Services, LLC

To Whom It May Concern,

This letter is in support of DRC Emergency Services, LLC ("DRC" or the 'Company'). I am writing on behalf of Iberia Bank Corporation ("Iberia"), which is a publicly traded bank holding company. Iberia is the primary lender for DRC's owners and has banked their various entities for over 15 years. The relationship has resulted in loans in excess of over \$25,000,000, which have always paid as required. Currently, the relationship has the capacity to borrow in excess of its existing credit due to its strong liquidity position and capital structure. The Company has the financial ability to bid on and perform contracts in excess of \$100 million.

The decision to commit to an expanded credit facility will be subject to the review and approval of contract terms, conditions and related underwriting criteria at the time of the request. We assume no liability to you if, for any reason, Iberia does not extend additional credit above what is already committed.

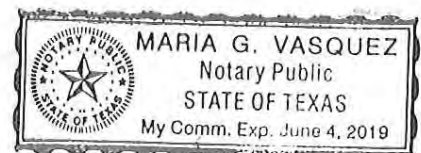
We look forward to working with you and DRC Emergency Services, LLC on future project opportunities.

Sincerely,

Bennett Douglas
EVP – Regional Group Manager
IberiaBank

STATE OF TEXAS
COUNTY OF HARRIS

The foregoing letter was acknowledged before me this 20th day of July, 2016, by Bennett Douglas.

- Maria Vasquez



JOHN SULLIVAN

PRESIDENT

110 Veterans Boulevard, Suite 515 • Metairie, LA 70005
(888) 721-4372 • jsullivan@sullivaninterests.com

INTRODUCTION

Mr. Sullivan has vast experience in all aspects of the construction industry, ranging from marine construction and dredging, land development and infrastructure construction as well as the intricate completion of individual custom homes. Mr. Sullivan, along with his brothers, started Sullivan Land Services, Ltd. which provides comprehensive site services for disaster response and recovery, infrastructure, and commercial landscaping, while earning a degree at Texas A&M University in Construction Management. His ingenuity eventually led to the creation of Sullivan Interests, Ltd., a portfolio of companies that provides services and products to various industries. With over 20 years of experience in the construction industry, Mr. Sullivan has gained both extensive knowledge and hands on experience with the recovery process

EDUCATION

Texas A&M University – College Station, Texas
Bachelor of Science – Construction Science

OTHER CERTIFICATIONS

OSHA Safety Certification

USACE Contractor Quality Management

NOTABLE PROJECTS

Hurricane Maria – 2017
Hurricane Irma – 2017
Hurricane Harvey – 2017
Hurricane Matthew -2016

Louisiana Severe Storms and Flooding (DR-4277) – 2016
Winter Storm Jonas – 2015
Houston, TX Flood -2015

EXPERIENCE

NYC Build It Back Program – City of New York, NY

- Program/construction management for the reconstruction, rehabilitation and elevation of over 700 homes in Staten Island. CDBG-DR funded project for New York City restoring homes damaged by Hurricane Sandy.

New York City Rapid Repairs Program – New York, NY

- Repair of over 1,700 homes throughout the five boroughs of New York following Hurricane Sandy. All repairs performed in a four-month period and included mechanical, electric and plumbing.

FEMA Galveston County Emergency Housing – Galveston County, TX

- Involved the complete development of two former athletic fields into fully-functional manufactured home communities totaling 106 units. Both projects were completed in 28 days.

USACE GIWW Willacy County Dredging – Harlingen, TX

- Dredging of approximately 423,000 cubic yards of material in Gulf Intracoastal Waterway and disposal in designated USACE placement areas.

Port of Harlingen Maintenance Dredging – Harlingen, TX

- Maintenance dredging of Port of Harlingen dock facilities. Dredging of approximately 58,000 cubic yards of material and disposal in POH placement areas.

Port of Galveston Maintenance Dredging – Galveston, TX

- Annual contract for maintenance dredging of Port of Galveston dock areas and shipping channel. Dredging of approximately 70,000 cubic yards of material per dredging cycle.

Port of Houston Maintenance Dredging – Houston, TX

- Maintenance dredging of Bayport Wharf 3 facility. Dredging of approximately 53,000 cubic yards of material and disposal in POH placement areas.

Galveston Pilots Association Dredging – Galveston, TX

- Dredging of GPA facility to create proper draft for incoming vessels. The slips had not been dredged in over ten years, which allowed for a substantial amount of siltation. Over 10,000 cubic yards of material was removed to create 15-foot draft at vessel slips.

Texas International Terminals Levee, Dredge & Bulkhead Construction – Galveston, TX

- Creation of new placement areas, reconstruction & reinforcement of 25 acres of existing levees, dredging of over 150,000 cubic yards of material from facility basin and slips, repair and replacement of existing bulkheads, new fendering systems and dolphin installation.

LBC Terminals Levee Construction & Dredging – Houston, TX

- Creation of a new 10-acre dredge spoil placement area at Houston Ship Channel facility and dredging of 40,000 cubic yards of spoil material.



MARK STAFFORD

VICE PRESIDENT OF RESPONSE AND RECOVERY

110 Veterans Boulevard, Suite 515 • Metairie, LA 70005

(888) 721-4372 • Mstafford@drcusa.com

INTRODUCTION

Mr. Stafford brings many years of experience in disaster and commercial/industrial waste management to DRC Emergency Services. He has participated in recovery following ice storms and hurricanes throughout the Southeast. Mark has overseen and operated landfills, recycling operations and transportation companies exceeding \$200 million in annual revenues. He has managed teams of over 1,100 staff serving business, industry and municipalities. Prior to joining DRC, Mark was the president and regional director of Allied Waste for the State of Louisiana. He also worked in an executive capacity for Waste Management. He earned a B. S. in business from the University of Louisiana.

EDUCATION

University of Southwest Louisiana – Lafayette, Louisiana

Bachelor of Science in Business Administration – 1980

Media Training School – Dallas, Texas

Advanced Management Program

PROMINENT CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial

FEMA IS-100.pwb Introduction to the Incident Command System

FEMA IS-200.b ICS for Single Resources and Initial Action Incident, ICS-200

FEMA IS-700.a National Incident Management System (NIMS), An Introduction

FEMA IS-702.a NIMS Public Information Systems

OTHER CERTIFICATIONS

FEMA IS-5.a

FEMA IS-315

FEMA IS-706

FEMA IS-803

FEMA IS-11.a

FEMA IS-317

FEMA IS-775

FEMA IS-806

FEMA IS-33.17

FEMA IS-546.a

FEMA IS-800.b

FEMA IS-906

FEMA IS-35.17

FEMA IS-547.a

FEMA IS-801

FEMA IS-907

FEMA IS-106.17

FEMIA IS-660

FEMA IS-802

FEMA IS-2900

NOTABLE PROJECTS

Hurricane Maria – 2017

Hurricane Irma – 2017

Hurricane Harvey – 2017

Hurricane Matthew -2016

Louisiana Severe Storms and Flooding (DR-4277) – 2016

Winter Storm Jonas – 2015

Houston, TX Flood -2015

Winter Storm Pax – 2014

Midwestern Tornado Outbreak – 2013

Hurricane Isaac – 2012

Hurricane Irene – 2011

BP Oil Spill – 2010

Hurricane Gustav – 2008

Hurricane Ike – 2008

Hurricane Wilma – 2006

Hurricane Rita – 2005

Hurricane Ophelia – 2005

Hurricane Katrina – 2005

Hurricane Dennis – 2005

EXPERIENCE

DRC Emergency Services LLC – New Orleans, Louisiana

Vice President of Response and Recovery – January 2016 – Present

Chief Executive Officer – December 2013 – January 2016

Director-Business Development – January 2013 – December 2013

Partner and Chief Operating Officer – September 2005 – January 2013

Allied Waste Systems, Baton Rouge Louisiana

District Manager – April 2002 – September 2005

DRC, INC. – Mobile, Alabama/New Orleans, Louisiana

Regional Manager – April 2000 – April 2002

- Negotiated and managed local/FEMA-funded government contracts; developed and produced RFPs. Provided technical assistance to government entities. Advised government on 44CFR issues. Represented local government in handling FEMA issues.
- Managed construction contracts in the Southern United States and Honduras.
- Managed marketing and operations for disaster recovery work. Conducted negotiations and hired subcontractors. Provided volume and cost estimates.
- Developed/managed incinerator projects, working closely with various political bodies.
- Provided environmental consulting services for government and private industry.
- Responsible for business development. Produced business models.
- Negotiated with USAID relating to multiple construction contracts in Honduras to resolve contract disputes.
- Gained the aid of U.S. embassy on behalf of company.
- Designed company's marketing program.

Waste Management, Inc. – New Orleans, Louisiana

Division President/General Manager – August 1996-February 2000

Waste Management, Inc. - Baton Rouge and South Louisiana Division – Baton Rouge, Louisiana

District Manager – July 1995-August 1996

- In final (New Orleans) assignment, held responsibility for commercial, residential, South Louisiana, and transfer divisions, with five satellite operations and a total of 500 personnel and 200+ vehicles serving 470,000 residences and 5000+ commercial and industrial accounts.
- Directed a \$70 million operation, with responsibility for profitability as well as administrative and financial structure and accountability; allocation of assets; financial projections and results; and other financial matters detailed previously for an operation providing a full array of environmental services, from industrial waste transportation and disposal to hospital and commercial waste collection and transportation to street sweeping services and disposal of municipal waste to leasing of modular offshore buildings.
- Structured five-year profit enhancement plan establishing goals for commercial revenue growth, price increases, incentive-based productivity improvement (focus on target marketing and productivity increases), long-term fixed vendor pricing, and requirements for R.O.I. analysis on capital purchases, minimum return requirements, and conversion to incentive-based compensation to limit annual wage increases.
- Oversaw sales and marketing efforts as well as daily operations and equipment maintenance; approved marketing plans; formulated and approved major bids/requests for proposals. Formulated and approved contract operating plans, acquisitions and mergers. Hired and worked closely with department managers to develop budgets and identify areas of potential cost savings. Purchased capital equipment. Negotiated favorable vendor pricing, maintenance labor agreements and contracts.
- Taught seminars; conducted workout team training and Effective Supervision training (beginning and advanced) for supervisors and managers in two states. Served as facilitator for company-wide leadership development training.
- Participated in grievance hearings and occasional arbitration hearings.

- Established and maintained strong and lasting community, political, media and Teamster relationships. Initiated and authorized political activities and contributions. Lobbied state legislature on transportation and environmental issues; state and local officials to obtain municipal contracts. Participated in numerous public hearings statewide. Represented company before other public bodies and at political functions.

Waste Management, Inc. - Commercial/Residential, New Orleans & St. Tammany Divisions – New Orleans, Louisiana

General Manager – February 1989-July 1995

Assistant General Manager – March 1988-February 1989

Waste Management, Inc. – Acadiana – Lafayette, Louisiana

Manager of Special Projects – January 1987-March 1988

Sales Manager – September 1985-January 1987

Camel Industries – Lafayette, Louisiana

Co-founder/Manager – December 1980-September 1985

- Co-founded this commercial environmental services company. Built operation from its inception to \$3 million in annual sales volume before its 1985 sale to Waste Management.



KRISTY FUENTES

VICE PRESIDENT OF COMPLIANCE AND ADMINISTRATION

110 Veterans Boulevard, Suite 515 • Metairie, LA 70005

(888) 721-4372 • Kfuentes@drcusa.com

INTRODUCTION

Kristy Fuentes is the Vice President of Compliance and Administration for DRC Emergency Services, LLC (DRC ES) and Chief Ethics & Compliance Officer. Previously, Ms. Fuentes was Director of Business Development, leading the marketing, sales and communications functions. Since joining DRC in 2005, Ms. Fuentes has provided assistance to clients in planning, program management, disaster response, demolition contracting and regulatory compliance. Following Hurricane Katrina, Ms. Fuentes managed expansive projects for the Orleans Levee Board, St. Bernard Parish and the United States Corps of Engineers. Ms. Fuentes has served as program manager for four contracts with the Louisiana Department of Environmental Quality, including the "Katrina Car and Vessel" contract and three massive demolition projects in the City of New Orleans. Following Hurricane Gustav, Ms. Fuentes managed nine major disaster-response contracts across southern Louisiana with a cumulative contract value of over thirty million dollars. In response to the BP MC 232 oil spill, Ms. Fuentes played a key role in the clean-up of lower Jefferson, Terrebonne and Plaquemines Parishes through the employment and management of hundreds of local residents and vessels. Since November 2013, Ms. Fuentes has implemented changes and improvements to the methods and procedures for contract, licensing and pre-qualification processes, ensuring contractor compliance with Federal and State regulations.

EDUCATION

University of New Orleans – New Orleans, Louisiana

Marketing – 1993

Southeastern Louisiana University – Hammond, Louisiana

Marketing – 1992-1993

PROMINENT CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial

FEMA IS-100.b Introduction to Incident Command System, ICS-100

FEMA IS-100.pwb Introduction to the Incident Command System

FEMA IS-632.a Introduction to Debris Operations

FEMA IS-633 Debris Management Plan Development

FEMA IS-634 Introduction to FEMA's Public Assistance Program

FEMA IS-700 National Incident Management System (NIMS), An Introduction

FEMA IS-702.a NIMS Public Information Systems

OTHER CERTIFICATIONS

FEMA IS-5.a

FEMA IS-200.b

FEMA IS-453

FEMA IS-802

FEMA IS-10.a

FEMA IS-201

FEMA IS-546.a

FEMA IS-803

FEMA IS-11.a

FEMA IS-241.b

FEMA IS-547.a

FEMA IS-804

FEMA IS-29

FEMA IS-244.b

FEMA IS-706

FEMA IS-906

FEMA IS-37.17

FEMA IS-315

FEMA IS-775

FEMA IS-907

FEMA IS-42

FEMA IS-317

FEMA IS-800.b

FEMA IS-909

FEMA IS-106.17

FEMA IS-324.a

FEMA IS-801

FEMA IS-2900

NOTABLE PROJECTS

Hurricane Maria – 2017
Hurricane Irma – 2017
Hurricane Harvey – 2017
Hurricane Matthew -2016
Louisiana Severe Storms and Flooding (DR-4277) – 2016
Winter Storm Jonas – 2015
Houston, TX Flood -2015
Winter Storm Pax – 2014
Midwestern Tornado Outbreak – 2013
Super Storm Sandy – 2012

Hurricane Isaac – 2012
Hurricane Irene – 2011
BP Oil Spill – 2010
Hurricane Gustav – 2008
Hurricane Ike – 2008
Hurricane Wilma – 2006
Hurricane Rita – 2005
Hurricane Ophelia – 2005
Hurricane Katrina – 2005
Hurricane Dennis – 2005

EXPERIENCE

DRC Emergency Services, LLC – New Orleans, Louisiana

Chief Executive Compliance Officer – October 2014-present

- Overall day-to-day responsibility for directing the DRC ES ethics, business conduct and government contracting compliance programs (“Programs”). Ensure that all executives and employees have ethics training on an annual basis and that the Code provides compliance guidance appropriate to the size and nature of DRC ES business.

Vice President of Business Development – 2013-present

- Management of DRC’s marketing, sales and communications functions, providing client relations and assistance in the areas of planning, program management, disaster response, demolition contracting and regulatory compliance

Regional Manager – 2005-2013

- Management and oversight for all Louisiana projects since 2005, including Hurricanes Katrina, Gustav, Ike and Isaac recovery with state and local agency contracts.
- Specialty project management including “Katrina Vehicle and Vessel” recovery in the State of Louisiana for the Department of Environmental Quality, South Shore Harbor Vessel Removal, debris removal, marine debris removal and demolition programs in four parishes, including asbestos removal
- Managed contract and government relations in major disasters throughout the United States including but not limited to the Alabama tornados, Hurricane Irene in Maryland and New York, Hurricane Sandy, Ice Storm recovery in North and South Carolina
- Coordination of multi-million-dollar shipment of all necessary materials and supplies to Haiti to erect a 350-man workforce housing facility in support of a US State Department work camp

Lash Homes, Inc. – Chalmette, Louisiana

Project Management – 1998-2004

- Managed material, machinery and people for construction projects throughout New Orleans
- Ensured the safety of the employees
- Responsible for timely completion of projects

Casey, Babin and Casey – New Orleans, Louisiana

Real Estate Closing Coordinator – 1998-2004

- Arranged and managed documents for the legal proceedings containing real estate transactions
- Scheduled and orchestrated multiple real estate transactions daily



JOE NEWMAN

VICE PRESIDENT OF OPERATIONS

110 Veterans Boulevard, Suite 515 • Metairie, LA 70005
(888) 721-4372 • jnewman@drcusa.com

INTRODUCTION

With more than 12 years of experience in overseeing large-scale construction and disaster-related debris management projects, Mr. Newman has managed teams over multiple disasters including Hurricanes Isabel, Dennis, Katrina and Ike. In 2008, Mr. Newman responded to the devastation in Galveston following Hurricane Ike and as a Program Manager, he oversaw the collection, processing and recycling/disposal of over 1 million cubic yards of debris. He has been involved in projects in various capacities, including heavy equipment operation, planning and coordination of construction process, securing permits and licenses, delivery of materials and equipment, FEMA compliance, coordinating and operating with municipality officials, and estimating for contracts. In May of 2015, Mr. Newman responded to the historic floods meeting the needs of Texas Department of Transportation and the Houston Solid Waste Department. He was tasked with tracking all debris operations

EDUCATION

Highschool Diploma

PROMINENT CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial
FEMA IS-100.b Introduction to Incident Command System, ICS-100
FEMA IS-00632.a Introduction to Debris Operations
FEMA IS-702.a NIMS Public Information Systems

OTHER CERTIFICATIONS

FEMA IS-33.17 FEMA IS-100.pwb
FEMA IS-35.17 FEMA IS-2900

NOTABLE PROJECTS

Hurricane Maria – 2017	Tornado Outbreak – 2011
Hurricane Irma – 2017	Hurricane Gustav – 2008
Hurricane Harvey – 2017	Missouri Ice Storm – 2007
Hurricane Matthew -2016	New York Ice Storm – 2006
Louisiana Severe Storms and Flooding (DR-4277) – 2016	Hurricane Katrina – 2005
Houston, TX Flood -2015	Hurricane Dennis – 2005

EXPERIENCE

DRC Emergency Services, LLC – New Orleans, Louisiana
Vice President of Operations – March 2017 – Present
Program Manager – 2003 – March 2017

- On-ground execution of projects
- Crew oversight
- Schedule adherence
- Resource utilization

- Qualify/safety and regulatory compliance

United States Army

Army Ranger - 1995-2000

- Ranger Indoctrination Program (RIP)
- Primary Leadership Development Course (PLDC)
- Airborne School



WILLIAM (TONY) SWAIN

REGIONAL MANAGER

110 Veterans Boulevard, Suite 515 • Metairie, LA 70005
(888) 721-4372 • Tswain@drcusa.com

INTRODUCTION

Mr. Swain came to DRC after three years as a Project Manager for Cahaba Disaster Recovery. During that time, he oversaw the demolition of hundreds of houses in Orleans Parish, LA, along with debris removal projects in Springfield, MO, Green County, MO and Amherst, NY. Before that, he spent 12 years as Senior Project Manager and Procurement and Contracts Administrator for an emergency services company in Florida. He was responsible for providing subcontractors for 46 separate contracts and 55 TDSRS operations in the 2004 hurricane season involving hurricanes Charlie, Frances, Ivan and Jeanne. Mr. Swain has an extensive managerial and sales background.

EDUCATION

Hernando High School – Brooksville, Florida
High School Diploma – 1977

PROMINENT CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial	
FEMA IS-100.b	Introduction to Incident Command System, ICS-100
FEMA IS-100.pwb	Introduction to the Incident Command System
FEMA IS-00632.a	Introduction to Debris Operations
FEMA IS-633	Debris Management Plan Development
FEMA IS-634	Introduction to FEMA's Public Assistance Program
FEMA IS-702.a	NIMS Public Information Systems

OTHER CERTIFICATIONS

FEMA IS-33.17

FEMA IS-35.17

NOTABLE PROJECTS

Hurricane Maria – 2017
Hurricane Irma – 2017
Hurricane Harvey – 2017
Hurricane Matthew -2016
Louisiana Severe Storms and Flooding (DR-4277) – 2016
Winter Storm Jonas – 2015
Houston, TX Flood -2015
Winter Storm Pax – 2014
Midwestern Tornado Outbreak – 2013
Hurricane Isaac – 2012

Hurricane Irene – 2011
BP Oil Spill – 2010
Hurricane Gustav – 2008
Hurricane Ike – 2008
Hurricane Wilma – 2006
Hurricane Rita – 2005
Hurricane Ophelia – 2005
Hurricane Katrina – 2005
Hurricane Dennis – 2005

EXPERIENCE

DRC Emergency Services, LLC – New Orleans, Louisiana
Regional Manager for North and South Carolina – 2009-Present

- Simultaneously, DRC's contracts in North Carolina, were activated in New Hanover County, Pender County, the City of Wilmington for debris removal and reduction of approximately 400,000 cubic yards of debris. The winter of 2014 ended with a late ice storm in the first week of March in the State of North Carolina.
- Regional Manager for contracts in eight counties for the South Carolina Department of Transportation in 2014; helped remove debris from over 12,000 miles of roadway and trimmed over 225,000 trees following Ice Storm Pax; managed and operated over fifteen Debris Management Sites, reducing and recycling over 1.5 million cubic yards of debris
- Senior Project Manager for contracts with the City of Wilmington, New Hanover and Pender Counties in North Carolina in 2014, removing approximately 400,000 cubic yards of debris following ice storms; simultaneously directed ice storm debris removal in the Cities of Thomasville and Archdale, North Carolina in late March 2014
- Acted as senior project manager during emergency debris removal in Piscataway Township, NJ and for the New York Department of Transportation following Superstorm Sandy in 2013
- Logistics for Virginia Department of Emergency Management after several strong storms in Bath, Allegany and Rockwell Counties in June-July 2012
- Project manager for 3 North Carolina counties, Wilson, Green and Johnston, in 2012
- Senior project manager overseeing seven jobs that activated in the aftermath of Hurricane Irene in 2012
- Managed beach restoration projects in Surf City, NC and N. Topsail Beach, NC
- Project manager for Escambia County, FL for the removal of oil from Pensacola and Perdido Bays. Management of all opening and closings of turbidity boom covering the openings of numerous estuaries in both bays on a 24-hour basis
- Virginia Department of Emergency Management - logistics for ice storm in Western Virginia.
- City of Baltimore, Anne Arundel County, Prince William County, VDOT, and the City of Arlington - snow removal after the accumulation of 80 inches of snow
- City of Richmond - ice and snow removal

Cahaba Disaster Recovery, LLC – (acquired by DRC) – Mobile, Alabama

Project Manager – 2007-2009

- Iberia Parish, LA - Vegetative removal and reduction C&D removal and separation, leaners, hangers, stumps, white goods
- New Orleans, LA - Demo of houses flooded during Hurricane Katrina
- Springfield, MO - Removal of vegetative debris from ROW, leaners, hangers, stumps, and reduction of all materials; site restoration
- Amhurst, NY- vegetative removal and reduction from early snow storm

FDR-Florida Disaster Recovery, LLC – Florida Keys, Florida

Client Relations and Management – 2006-2007

- Florida Keys - Managed a roll-off container company that operated from Homestead to Key West

Grubbs Emergency Services LLC/Grubbs Construction Company, Inc. – Brooksville, Florida

General Manager, Procurement Administrator, Mine Management – 1998-2006

- City of Miami - Project manager, procurement - Vegetative, C&D, hangers, leaners, stumps, removal, reduction and haul off of mulch
- Oversaw twenty projects in the S. Florida area after Hurricanes Katrina and Wilma
- Hurricanes Charlie, Frances, and Jeanne - Project manager and procurement for forty-six contracts activated in Seminole, Osceola, DeSoto, Pasco, Marion, and Lake Counties; scope included removal of vegetative and C&D and all associated tree work.
- Procured all subcontractors for forty-six separate contracts in 2004 and twenty-one contracts in 2005, as well as overseeing billing/collections to clients and payments to subcontractors
- Completed all projects on or ahead of schedule and all clients received the FEMA reimbursement they were expecting



JAY GUNTER

REGIONAL MANAGER

7578 15th Lane, Vero Beach, Florida, 32966

(386) 507-1011 jgunter@drcusa.com

INTRODUCTION

Mr. Gunter comes to DRC with 35 years in the solid waste business. Jay started throwing trash on the back of a garbage truck in 1983 and has operated every type of waste and/or hauling truck imaginable. He rose through the ranks at BFI becoming a Sales Rep and President's Club member in 1989; in 1990 as an Operations Manager he became a member of Chairman's Club. During his long career in the waste industry, Jay has held almost every position. He was landfill and transfer station certified through the Solid Waste Association of North America. He was also certified as HAZWOPER through the University of South Florida and has served as an incident commander through several hazardous waste events. As a previous Solid Waste Superintendent with Lake County, Florida, Jay has been through the 200, 300 and 400 series for Municipal emergency management and understands that side of a disastrous event as well. His disaster experience includes coordination or clean up after Hurricanes Hugo, Andrew, Alberto and Mitch as well as many other flood and tornado events.

EDUCATION

Crandall Junior College – Macon, Georgia

Computer Science – 1984

University of South Florida – Tampa, Florida

HAZWOPER - 2012

PROMINENT CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – 40 hr.

Solid Waste Association of North America – Manager of Landfill Operations

Solid Waste Association of North America – Transfer Station Operations certification

Smith System Defensive driving 5 keys – Trainer certification

NOTABLE PROJECTS

Louisiana Severe Storms and Flooding (DR-4277) – 2016

Hurricane Alberto – 1994

Hurricane Charley – 2004

Georgia Floods from Alberto - 1994

Hurricane Jeanne - 2004

Hurricane Andrew - 1992

Hurricane Frances – 2004

Hurricane Hugo - 1989

Hurricane Mitch – 1998

EXPERIENCE

DRC Emergency Services, LLC – Vero Beach, Florida

Regional Manager, South Florida – April 2018-present

- Overall day-to-day responsibility for managing all client customer needs including contracts, maintenance, training and planning for disaster events.

Waste Connections – South Louisiana

District Manager, New Orleans, Louisiana – 2016-2018

- Managed Day to day operations, sales, maintenance, accounting and marketing responsibility for Southeast Louisiana Collections companies including post collection duties.
- Responsible for Jefferson Parish Landfill and Marrero Recycling plant.
- **Improved margin by 50% in the New Orleans District, reduced safety incident rates by 62% resulting in being recognized as ‘Servant Leader of the Year’ for the South region of Waste Connections**

District Manager, Houma, Louisiana – 2015-2016

- Managed Day to day operations, sales, maintenance, accounting and marketing responsibility for Southeast Louisiana Collections companies including post collection duties.
- Responsible for Larose Transfer station.
- **Improved margin by 65% in the Houma District, reduced safety incident rates by 86% resulting in named the most improved hauling company.**

Lake County, Florida

Solid Waste Superintendent – 2011-2014

- Direction of all Solid Waste services for Lake County including management of 3 operating Class 1 landfills, 1 operating Class III landfill, 3 closed landfills and 5 convenience drop off centers within the county.
- Daily oversight of operations of Covanta Waste to Energy plant in Lake County.
- Completing first 2 years with operating costs under budget by over 800k
- Successfully closed Astatula landfill within 99.98% of permitted air-space.



SAM DANCER

PROJECT MANAGER

110 Veterans Boulevard, Suite 515 • Metairie, LA 70005

(888) 721-4372 • Sdancer@drcusa.com

INTRODUCTION

After more than a decade in the military and law enforcement, Mr. Dancer became a Field Supervisor and Project Manager, handling contracts involving clean-up following Hurricanes Gustav and Ike; City of Fayetteville, AR ice storm; City of Nashville, Tennessee flooding; BP Oil Spill; and the Port au Prince, Haiti earthquake. Most recently, his projects have included St. Louis County and the City of Bridgeton, MO, tornado debris removal; Tuscaloosa, AL (ALDOT) residential demolition of tornado-damaged residences; Terrebonne Parish, LA, St. Louis Bayou Cleanout project; and the City of New Orleans, LA, Strategic Demolition for Economic Recovery project.

EDUCATION

Southeastern Louisiana University – Hammond, LA

Computer Science – Fall 1980, Fall 1981, Spring 1982

PROMINENT CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial

FEMA IS-100.b Introduction to Incident Command System, ICS-100

FEMA IS-100.pwb Introduction to the Incident Command System

FEMA IS-632.a Introduction to Debris Operations

FEMA IS-633 Debris Management Plan Development

FEMA IS-634 Introduction to FEMA's Public Assistance Program

FEMA IS-700 National Incident Management System (NIMS), An Introduction

FEMA IS-702.a NIMS Public Information Systems

OTHER CERTIFICATIONS

FEMA IS-3	FEMA IS-100.fwa	FEMA IS-317	FEMA IS-706	FEMA IS-812	OSHA-150
FEMA IS-5.a	FEMA IS-100.hcb	FEMA IS-324.a	FEMA IS-775	FEMA IS-813	OSHA-151
FEMA IS-10.a	FEMA IS-100.he	FEMA IS-325	FEMA IS-800.b	FEMA IS-906	OSHA-152
FEMA IS-11.a	FEMA IS-100.leb	FEMA IS-394.a	FEMA IS-801	FEMA IS-907	OSHA-602
FEMA IS-29	FEMA IS-106.17	FEMA IS-405	FEMA IS-802	FEMA IS-909	OSHA-603
FEMA IS-33.17	FEMA IS-200.b	FEMA IS-420	FEMA IS-803	FEMA IS-912	OSHA-605
FEMA IS-36	FEMA IS-200.hca	FEMA IS-421	FEMA IS-804	FEMA IS-914	OSHA-612
FEMA IS-37.17	FEMA IS-201	FEMA IS-453	FEMA IS-807	FEMA IS-1150	OSHA-700
FEMA IS-42	FEMA IS-230.d	FEMA IS-546.a	FEMA IS-807	FEMA IS-2900	OSHA-815
FEMA IS-60.b	FEMA IS-241.b	FEMA IS-547.a	FEMA IS-809	OSHA-105	OSHA-852
FEMA IS-75	FEMA IS-244.b	FEMA IS-660	FEMA IS-810	OSHA-115	
FEMA IS-100.fda	FEMA IS-315	FEMA IS-703.a	FEMA IS-811		

NOTABLE PROJECTS

Hurricane Irma – 2017

Hurricane Harvey – 2017

Louisiana Severe Storms and Flooding (DR-4277) – 2016

Houston, TX Flood -2015

Winter Storm Pax – 2014

Midwestern Tornado Outbreak – 2013

Super Storm Sandy – 2012

Hurricane Isaac – 2012

Hurricane Irene – 2011
BP Oil Spill – 2010
Hurricane Gustav – 2008

Hurricane Ike – 2008
Hurricane Rita – 2005
Hurricane Katrina – 2005

EXPERIENCE

DRC Emergency Services LLC – New Orleans, Louisiana

Project Manager – 2013 – Present

- Manages all phases of assigned projects, ensuring contractual obligations are met and accountable for the personnel and equipment onsite. Projects include St. Louis County and the City of Bridgeton, MO, tornado debris removal; Tuscaloosa, AL (ALDOT) residential demolition of tornado-damaged residences; Terrebonne Parish, LA, St. Louis Bayou Cleanout project; City of New Orleans, LA, Strategic Demolition for Economic Recovery project.

The Country Club – New Orleans, Louisiana

Security Supervisor – 2013

- Maintained a safe environment for employees and patrons at a high-profile restaurant and nightclub; monitored activity via recorded digital CCTV and through live indoor and outdoor surveillance; ensured security staff members were properly trained in all methods of surveillance, guest service, non-violent crisis intervention and documentation of events.

Defcon 1–Pearl River, Louisiana

Owner/Operator – 2012-2013

- Managed all operations of a personally owned business which involved the retail sales of law enforcement and military apparel and equipment and provided contract security for private parties, events and VIP escort services.

Cahaba Disaster Recovery (acquired by DRC) – Mobile, Alabama

Project Manager – 2008-2012

- Directed all phases of disaster-related projects from contract activation to final closeout; coordinated mobilization of subcontractors and ensured crews in the field operated in accordance with OSHA and DEQ regulations; maintain effective communication with local governing bodies, FEMA, Army Corps of Engineers and monitoring firms. Recovery projects included areas impacted by Hurricanes Gustav and Ike; City of Fayetteville, AR ice storm; City of Nashville, Tennessee flooding; BP Oil Spill; and Port au Prince, Haiti earthquake

Bourbon Blues Company – New Orleans, Louisiana

Security – 2008

- Provided a safe environment for the employees and patrons by ensuring rules regarding the service of alcoholic beverages to patrons by the bar staff were followed; communicated effectively with NOPD in regard to serious incidents occurring at the bar and submitted written reports to law enforcement and management

Omni-Pinnacle Emergency Response – Slidell, Louisiana

Field Supervisor – 2005-2008

- Managed the day-to-day activities of crews and employees in the field, including operations involving tree cutting, debris removal, debris disposal, waterway clearing and residential and commercial demolition; ensured that FEMA, OSHA, DEQ and contractual obligations are met; project involvement included Hurricanes Katrina and Rita in unincorporated St. Tammany Parish, LA and Wilma in Indian River County, FL

Target Corporation (Mervyn's and Target) – Multiple Locations

Key Store Investigator, Field Assets Protection Team Leader, Executive Team Leader-Assets Protection – 1994-2005

- Implemented company-directed safety and shortage plans as well as creating store-based plans in accordance with annual inventory results, local safety issues and theft trends; monitored and maintained overt and covert surveillance systems; initiated, investigated and resolved internal and external theft cases including organized theft and fraud; apprehended and interviewed individuals responsible for shortages; partnered with local, state and federal law enforcement agencies and communicated with other retailers; testified in court when necessary

LAW ENFORCEMENT EXPERIENCE:

Pearl River Police Department (Reserve Division) – Pearl River, Louisiana

Officer – 1990-1996

- Patrol the streets of Pearl River, protect citizens and their property while enforcing town, parish and state ordinances; participated in the initiation and resolution of investigations regarding the manufacturing transport, possession and distribution of controlled substances as a member of the Narcotics Task Force

MILITARY EXPERIENCE:

Louisiana Army National Guard (Infantry) – Houma, Louisiana

Squad Leader – 1989-1991

- Accountable for the proper training and the well-being of an eleven-person infantry squad; maintained combat readiness of the squad and all assigned weapons and equipment to ensure mission completion; unit was activated for Desert Storm

United States Army (Infantry) – Multiple Locations

Senior Custodial Agent, Fire Team Leader/Track Commander – 1983-1986

- Controlled entry of US and German personnel into the limited and exclusion areas of a remote nuclear missile site and provide tactical response in the event of a perimeter breach; ensured that the soldiers in the fire team were properly trained and all assigned equipment was maintained; participated in Bright Star, Egypt (1985)



LISA GARCIA WALSH

CONTRACTS MANAGER

110 Veterans Boulevard, Suite 515 • Metairie, LA 70005

(888) 721-4372 • Lgarcia@drcusa.com

INTRODUCTION

Ms. Garcia has overseen DRC's contracts since 2010, maintaining contractual records and documentation, such as receipt and control of all contract correspondence. She's also responsible for applying, renewing and activating general contractor licenses nationwide, and other authorizations and pre-qualifications. Projects on which she provided administrative assistance to the Chief Operating Officer, Regional Manager and several Project Managers include the BP Oil Spill Clean Up and Hurricane Isaac Recovery, as well as numerous demolition and DOT jobs. Prior to joining DRC, Ms. Garcia provided administrative assistance for emergency response projects involving FEMA protocol.

EDUCATION

Our Lady of Holy Cross College – New Orleans, Louisiana

Bachelor's Degree in Accounting – May 2015

Nunez Community College – Chalmette, Louisiana

Associates Degree in Business Technology – 2010

PROMINENT CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial

FEMA IS-100.b Introduction to Incident Command System, ICS-100

FEMA IS-100.pwb Introduction to the Incident Command System

FEMA IS-632.a Introduction to Debris Operations

FEMA IS-633 Debris Management Plan Development

FEMA IS-634 Introduction to FEMA's Public Assistance Program

FEMA IS-700 National Incident Management System (NIMS), An Introduction

FEMA IS-702.a NIMS Public Information Systems

OTHER CERTIFICATIONS

FEMA IS-5.a

FEMA IS-201

FEMA IS-547.a

FEMA IS-803

FEMA IS-10.a

FEMA IS-244.b

FEMA IS-660

FEMA IS-806

FEMA IS-11.a

FEMA IS-315

FEMA IS-706

FEMA IS-906

FEMA IS-37.17

FEMA IS-317

FEMA IS-775

FEMA IS-907

FEMA IS-42

FEMA IS-324.a

FEMA IS-800.b

FEMA IS-909

FEMA IS-106.17

FEMA IS-453

FEMA IS-801

FEMA IS-2900

FEMA IS-200.b

FEMA IS-546.a

FEMA IS-802

NOTABLE PROJECTS

Hurricane Maria – 2017

Hurricane Irma – 2017

Hurricane Harvey – 2017

Hurricane Matthew -2016

Louisiana Severe Storms and Flooding (DR-4277) – 2016

Winter Storm Jonas – 2015

Houston, TX Flood -2015

Winter Storm Pax – 2014

Midwestern Tornado Outbreak – 2013

Super Storm Sandy – 2012

Hurricane Isaac – 2012

Hurricane Irene – 2011

BP Oil Spill – 2010
Hurricane Gustav – 2008
Hurricane Ike – 2008
Hurricane Wilma – 2006

Hurricane Rita – 2005
Hurricane Ophelia – 2005
Hurricane Katrina – 2005
Hurricane Dennis – 2005

EXPERIENCE

DRC Emergency Services, LLC – New Orleans, Louisiana

Contracts Manager – November 2013-present

- Maintain contractual records and documentation such as receipt and control of all contract correspondence
- Ensure that signed contracts are communicated to all relevant parties to provide contract visibility and awareness, interpretation to support implementation
- Responsible for applying, renewing and activating general contractor's licenses nationwide; prequalification with Department of Transportation offices nationwide
- Responsible for Secretary of State annual filings and authorizations to do business

Project Administrator – July 2010-November 2013

- Provided administrative assistance to the Chief Operating Officer, Regional Manager and several Project Managers for projects in Louisiana including, but limited to:
 - MC52 BP Oil Spill Clean Up
 - St. Bernard Road Project
 - Orleans Parish Sheriff's Office
 - Hurricane Isaac Recovery – Assisted project managers in several contracts, coordinated and managed personnel to scan and submit tickets to Mobile office)
- Project administrator for two demolition projects for the City of New Orleans; responsibilities included filing permits, making LA One Calls, review of all packets for demolition paperwork prior to demolition, attended monthly meetings with City of New Orleans and provided invoicing reconciliation
- Researched bids and RFPs throughout the United States

Law Offices of Christian D. Chesson – New Orleans, Louisiana

Paralegal/Office Manager – September 2006-January 2009

- Assisted in Chapter 7 Bankruptcy and Lemon Law documentation for clients
- Provided overall office management, including:
 - Client relations
 - Accounts payable/receivable
 - Administrative support to ten attorneys in the New Orleans office location
 - Liaison between the New Orleans office and the Lake Charles office locations

Advanced Cleanup Technologies, Inc. – Rancho Dominguez, California

Administrative Manager – October 2005-May 2006

- Director of Human Resources for the Southeastern Branch of ACTI
- Administrative office manager duties included: documentation and operational support for operations manager and project managers; invoicing for emergency response projects following FEMA protocol

Key Personnel		John Sullivan President	Kurt Thormahlen General Manager	Mark Stafford Vice President	Kristy Fuentes Vice President	Joe Newman Vice President	Charles Kraft Program Manager	Ben Bankston Regional Manager	Tony Swain Regional Manager	Clif Kennedy Regional Manager	Sam Dancer Project Manager	Lisa Garcia Contracts Manager	Jolie Bonvillion Administrative Support
Years of Relevant Experience		22	15	38	20	16	17	12	16	2	13	13	7
Years Employed by DRC		-	3	15	13	14	5	4	9	1	6	8	6
Disaster Event Experience													
2017	Hurricane Irma	•	•	•	•	•			•		•	•	•
	Florida Debris Removal - Palm Beach Gardens, Cocnut Creek, FDOT, Miami, North Miami, Citrus County, Ft. Lauderdale, Largo, Fernandina Beach, Cutler Bay, Doral, Redington Beach, Deland, St. Augustine, Orange City, Surfside, Daytona Beach, Pembroke Pines, Indian Creek Village, Inverness, Debary, S. Pasadena, Orlando, Monroe County, Miami-Dade County	•	•	•	•	•			•		•	•	•
	Georgia Debris Removal - Brunswick	•	•	•	•	•					•	•	•
	Hurricane Harvey	•	•	•	•	•	•	•	•	•	•	•	•
	Texas Debris Removal - City of Pasadena, City of Aransas Pass, City of Port Aransas, Jefferson County, Houston, Texas City, Harris County, Port Arthur, Port Neches, Nederland, Groves, Humble, Taylor Lake Village, Cleveland, Waller County, Bellaire, Piney Point Village	•	•	•	•	•	•	•	•	•	•	•	•
2016	Hurricane Matthew	•	•	•	•	•			•			•	•
	North Carolina Debris Removal - Hyde County, North Topsail Beach, New Hanover County, Wilmington, Pender County	•	•	•	•				•			•	•
	Florida Debris Removal - Palm Beach Gardens, Debary, Ormond Beach, Deland, Orange City, Daytona Beach, St. Augustine, Leon County, Citrus County, City of Sebastian	•	•	•	•	•						•	•
	Georgia Debris Removal - GDOT Chatham County	•	•	•	•	•						•	•
	Hurricane Hermine	•	•	•	•							•	•
	Florida Debris Removal - Leon County, Citrus County	•	•	•	•							•	•
	Louisiana Severe Storms and Flooding (DR-4277)	•	•	•	•	•	•	•	•	•	•	•	•
	Louisiana Debris Removal - East Baton Rouge Parish/City of Baton Rouge, Ascension Parish, Lafayette Parish, Tangipahoa Parish, St. Martin Parish, Baker, Iberville Parish/City of St. Gabriel	•	•	•	•	•	•	•	•	•	•	•	•
	Louisiana Flood Event	•	•	•	•		•	•		•	•	•	•
	Louisiana Debris Removal - Caldwell Parish, Tangipahoa Parish	•	•	•	•		•	•		•	•	•	•
	North Carolina Tornadoes	•	•	•	•		•		•			•	•
	North Carolina Debris Removal - New Hanover County	•	•	•	•		•		•			•	•
	Texas Tornadoes	•	•	•	•	•	•					•	•

Key Personnel		John Sullivan President	Kurt Thormahlen General Manager	Mark Stafford Vice President	Kristy Fuentes Vice President	Joe Newman Vice President	Charles Kraft Program Manager	Ben Bankston Regional Manager	Tony Swain Regional Manager	Clif Kennedy Regional Manager	Sam Dancer Project Manager	Lisa Garcia Contracts Manager	Jolie Bonvillion Administrative Support
	Texas Debris Removal - TXDOT Smith/Cherokee County	•	•	•	•	•	•					•	•
	Texas Severe Storms and Flooding (DR-4269)	•	•	•	•	•	•					•	•
	Texas Debris Removal - Harris County, City of Houston,	•	•	•	•	•	•					•	•
	Winter Storm Jonas	•	•	•	•		•	•	•			•	•
	Maryland Snow Removal - Maryland DGS, Maryland State Highway Authority, City of Baltimore, and Prince George's County	•	•	•	•		•	•	•			•	•
	Virginia Snow Removal - Louden County	•	•	•	•		•	•	•			•	•
2015	2015 Louisiana Storm Event (Straight Line Winds)			•	•		•	•	•		•	•	•
	Louisiana Debris Removal - East Baton Rouge Parish, Ascension Parish			•	•		•	•	•		•	•	•
	Houston Flood			•	•	•	•	•	•		•	•	•
	Texas Debris Removal - City of Houston, City of Bellaire, TXDOT Waller and Montgomery County			•	•	•	•	•	•		•	•	•
	Severe Storms, Straight-line Winds and Flooding (DR-4237)	•	•							•			
2014	Winter Storm Pax			•	•		•		•		•	•	•
	South Carolina Road Clearing, Debris Removal and Processing - SCDOT			•	•		•		•		•	•	•
	North Carolina Winter Storm Debris Removal - City of Archdale, Pender County, City of Wilmington, New Hanover, Thomasville			•	•		•		•		•	•	•
2013	2013 Midwestern Tornado Outbreak			•	•		•		•		•	•	
	Missouri Storm Debris Removal - St. Charles County, St. Louis County, Bridgeton			•	•		•		•		•	•	
	Oklahoma Storm Debris Removal - Pottawatomie County, Oklahoma City			•	•		•		•		•	•	
2012	Super Storm Sandy			•	•		•	•			•	•	
	New York Debris Removal - NYDOT Nassua County, NYDOT Suffolk County			•	•		•				•	•	
	Maryland Debris Removal - Harford County			•	•		•				•	•	
	New Jersey Debris Removal - Ocean City, Piscataway			•	•		•				•	•	
	Hurricane Isaac			•	•		•	•	•		•	•	•
	Louisiana Debris Removal - Ascension Parish, LADOTD District 62, Mandeville, St. John the Baptist, Jefferson Parish, East Baton Rouge, St. Charles Parish, New Orleans			•	•		•		•		•	•	•
	Louisiana Emergency Food and Emergency Sand Provisions - State of Louisiana			•	•		•		•		•	•	•
	Hurricane Irene			•	•		•		•		•	•	
	Virginia Debris Removal - Virginia DOT, Richmond, VDEM			•	•		•		•		•	•	

Key Personnel		John Sullivan President	Kurt Thormahlen General Manager	Mark Stafford Vice President	Kristy Fuentes Vice President	Joe Newman Vice President	Charles Kraft Program Manager	Ben Bankston Regional Manager	Tony Swain Regional Manager	Clif Kennedy Regional Manager	Sam Dancer Project Manager	Lisa Garcia Contracts Manager	Jolie Bonvillion Administrative Support
2011	Maryland Debris Removal - St. Mary's County, Harford County, Calvert County			•	•		•		•		•	•	
	North Carolina Debris Removal - Havelock, North Topsail Beach, Pender County, New Hanover County, Pamlico County, Southern Shores			•	•		•		•		•	•	
	Rhode Island Debris Removal - Rhode Island DOT, Providence, Cumberland, Narragansett, Cranston, Barrington			•	•		•		•		•	•	
	2011 Tornado Outbreak			•	•	•	•	•	•		•	•	
	North Carolina Debris Removal - Greene County, Wilson County and Johnston County			•	•		•		•		•	•	
	Alabama Debris Removal - Alabama DOT, Alabama Department of Conservation and Natural Resources, Franklin County, Town of Phil Campbell, Birmingham, Trussville, Calhoun County, Fultondale			•	•	•	•	•	•		•	•	
	Mississippi Debris Removal - Clay County, Holmes County, Durant			•	•		•		•		•	•	
2010	Snow Storm Recovery			•	•		•		•		•		
	Virginia Snow Push - Virginia Department of Emergency Management, Virginia DOT, Arlington County, Prince William County, Alexandria, Richmond			•	•		•		•		•		
	Maryland Snow Push - Anne Arundel County, City of Baltimore, Maryland DOT			•	•		•		•		•		
	Haiti Earthquake	•		•	•		•		•		•		
	Body Recovery, Debris Removal, Housing & Support Facility	•		•	•		•		•		•		
	BP Oil Spill			•	•		•	•	•		•	•	
	Recovery Efforts in Louisiana Parishes of Plaquemines, Terrebonne, St. Bernard, Cities of Lafitte and Grand Isle			•	•		•		•		•	•	
2009	Recovery efforts in State of Florida in Santa Rosa County, Okaloosa County, Escambia County			•	•		•		•		•	•	
	Ice Storm			•	•		•	•	•		•		
	Kentucky Debris Removal - Kentucky DOT Districts 1&2, , Graves County, Lexington-Kentucky Urban County Government,			•	•		•		•		•		
	Arkansas Debris Removal - Fayetteville, Blytheville, Baxter County			•	•		•		•		•		
	Hurricane Ike			•	•		•		•		•		
	Texas Marine Debris Removal - Texas General Land Office	•		•	•		•		•		•		
	Texas Bolivar Ditch Excavation - TXDOT Galveston County	•		•	•		•		•		•		

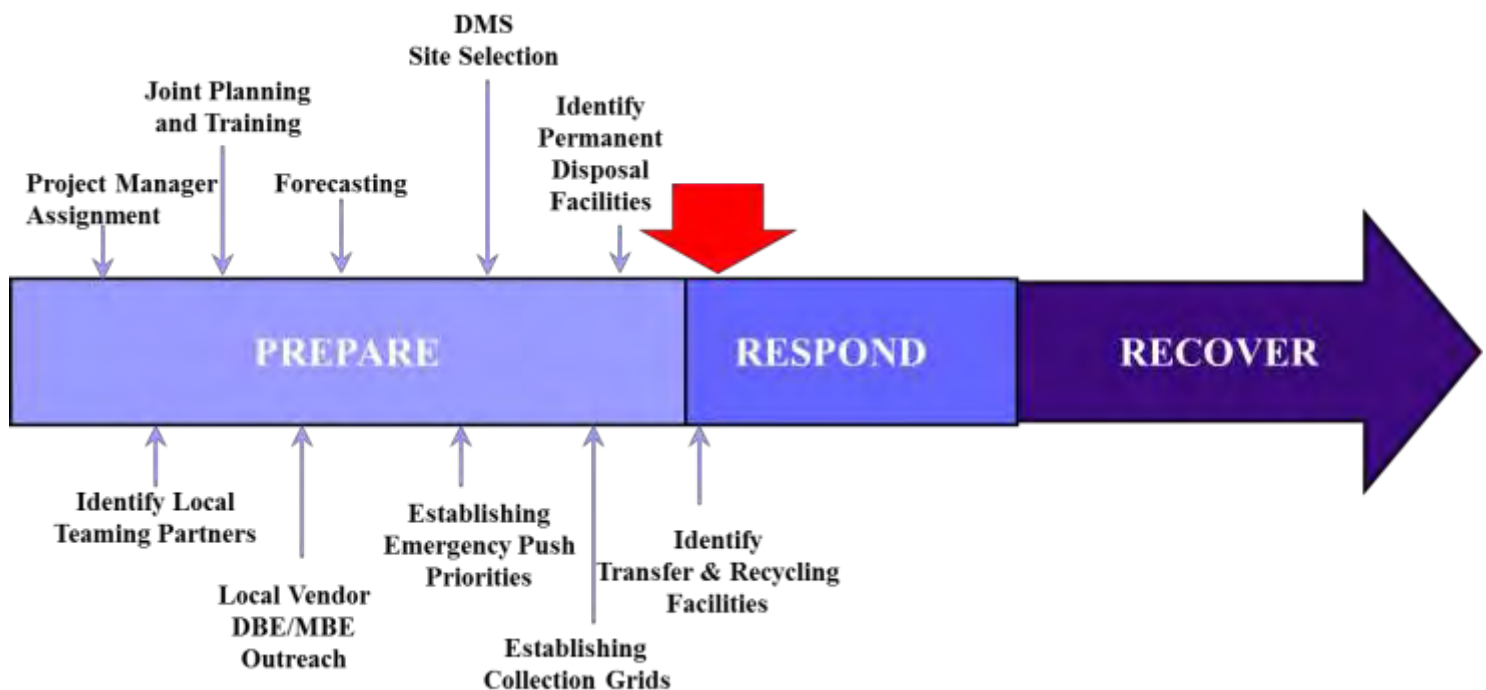
Key Personnel		John Sullivan President	Kurt Thormahlen General Manager	Mark Stafford Vice President	Kristy Fuentes Vice President	Joe Newman Vice President	Charles Kraft Program Manager	Ben Bankston Regional Manager	Tony Swain Regional Manager	Clif Kennedy Regional Manager	Sam Dancer Project Manager	Lisa Garcia Contracts Manager	Jolie Bonvillion Administrative Support
	Hurricane Gustav			•	•		•		•		•		
	Louisiana Sunken Barge Removal - Iberville Parish			•	•		•		•		•		
	Louisiana Debris Removal - Assumption Parish			•	•		•		•		•		
	Louisiana Land Trust Demolitions - St. Bernard, Jefferson, Orleans Parishes			•	•		•		•		•		
2008	Hurricane Ike	•		•	•		•		•		•		
	Texas Debris Removal - Houston, Jefferson County, El Lago, Baytown, Port Arthur, Jamaica Beach, Humble, Nederland, Nassau Bay, Port Neches, Bellaire, Taylor Lake Village, Piney Point, Harris County, Galveston, Port of Galveston, Groves, TXDOT Orange County, TXDOT Chambers County, TXDOT Hardin East	•		•	•		•		•		•		
	Hurricane Gustav			•	•		•		•		•		
	Louisiana Debris Removal - LADOTD Districts 2, 3, 61 & 62			•	•		•		•		•		
2008	Louisiana Debris Removal - New Orleans, Tangipahoa Parish, Iberia, Lafayette Parish, Iberville Parish, St. Landry Parish, St. John the Baptist Parish, Kenner, Westwego, Bayou Lafourche Fresh Water District			•	•	•	•		•		•		
	Hurricane Katrina			•	•		•		•		•		
	Port of New Orleans, LA Wharf Demolition and Removal			•	•		•		•		•		
	Plaquemines Parish Construction and Repairs to five Government Buildings			•	•		•		•		•		
2007	Missouri Ice Storm			•	•	•	•		•				
	Missouri Debris Removal - Springfield, Greene County, Marshfield, Webb City, Duquesne, Alba			•	•	•	•		•				
	Hurricane Katrina			•	•		•		•				
	Plaquemines Parish, LA - Canal Debris Removal, Cleaning of Ditches and Culverts,			•	•		•		•				
2006	New York Ice Storm			•	•	•	•		•				
	New York Ice Storm Debris Removal - City of Amherst			•	•	•	•		•				
	Hurricane Katrina			•	•		•		•				
	Louisiana DEQ Vehicle and Vessel Removal, Remediation and Disposal			•	•		•		•				
	Louisiana FEMA Trailer Installation - St. Bernard Parish			•	•		•		•				
	Louisiana Demolition Project and Private Property Debris Removal - Jefferson Parish			•	•		•		•				
	Louisiana Demolition Project - City of New Orleans			•	•		•		•				
	Mississippi Debris Removal Removal - Gulfport			•	•		•		•				

Key Personnel		John Sullivan President	Kurt Thormahlen General Manager	Mark Stafford Vice President	Kristy Fuentes Vice President	Joe Newman Vice President	Charles Kraft Program Manager	Ben Bankston Regional Manager	Tony Swain Regional Manager	Clif Kennedy Regional Manager	Sam Dancer Project Manager	Lisa Garcia Contracts Manager	Jolie Bonvillion Administrative Support
	Mississippi Marine Debris Removal - USCG Jackson			•	•		•		•				
	Hurricane Wilma						•		•				
	Florida Marine Debris Removal - Monroe County			•	•		•		•				
2005	Hurricane Wilma			•	•		•		•				
	Florida Debris Removal - Monroe County, Plantation, North Miami, Miami, School District of Palm Beach, Hollywood, Martin County, Miami Dade, Palm Beach, Deerfield Beach,			•	•		•		•				
	Hurricane Rita			•	•		•		•		•		
	Texas Debris Removal - Jefferson County			•	•		•		•				
	Louisiana Debris Removal - West Lake			•			•		•				
	Hurricane Ophelia			•	•		•		•				
	North Carolina Debris Removal - North TopSail Beach			•	•		•		•				
2005	Hurricane Katrina			•	•	•	•		•		•	•	
	Florida DOT - Emergency Push Monroe County			•	•		•		•				
	Florida Debris Removal - Miami, Monroe County, Hollywood, Gulf Breeze			•	•		•		•				
	Louisiana Debris Removal - Washington Parish, Louisiana DOT, Baton Rouge			•	•		•		•				
	Hurricane Dennis			•	•	•	•		•				
	Florida Debris Removal - Gulf Breeze, Monroe County, Okaloosa County, Escambia County, Mary Esther, Milton, Shalimar, Santa Rosa			•	•		•		•				

APPROACH TO SCOPE OF WORK

The primary mission of DRC Emergency Services, LLC is to provide a professional, honest and immediate response to natural and man-made disasters.

One of the primary missions of any government agency is to protect lives; minimize the loss or degradation of resources; and continue, sustain, and restore operational capability after a disaster strikes in its area of responsibility. DRC Emergency Services, LLC by comprehensive planning support, along with vigorous training, can help **Ft. Lauderdale** reach a level of readiness that will allow the government to address these contingencies with confidence. We are committed to helping **Ft. Lauderdale** understand the principals and all hazard aspects of Emergency Management. One of the basic principles of emergency management is that we can and should prepare for the hazard before it occurs and by doing so we are better postured to respond after the disaster occurs.



PREPARE

The following benchmarks illustrate the response phase following an event from pre-mobilization through the heart of activation and finally the conclusion of the load and haul operations.

PROJECT MANAGER ASSIGNMENT

Tony Swain has been assigned as Ft. Lauderdale's PM (see Bio). Tony managed the Ft. Lauderdale project following Hurricane Irma in 2017 and possesses a wealth of knowledge regarding the nuances of operating a comprehensive debris project in the City. Swain will be present for all planning and training secessions held for/by the City of Ft. Lauderdale as a requirement of this contract.

JOINT PLANNING AND TRAINING

As mentioned above, as the Project Manager assigned to the City, Tony Swain will lead all planning and training secessions. Additionally, Tony will be joined by DRC's Florida Regional Managers, **Jay Gunter** and **Steven Crawford**. Gunter has an extensive background in solid waste in the State of Florida and Crawford is DRC's subject matter expert on Recycling, Composting and reuse. At a minimum, this team will provide;

1. At least three planning meetings with the City of Ft. Lauderdale
2. An annual written plan of operations which includes a description of the subcontracting intent and a list of subcontractors that will be potentially used.
3. A review of the six DMS locations identified by the City. (See attached map)
4. As many phone consultations for providing reference information as necessary.

FORECASTING

DRC has provided twenty-eight years of forecasting for jurisdictions across the Country and Internationally as well. In order to prepare, DRC will make basic assumptions regarding manpower, equipment and assets necessary to successfully accomplish a debris mission for the City of Ft. Lauderdale. (see forecast using the USACE debris model)

Debris Volume Estimate Report		Sunday, June 10, 2018	
Debris Estimation Tool		City of Fort Lauderdale	
LAST CENSUS Avg population per home		1.43	Population 106,612
<u>Cubic Yardage Estimate</u>			
Estimated 2018 Households		74,554	
Storm Category		3	
Vegetation Characteristic		Heavy	
Commercial/Industrial Density		Medium	
Storm Precipitation Characteristic		Heavy	
Q = H (C)(V)(B)(S) where:			
Q =	quantity of debris in cubic yards	=	4,540,000
H =	number of households	=	74,554
C =	storm category factor in cubic yards	=	26
V =	vegetation characteristic multiplier	=	1.50
B =	commercial/business/industrial multiplier	=	1.20
S =	storm precipitation characteristic multiplier	=	1.30
Clean Woody Debris		4,086,000	
Mixed C&D Debris		454,000	
Total Debris		4,540,000	
<u>Debris Storage Site Requirements</u>			
AC	One Acre	4,840.00 Square Yards (SY)	
20	Foot Stack Height	6.67 Yards	
	Volume Per Acre	32,267 CY/AC	
Total Debris Estimate		4,540,000	
Debris Storage Requirement		140.70 AC	
Road and Buffer Factor		1.66	
Estimated Storage Requirements		233.57 AC	
<u>Notes:</u>			
[1] Source: USACE Hurricane Debris Estimating Model			
[2] Monitoring costs (including the administration of an extensive ROE program) estimated at 20% of total debris collection cost.			

In DRC's experience, the USACE model shown above vastly over-estimates the quantity of debris that would be produced by a Category 3 Hurricane. Considering the number of cubic yards produced by Hurricane Irma in Ft. Lauderdale in 2017 (approximately 375,000), the following model will assume one million cubic yards.

CUBIC YARDS ASSUMED: 1,000,000

ESTIMATED TIME OF COMPLETION: 90 total days

AVERAGE CUBIC YARDS PER TRUCK PER DAY: 500

TRUCKS REQUIRED : (120 cubic yard self-loaders) 30 for the first 30 days; 20-22 days 30-90; 3-5 Twenty cubic yard trucks with chippers

TDMS REQUIRED FOR LESS THAN 10 MILE HAUL: 4-6

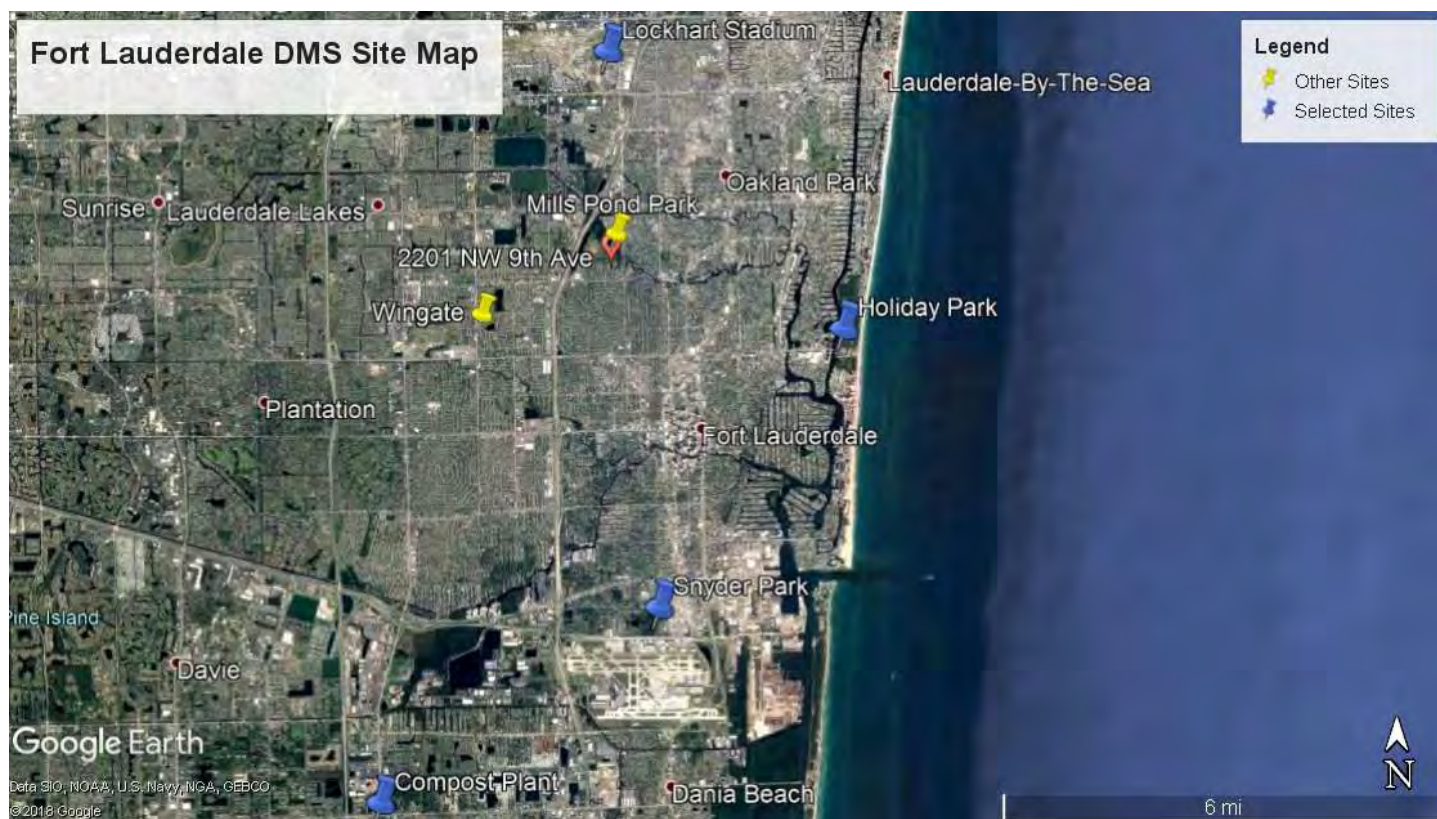
PERSONNEL REQUIRED: Project Manager, three supervisors, TDMS site manager, Staff of 3-5 per TDMS site and full back-office staff

Upon award, DRC is committed to identifying specific equipment that will be dedicated to the City of Ft. Lauderdale following a notice to proceed.

DMS SITE SELECTION (ALSO KNOWN AS TDMS)

The City has identified six distinct potential DMS sites (see attached map). **Each proposed DMS will be operable and ready to receive debris within 36 hours of notification by the contract Manager.** In our response to Hurricane Irma, DRC utilized four of these sites (Compost Plant, Holiday Park, Snyder Park, Lockhart Stadium).

As a result, haul distances were significantly reduced and debris removal was expedited. If additional debris sites are required, DRC's operation team will have previously located the potential site(s) and permitting will be expedited.





PERMANENT DISPOSAL FACILITIES, TRANSFER AND RECYCLING FACILITIES

DRC has in place agreements with all major disposal facilities with the State of Florida. Following Hurricane Irma, ground debris was transported to Waste Management's Monarch Hills in Pompano Beach Florida (approximately a 15-mile haul.) **Steven Crawford** has recently been hired by DRC to seek out alternate and more environmentally conducive means of final disposal.

IDENTIFYING SUBCONTRACTORS AND LOCAL SUBCONTRACTORS

DRC maintains a cadre of hundreds of subcontractors of which approximately thirty are primary subcontractors that have been used in all of DRC's responses to major events within the last twenty-nine years. These subcontractors along with DRC's own personnel and equipment are capable of mobilizing an event of huge magnitude. For instance, in 2008 while responding to the aftermath of Hurricane Ike in Louisiana and Texas, DRC operated and managed over 2000 pieces of equipment. DRC's advanced team was imbedded in emergency operations centers throughout these two States and was functioning at eighty percent capacity within seventy-two hours of the notices to proceed. The event encompassed the collection, processing, recycling and disposal of over eleven million cubic yards of debris, all of which was performed in just ninety days.

DRC continues to build its Subcontractor base and boast potentially the largest cadre of subs in the Industry. All subcontractors shall be vetted and the City of Ft. Lauderdale will always have final authority regarding the use of any subcontractor. In 2017, DRC primarily relied upon the following list of Subcontractors:

A&J - Miami FL	GHL - NC	Raynor Shine - FL
ABC Transfer - FL	GSL	Riccelli - NY
Alpha Wrecking Group - FL	J Gamaz - FL	RPF - AL
Beeghly Tree Service- PA	JP Mitchell - AL	RTE - FL
Belt Construction - AR	Lamaz Trucking -FL	Russell Trucking - NC
Boyle Built - IA	Load Master - FL	Shoreline Services -
C&C Demolition - IA	MCEC - MO	State Tree - SC
CDT Tree Service - NC	O.Neal Timber	Sturkie Farms - SC
Croney Tree Service - AR	Ortzak Construction Group, LLC - FL	Sunderland - MO
Cutups Lawn Service - FL	OTC - NC	Taylor Hauling and Grading - NC
DNR Group - LA	Padilla Trucking -	Tod Thomas - NC
Fortunato - FL	Paynes Environmental Services, LLC - FL	Underwood - FL

AVAILABLE EQUIPMENT

DRC Emergency Services, LLC and associated and affiliated companies and subcontractors, owns substantial trucks and specialized pieces of heavy equipment, attachments and support equipment specifically designed for emergency response. DRC owns dozens of cellular and radio telephones for use in an emergency. DRC and/or their subcontractors have national priority contracts with multiple national equipment leasing companies and subcontractors and/or independent contractors through which hundreds of trucks and/or pieces of heavy loading equipment are available to supplement DRC's and/or the subcontractor's fleets. In summary, DRC is capable of mobilizing all of the listed equipment and more, as needed, to meet the clearing requirements of a Notice to Proceed.

DRC estimates that there are only between 1100 to 1500 self-loading double box, one hundred cubic yard plus rigs in the United States. All of our primary subcontractors operate this type of equipment which allowed DRC to set industry standards for maximum capacity collected. **DRC set a record recognized by FEMA by collecting over 400,000 cubic yards in a single day of operation following Hurricane Ike in 2008.**

PERSONNEL KNOWLEDGE OF FEMA REIMBURSEMENT REQUIREMENTS

DRC has more than 29 years of performing successful FEMA-reimbursed disaster work. DRC's management staff has a long tenure of strong expertise in FEMA reimbursement requirements which relates to documentation, work eligibility, general rules compliance, and method of approach. As such, there has been no reimbursement disallowance on any work performed by DRC in our 29-year history and in over several billion dollars of work performance.

DRC's staff of FEMA experienced Regional Managers, Program and Project Managers and Administrative Staff are continuously educating themselves with certified FEMA training classes (see attached certificates) DRC routinely assisted clients during the post-disaster reimbursement application process, and our clients have never been denied reimbursement for our work. For example, when FEMA attempted to de-obligate funding to a particular Louisiana jurisdiction years after the work had been performed, DRC coordinated a meeting in Washington D.C. with FEMA top Administrators, the La. Congressional delegation and our Management staff. The meeting resulted in complete reimbursement to the jurisdiction. DRC also was instrumental in driving the recent changes to the arbitration process which greatly leveled the "playing field" for jurisdictions around the Country.

EMERGENCY PUSH PRIORITIES

Due to previous training and planning exercises as well as our work following Hurricane Irma, DRC will have complete knowledge of priority and emergency routes requiring immediate attention. Typically, this activity will last seventy hours with equipment and manpower being billed by the hour per the enclosed hourly pricing schedule.

In 2017, **George English Park** was used to stage equipment relating to the "Emergency Push" and the City determined the priority roadway chronology beginning with **Bay View Drive**.

ESTABLISHING GRID ASSIGNMENTS FOR ROWLOAD AND HAUL ACTIVITY

Following Hurricane Irma, DRC's truck grid assignments generally followed the established **City bulk trash collection grids** with some minor variation. This planned system facilitated tracking and route conveyance for communicating with the public. Truck assignments will depend largely upon the density of debris

COMMITMENT TO COMPLIANCE AND ETHICAL BUSINESS CONDUCT

DRC Emergency Services, LLC strives to provide the most dependable, honest, customer-centric services in the industry, while upholding the highest standards of ethical conduct and compliance at all times. To better ensure our continued compliance with law and rules and regulations, DRC's senior management has established a formal code of business conduct. By implementing these guidelines, DRC is fully demonstrating its commitment to adhere to the highest professional standards and to act as a trustworthy source of unique capabilities to our public and private contracting partners. In addition, we expect that all contractors and individuals that work with us while serving our

public and private customers shall also adhere to the highest ethical business conduct standards.

Kristy Fuentes, DRC's Chief Compliance Officer, oversees the Corporate Compliance Program, functioning as an independent and objective body that reviews and evaluates compliance issues/concerns within the organization as well as external issues relating to DRC's interaction with customers and environmental factors. The position ensures our management, employees and customers are in compliance with the rules and regulations of regulatory agencies; that company policies and procedures are being followed; and that behavior in the organization meets the company's Standards of Conduct. The Chief Compliance Officer acts as staff to the President and an independent reporter to management by monitoring and reporting results of the compliance/ethics efforts of the company and in providing guidance for senior management team on matters relating to compliance. The Chief Compliance Officer is authorized to implement all necessary actions to insure achievement of the objectives of an effective compliance program. The Corporate Compliance Office exists:

- As a channel of communication to receive and direct compliance issues to appropriate resources, including DRC's independent third-party compliance consultant, for investigation and resolution, and
- As an independent conduit to management regarding Company activities
- As a final internal resource with which concerned parties may communicate after other formal channels and resources have been exhausted.
- As a resource to our individual customer base regarding contract compliance, environmental compliance and any and all issues involving contract performance.

DRC'S CORE VALUES

- Tell the Truth. In all business matters, we are committed to finding the truth and telling the truth. Truth-telling is a fundamental obligation of the DRC Emergency Services, LLC executive leadership and all employees.
- Use Common Sense and Good Judgment. We rely on the integrity of our employees and expect that they apply common sense and good judgment even when no one is watching.
- Work Hard. We expect all employees to give the full measure of honest effort to their working responsibilities, while maintaining a healthy life balance with wholesome off-duty interests and activities.
- Be Prepared. The nature of our emergency services work demands that all of us be in a continuing state of readiness. Responding to urgent calls for our help with the right personnel and equipment assets sets us apart from the competition.
- Be Accountable. We are accountable for everything we do or fail to do. We take ownership of our actions and stand up to the consequences of those actions whether positive or harmful to our customers or our Company.
- Show Courtesy and Respect. Our culture is built on the initiative, strengths and dedication of our people. We treat each other with respect, honesty, courtesy and fairness. We value the different skills, perspectives and experiences of our people.
- Protect Privacy: The privacy and integrity of customer and employee records and information is part of showing respect. Personal or private information should be disclosed only after conferring with and receiving permission from the individual or customer.

APPLICATION OF CORE VALUES

- To our customers we place highest priority on the timeliness of our response, our practical effectiveness, and the quality of our services and solutions.
- To our fellow employees we look out for their welfare, safety and health. We promote an environment that encourages new ideas, doing the right thing, enjoyment of work and equal opportunity for advancement.
- To our suppliers and subcontractors, we are fair and professional in all our dealings. We honor our commitments to our business partners. We select business partners who will adhere to ethical standards.
- To our neighbors wherever we work we are responsible citizens who respect the laws and customs of the communities in which we work.

COMPLIANCE STANDARDS AND PROCEDURES

DRC Emergency Services, LLC, by virtue of its preparedness, responsiveness, demonstrated comprehensive competency, ethical business conduct and fair pricing, aspires to be the “first in response” for natural and physical disasters requiring an urgent response team.

DRC is an organization of people who work as a team to provide solutions to our customers’ urgent problems, while always doing the right thing. We recognize that *how* we do our work is as important as *what* work we do. We will not tolerate any short cuts when it comes to our ethical values and standards of conduct.

The senior management and key personnel of DRC are committed to the highest standard of ethical conduct and compliance. DRC is partnered with a nationally recognized government compliance and ethics firm and is committed to adhering to the highest professional standards and always acting as a trustworthy source of our unique capabilities to our public and private contracting partners. In addition, we expect that all contractors and individuals who work with us in serving our public and private clients shall also adhere to high ethical business conduct standards.

DRC has also established a very detailed ethics program with procedures to detect some of the obvious and easier ways that fraud occasionally occurs. For instance, typically, no DRC or subcontractor employees are allowed to participate in the measurement of trucks; this is entrusted to local government, state EMA and/or FEMA officials. DRC uses a detailed measurement documentation program to ensure the integrity of the haul and vehicle measurements and the safety and integrity of the vehicles and their drivers.

DRC has a detailed and specific program of ticketing and reconciliation verification that, we believe, meets or exceeds the FEMA requirements and has instituted additional programs and procedures to ensure protection to the greatest possible extent against fraud, waste and/or abuse. Our Project Managers, Supervisors and Foremen are typically trained in fraud reduction and detection and report any suspected instances thereof to Project Managers, assigned internal auditors and/or counsel.

All of our executives and employees deal honestly and fairly with our customers, suppliers, competitors, regulators and with each other. In doing business with federal, state and local governments we adhere to their rules and regulations that touch our work and our business conduct.

SAFETY PROCEDURES

Through careful planning, hazard recognition and control, safety indoctrination and training and rigorous attention to safety procedures, DRC ensures the health and safety of personnel at our work sites and the public adjacent to our work sites.

DRC’s Corporate Safety Plan includes Safety Plans and Policies, an Accident Prevention Plan and a Substance Abuse Policy. It is the policy of this organization to provide and maintain work environments and procedures which will (1) safeguard public and Government personnel, property, materials, supplies, and equipment exposed to contractor operations and activities; (2) avoid interruptions of Government operations and delays in project completion dates; and (3) control costs in the performance of this contract.

“In every occasion, DRC remained client oriented, responsive and delivered excellent service to Escambia County”
– Keith Wilkins
REP, Director of Community & Environmental Department,
Escambia County, Florida

The key contractor responsibilities concerning safety include (1) providing all personnel a general safety and health indoctrination and a safety and health orientation/screening prior to the commencement of work (or any single phase of work); (2) the continuing instruction/monitoring of each contractor, subcontractor, supplier and employee in the safe operation of their specific area of responsibility using the proper tools and in accordance with the safety procedures and guidelines as outlined by the United States Army Corps of Engineers.

A copy of DRC’s Corporate Safety Plan is available for review upon request.

QUALITY CONTROL PLAN

The purpose of the Quality Control Plan is to promote efficient and safe operations and a quality product. DRC's approach to quality control consists of a series of tasks and processes tailored to suit the challenging circumstances facing the City of Fort Lauderdale in the wake of a disaster event.

A copy of the Quality Control Plan is available for review upon request.

Total Quality Management

DRC operates under a Total Quality Management quality control/quality assurance (QC/QA) philosophy, which separates the quality management program for a project into two distinct phases: Pre-Operations and Operations. Both phases are separate and distinct, but dependent on the other for complete project success and quality management. The Quality program is based on strict industry standards and covers every conceivable aspect of a project affecting performance, cost, quality and timing.

The Pre-Operations Phase entails quality management from project award through mobilization and includes aspects such as scheduling, permitting, material & equipment procurement, personnel procurement & scheduling, testing, facilities, document management and communications. The Operations phase entails quality management from mobilization to project closeout. This phase includes aspects such as equipment & material management, inventory control, personnel & workmanship management, operational and compliance testing, inspections, non-conformance & change management, logistics, document control, communications, demobilization and final reconciliation & invoicing.

The Quality program is separated into the two phases for ease of oversight and the methodical "building block" undertaking of the specific aspects of a job. As such, the key to the program is basic in nature: 1) check, recheck and check again; 2) accountability; and 3) communications. There is not any aspect of the project that does not have multiple sets of "eyes" on it throughout the whole process, from laborer to project manager and above. No single individual has the ability to complete a function or task without the inspection or approval of supervisory personnel. Accountability is imperative in ensuring that task and functions are performed correctly by the individuals responsible for such activities. Incorrect or non-conforming materials, supplies or work is not accepted or tolerated at any stage of the process, and management ensures the correct means and methods are being utilized. Communication among all parties involved in the project is frequent and performed in real time through verbal and written interaction at the project site, in the office and at regularly scheduled status and performance meetings. Clients and/or third party oversight personnel are apprised of all project factors deviating from plans, specifications and schedules, and there is not a single factor affecting the job that is not communicated to all parties involved in the project immediately. DRC does not permit surprises on its jobs due to negligence, secrecy or non-communication. The intense oversight of the project throughout the whole process culminates in a completion that is kept to a minimum in terms of corrective actions. Inspections and testing with and for clients are conducted frequently and at critical times throughout the process so no problems go undiscovered or are allowed to become larger issues. Any non-conforming items or issues that are discovered requiring corrective actions are taken care of immediately.

EMPLOYEE PERFORMANCE AND TRAINING

As one of the leading disaster response companies in the United States, we have developed one of the most capable recovery teams in the nation. Our permanent staff members are NIMS-certified and fully knowledgeable of the FEMA reimbursement process, having insured that each and every client has received 100% reimbursement for all eligible disaster-related debris.

All personnel records (management, supervisors, foremen and laborers) are reviewed prior to deployment of personnel, to ensure all personnel have current documentation of training for each position they could be assigned (in accordance with OSHA, EPA and other applicable regulations and standards).

DRC, subcontractors, associates and contract reservist personnel have specialized training for emergency management and/or have attended multiple industry seminars and conferences. DRC, its subcontractors and/or personnel maintain membership in many professional organizations, including NEMA, APWA, SWANA and the Society of American Military Engineers. DRC and/or its' affiliates, associates and/or subcontractors are licensed General Contractors in the states in which DRC performs disaster response services and are familiar with USACE, FEMA and FHWA rules and regulations, the Stafford Act and 44CFR, as they pertain to emergency response, recovery and reimbursement.

DRUG FREE WORKPLACE PROGRAM

DRC is a community in which responsibilities and freedoms are governed by policies and codes of behavior, including penalties for violations of these standards as stated in your Employee Manual. DRC has a standard of conduct that prohibits the unlawful possession, use, or distribution of illicit drugs and alcohol by employees on DRC's site and/or client sites or as a part of DRC's activities. DRC will impose disciplinary sanctions on employees ranging from educational and rehabilitation efforts up to and including expulsion or termination of employment and referral for prosecution for violations of the standards of conduct. Each situation will be look at on a case-by-case basis.

It is the goal of DRC to maintain a drug-free workplace. To that end, and in the spirit of the Drug-Free Workplace Act of 1988, DRC has adopted the following policies:

1. The unlawful manufacture, possession, distribution, or use of controlled substances is prohibited in the workplace.
2. Employees who violate this prohibition are subject to corrective or disciplinary action as deemed appropriate, up to and including termination.
3. As an on-going condition of employment, employees are required to abide by this prohibition and to notify, in writing and within five (5) days of the violation, her/his supervisor or the Managing Director or Vice President of any criminal drug statute arrest or conviction they receive.
4. If an employee receives such a conviction DRC shall: take appropriate personnel action against the employee, up to and including termination.
5. DRC provides information about drug counseling and treatment.
6. DRC reserves the right to search and inspect for the maintenance of a safe workplace.

TECHNICAL TRAINING AND EDUCATIONAL SERVICES

DRC Emergency Services, LLC, by comprehensive planning and support, along with vigorous training, can help local government reach a level of readiness that will allow the government to address these contingencies with confidence. We are committed to helping our clients understand the principals and all hazard aspects of Emergency Management, and we have had overwhelming success with training programs and pre-event planning workshops.

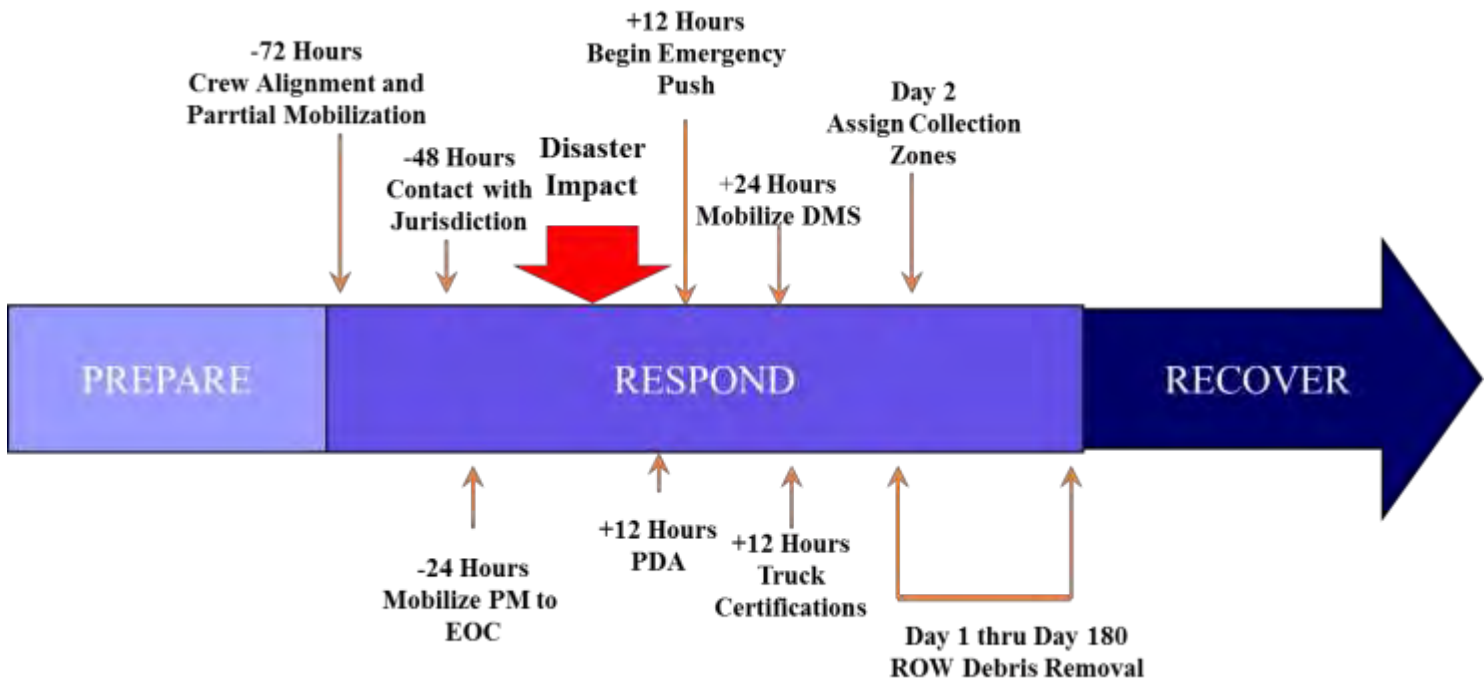
DRC has qualified personnel who are available to provide the City of Fort Lauderdale with Exercises, Plans, Formulation or Training on eligibility issues, reimbursement procedures, documentation, etc. DRC will provide regular annual or more frequent training and feedback sessions to the City of Fort Lauderdale as a service at no additional cost to the City. Training sessions will address planning and reimbursement issues, as well as any other concerns of the City, and are scheduled and led by DRC's Director of Training. Typically, training sessions also include DRC consultants and reservist personnel who are former FEMA personnel or who are intimately familiar with FEMA and other government regulations.

DRC's Director of Training travels the Country providing Debris Management and Response Readiness training to various Jurisdictions. Workshops can be offered in the manner most suitable for the jurisdiction, such as:

- Pre-Season Debris/Response Readiness Workshop
- Scenario Based Tabletop Exercise
- Debris Management Seminar
- Debris Readiness Exercise
- Discussion Based Debris Management Exercise
- Disaster Debris Awareness Exercise

When requested, DRC can offer a "Regional Debris Readiness Workshop" for smaller local government entities inviting neighboring jurisdictions for a combined training session.

RESPOND



RESPONSE TIME

DRC Emergency Services (DRC ES) proposes the following time frames in which services can be provided without unwarranted delay or interference. DRC will mobilize the appropriate number of personnel and equipment crews as required immediately upon request. Advance deployments will be strategically staged in advance of a predicted weather event. DRC will have management personnel within the Emergency Services Center 24 hours after the 36 hour hurricane warning to assist in impact assessment, damage assessment, coordinating helicopter survey, coordinating for first PUSH, ordering and staging equipment and supplies, coordinating and operating TDMS's action plan to be operational in the first 24 hours. . DRC will commence mobilization of equipment, operators, and laborers immediately upon receipt of a Task Order Notice to Proceed that shall meet all requirements of The City of Fort Lauderdale.

- **WITHIN 24 HOURS:** Debris Management services will be operational.
- **WITHIN 48 HOURS:** DRC will mobilize a minimum of 50% of the required resources. DRC will work with the City and Monitor to assess the resources required for the project based on the size and impact of the disaster. Crew configuration and resources required will be adjusted based on the magnitude of the disaster. When the initial assessment phase is complete DRC submits the required information such as site-specific safety plan, insurance, bonds, quality control plan, subcontracting plan with specific subcontractors and goals, location of staging area, location of TDMS, final disposal sites and all applicable licenses, permits, organizational structure etc.
- **WITHIN 96 HOURS:** DRC will mobilize 100% of the required resources. Emergency Road Clearance is complete, TDMS construction is underway, and DRC's projected management staff, including subcontractors and consultants, will be operational. At full mobilization, the average daily production rate for load and haul will be approximately 10-20,000 cubic yards (again depending upon the severity of the event). The hauling

activity normally last approximately 60 days and an additional 30 days for reduction; site closure and project close out.

During the **RESPONSE** phase of any project performed for the City of **Ft. Lauderdale**, the following sequence of events will occur:

CREW ALIGNMENT AND PARTIAL MOBILIZATION

Seventy- two hours prior to landfall (when such event is predictable) estimated crew assignment will take place regarding DRC owned and operated equipment and Subcontractor equipment and Personnel. Where practical, equipment will begin to move towards Ft. Lauderdale to stage in a safe but close location.

CONTACT WITH FORT LAUDERDALE AND PRESENCE IN CITY'S EOC

Tony Swain will have been in contact with the City Staff for at least **48 hours prior** to disaster impact and **will be present in the City's EOC at least 12 hours prior to impact (24 hours after the 36 hour Hurricane warning.)**

FOLLOWING the DISASTERS IMPACT, THE FOLLOWING ACTIONS WILL OCCUR:

EMERGENCY PUSH (PREVIOUSLY DESCRIBED IN PLANNING)

This task will be performed when wind conditions subside to a reasonable level and it is safe to operate heavy machinery. This occurs generally 6- 12 hours after impact with the City.

Although this is a time critical operation, safety of personnel and the general public is paramount to a successful operation. Extreme caution must be exercised during this phase of the debris management operation to avoid downed live electrical wires and other such dangerous circumstances. Once this task is accomplished, or coinciding with the progress of this task, debris removal from public easements, property and rights-of-way begins.

As tasked by The City of Fort Lauderdale, DRC will provide Emergency Road Clearance which involves the emergency clearing, cutting, tossing and/or pushing of debris from the primary transportation routes to the medians or sides of the public rights-of-way (ROW). Under direction of The City of Fort Lauderdale, DRC crews will work independently or in conjunction with The City of Fort Lauderdale crews to temporarily clear debris from pre-designated critical arteries to facilitate the movement of emergency vehicles and other critical traffic in the immediate aftermath of a disaster. Only a single lane is usually cleared at first with the additional lanes being cleared according to the needs and requirements of the affected community. In addition, entrances and routes to hospitals and emergency service facilities, such as fire and police departments, are given priority during this emergency debris and fallen tree clearance period. The equipment utilized in this operation can include, but is not limited to: large rubber tired loaders with grapples or rakes; small bobcat type loaders to access narrow areas; and other specialized clearing equipment as may be required by local conditions. Additionally, service trucks for maintenance and/or fuel and vehicles for personnel transportation and supervision are required. Personnel, such as heavy equipment operators, truck drivers, and operators with chainsaws, general laborers with tools, flagmen, mechanics, supervisors, and project managers are usually required.

OPERATIONS

- Clear debris from roads in the order of and number of lanes as tasked by The City of Fort Lauderdale.
- Clear debris from parking lots, areas of ingress and egress and any other area of hospitals, shelters, emergency operations center, etc. as tasked by The City of Fort Lauderdale.
- Operators and hand crews will be instructed to perform in a workman like manner to prevent damage to salvageable and/or undamaged property and prevent personal injury to ensure compliance with the Corporate Safety Plan.

- Attempt to make roadways and intersections as safe as possible from sight and traffic obstructions to ensure compliance with the Accident Prevention Plan.
- All supervisors will maintain personnel and equipment hours on a per day basis.

CERTIFICATION OF EQUIPMENT

This task can begin as soon as practical but generally 12-24 hours after impact. In general, trucks are staged at a location where the City of Ft. Lauderdale's third party monitoring firm can measure load capacity and assign unique identification to each piece of loading and hauling equipment.

MOBILIZATION OF EQUIPMENT AND MANPOWER

DRC will mobilize sufficient equipment and manpower necessary complete debris collection as required by the City of Ft. Lauderdale. As such, DRC's commitment is to at a minimum be 50% mobilized within 48 hours post disaster landfall and 100% mobilized within 96 hours.

DEBRIS REMOVAL FROM PUBLIC RIGHTS OF WAY

Within 24 hours of Task Order, DRC will commence debris removal operations with multiple Debris Removal Crews. Debris Removal Crews will typically consist of three to five hauling vehicles of 100 to 150 cubic yard capacity with operators, one front end loader with operator, one foreman, and three laborers/flagmen. In instances where conditions allow, self-loading equipment of similar capacity will be utilized in order to maximize efficiency. As necessary or directed by The City of Fort Lauderdale, crews will be augmented by equipment and personnel in order to gain hauling efficiency.

DRC will adhere to the City's "Clean As You go Policy"

MULTIPLE SCHEDULED PASSES

In order to allow citizens and municipal agencies to return to their properties and bring debris to the right-of-way as recovery progresses, DRC ES recommends multiple, scheduled passes of each site, location, or area impacted by the disaster. Typically, three or four passes over a multiple month period are performed to ensure a quality and complete performance of the work required **however DRC will perform the number of passes as determined by the City of Ft. Lauderdale.**

Each location where debris collection is performed shall be under the direction of a qualified supervisor. Electrical equipment or conductors in the vicinity shall be considered energized. Prior to collection operations, the employee shall consider:

- Trees and the surrounding area for anything that may cause trouble when the trees are loaded.
- Shape of the tree, the lean of the tree, and decayed or weak spots
- Wind force
- Location of people
- Electrical hazards
- Traffic control devices/ personnel

The work area shall be cleared to ensure safe working conditions. Brush and logs shall not be allowed to create a hazard at the work site. Logs and brush shall be securely loaded onto trucks in such a manner as not to obscure tail or brake lights and vision, or to overhang the side.

The protection of infrastructure is critical to a recovery operation. Examples of infrastructure items that are vulnerable during a debris operation are as follows:

1. Road, Street & Highway wearing surfaces and ROW's

2. Street and Traffic Signs
3. Traffic Signals and Lights
4. Power lines and Poles
5. Phone lines
6. Cable Lines
7. Sewer, Water and Gas Utilities
8. Individual Property Items

DAMAGES AND RESPONSE TIME

DRC operates a damage hotline on all projects. There will be a complaint manager assigned to each specific mission that is responsible for handling all infrastructure damage and repair. This program will be announced in the affected area by various means of public service announcements (PSA's) detailing our (800) number.

The protection of infrastructure begins with the quality control over the entire mechanical operations of the recovery and is completed by quick, effective response and repair. DRC will investigate all damages and complaints immediately and make resolutions within **24 hours**. Critical items will be mitigated on the spot.

LOADING AND HAULING OPERATIONS

All field supervisors shall ensure that all debris disposal-hauling operators are licensed and/or certified to operate required equipment. All debris disposal operators will be given area maps designating assignment/authorized areas of operations as well as transport routes designated and/or approved by the City.

All debris will be picked up and loaded into haul trucks in a safe and workman-like manner to ensure compliance with the Corporate Safety Plan. *Safety will not be compromised.* All crew foreman and field supervisors will be responsible to ensure a rapid and cost effective as possible operation. Hand crews, to ensure maximum loading and safe transport of material, will size all vegetative debris. All construction and demolition materials will be sized using heavy equipment to ensure maximum loading and safe transport of materials within EPA and DOT standards. Obvious hazardous materials will be dealt with in accordance with the Government task order and the Accident Prevention Plan. Traffic control personnel, with appropriate traffic control safety equipment, will be stationed at each approach point of the work area to maintain traffic control and prevent personal injury. Additional traffic control personnel will be stationed throughout the area, as needed, to ensure safe operations.



This operation specifically entails the recovery and removal (pick-up and hauling) of all eligible debris from public easements, property and rights-of-way to designated TDMS and/or directly to a final disposal site. Eligible debris is typically that debris which was either generated directly by the event or as a result of the event, and is in the public Right of Way and not on private property:

1. Vegetative debris
2. Construction and demolition (C&D) debris
3. Processing of debris
4. White goods (refrigerators, air conditioners, washers and dryers, etc.)
5. Electronics
6. HHW
7. Sand screening
8. Beach restoration
9. Vessel removal
10. Vehicle removal
11. Hangers, leaners and stump removal
12. Dead animal removal
13. Waterway debris removal

VEGETATIVE DEBRIS

Vegetative debris operations equipment may include, but is not limited to: rubber tired loaders with buckets, rakes or grapples; rubber tired excavators with grapples or thumbs; tele-handlers; track type loaders with rakes, grapples (to be utilized only under certain permitted conditions); trailer or more commonly, truck mounted knuckle booms with grapples or clam shells; self-loading trucks (knuckle boom with grapples or clam shells); farm type tractors with box blades, flat blades or brooms; bobcat type loaders; bucket trucks with 50' booms for hazardous tree and limb trimming (including Hanger and Leaners located on improved public property, overhanging and threatening a public use area or a possible threat to traffic); 30 ton or larger cranes to remove heavy stumps and or trunks; haul trucks ranging in size from 16 to 120 cubic yard capacity; roll-off dumpsters; flat-bed tractor trailers to transport equipment or stumps and oversized tree trunks, fuel and service trucks.

Vegetative debris operations personnel requirements may include, but are not limited to, equipment operators; superintendents with trucks; foremen with trucks; operators with chainsaws; traffic control personnel; general laborers with tools; safety personnel; mechanics; hazardous materials technicians; documentation personnel; quality assurance personnel and project managers.

CONSTRUCTION AND DEMOLITION (C & D) DEBRIS

C&D debris operations may use the same equipment as for vegetative debris. Curbside separation by the contractor and public is important to ensure proper segregation of vegetative and C&D debris and to segregate any hazardous and/or household hazardous waste. A debris pick-up and haul operation that is primarily focused on C&D debris may also require equipment such as: D-6 or larger dozers; electromagnets and/or concrete shears and/or grapples and other specialized equipment to segregate or prepare the debris for transport. The personnel requirements for C&D debris operations are similar, if not identical, to those of vegetative debris operations. DRC and its subcontractors own or have access to the equipment required for these services, including front-end loaders, excavators, rubber-tired backhoes, most with grapples, knuckle boom loaders, dump trucks, dump trailers and service trucks.

METALLIC DEBRIS AND WHITE GOODS

White goods can present a difficult dilemma to the recovery efforts. If white goods contain Freon, the Freon must be removed before it is accidentally released into the air in violation of the U.S. Environmental Protection Agency regulations. Typically, white goods are moved to TDMS prior to Freon removal so the removal activities can be more effectively monitored and thoroughly controlled. Freon is then removed by a licensed Freon recycler and the white goods are crushed or shredded in the recycling program.

REMOVAL OF HAZARDOUS STUMPS

Throughout its history, DRC has been activated on hundreds of contracts which require the removal of hazardous stumps. Typically, the stump removal is included in the final pass of the ROW phase of the project. Stumps that are smaller than the minimum required to be billed under the stump line item will be hauled at the vegetative debris rate. For the stumps that qualify for billing under one of the stump line, the hazardous stump removal process begins by the monitoring firm or City representative measuring the stump and issuing a ticket with the stump measurement. DRC will then remove the stump and haul it utilizing the same equipment used to haul the vegetative debris. If the stump is too large to be hauled in this manner, a dedicated stump removal crew with a larger piece of loading equipment (typically a rubber tired front- end loader) and a flatbed trailer will be used to load and haul these large hazardous stumps. All proper work zone safety and traffic control will be used during this process.

A stump may be determined to be hazardous and eligible for Public Assistance grant funding as a per-unit cost for stump removal if it meets all of the following criteria:

- It has 50 percent or more of the root-ball exposed (less than 50 percent of the root-ball exposed should be flush cut);
- It is greater than 24 inches in diameter, as measured 24 inches above the ground;
- It is on improved public property or a public right-of-way; and
- It poses an immediate threat to life, and public health and safety.

REMOVAL OF DEAD ANIMALS

Improper disposal of animal carcasses can contaminate drinking water sources or spread disease. It is DRC Emergency Services, LLC's policy to handle and dispose of animal remains with care and in accordance with all state and local regulations.

If possible, all identified carcasses should be disposed of within 48 hours of death. There are several approved methods for the disposal of animal carcasses:

- Incineration at a secure and pre-approved site.
- Deposition in a contained landfill approved for remains disposal.
- Composting, with approval, is a sanitary and practical method of carcass disposal.

Animal carcasses will be transported in a covered vehicle; the bed or tank will be constructed so that no drippings or seepage from the carcass can escape from the vehicle. Any animals found that are suspected to have died of a highly contagious, infectious, or communicable disease will be transported by certified professionals and in accordance with all state and local laws and regulations.

HAZARDOUS TREE AND LIMB REMOVAL

DRC Emergency Services has extensive experience in the removal of downed trees, felling damaged trees and clearing of vegetative debris. In all aspects of this work DRC ensures its employees work in a safe and efficient manner, utilizing the most appropriate equipment and best work practices.

An eligibility determination shall be made by the jurisdiction or its representative using the following criteria:

* A tree is considered "hazardous" if its condition was caused by the disaster; if it is an immediate threat to lives, public health and safety, or improved property; and if it is six inches in diameter or greater, when measured two feet from the ground; and one or more of the following criteria are met:

- It has more than 50 percent of the crown damaged or destroyed.
- It has a split trunk or broken branches that expose the heartwood.
- It has fallen or been uprooted within a public use area.
- It is leaning at an angle greater than 30 degrees.

CANAL/WATERWAY DEBRIS REMOVAL

Waterway debris removal consists of removing all wet debris from the water surface down to the sediment bottom from within the waters and lands of the City, transferring the debris to land based trucks and hauling temporary debris storage sites. When possible debris will be removed from the shore/bank using land based equipment. DRC ES can/will mobilize small barges, marsh buggies, airboats and additional small watercraft from existing marinas and public/private access points. Due to the shallow water depths and tidal movement, we propose to use smaller watercrafts that are configured to work in these draft environments. Marine debris shall be removed, handled, transported, and disposed of in accordance with OSHA, and all applicable federal, state and local laws, codes, regulation and procedures.

LAND BASED VEHICLE AND VESSEL REMOVAL

DRC has extensive experience in the recovery of post disaster vehicles and vessels initially in Guam and following hurricane Karina in Louisiana. The Louisiana project involved the recovery of vehicle and vessels throughout the state of Louisiana and a specific projection for identification, return, and ultimate recycling.

Vehicle and vessel recovery programs typically involve multiple aggregation sites where the collected vehicles and vessels are systematically placed. The process varies from state to state, however, a notification process following legal guidelines is always a prominent part of the program. Additionally, fluids, tires, and Freon containing parts must be dealt with using an ecological method. Ultimately the goal of the program is the release of the vehicle and vessel to its proper owner and insurance companies with the balance of the units being recycled. In Louisiana, the proceeds from the scrap metal recycled reverted back to the state.

DRC and its subcontractors will have all recovery equipment and tow vehicles prepared to mobilize upon the first notification to recover vessels. Identified vessels will be removed within 72 hours of notification. Prior to moving all fluids will be drained into local, state and federally approved containers. Batteries will be disconnected.

SAND, SOIL, AND MUD REMOVAL AND SCREENING

The removal of debris and waste materials, the restoration of damaged and compromised natural and man-made habitats, and, in some cases, the reconstruction of damaged coastal, marine, and wetland environments are the core missions in a DRC disaster response. Furthermore, DRC is committed to ensuring that our work, including the byproducts of our work, has zero or minimal environmental impact.

This work is handled differently than other aspects of debris removal in that the bulk of the material must be recovered, reclaimed and returned to its original location in its original condition.

Once the material to be removed is identified, large rubber tired front- end loaders will be brought in to scrape and pile the soil for loading onto dump trucks or trailers. Once the material has been loaded, it will be transported to either a final disposal site (if deemed to be too contaminated for reclamation) or to a temporary staging facility for screening and repurposing.

Prior to commencing screening operations specialized rakes and/or shaker screens may be used to screen the larger foreign debris objects and set them aside for direct hauling to the final disposal site. After the sand has been sifted/screened, the clean material will be returned to a previously designated location for reuse. For documentation purposes, both the quantity of sand, soil or mud hauled to the centralized site, and the screened debris must be accounted for.

White goods recovery (pick-up and haul), with the exception of white goods requiring Freon recovery, is treated and accomplished as though it were either C&D debris or recyclable debris, dependent upon the final disposal source. Each Freon containing piece of white goods should be hand or mechanically loaded in such a way as to not allow crushing of the Freon lines or premature release of the Freon. Equipment and personnel would also be treated as a C&D debris or recyclable debris operation, dependent upon the final disposal source. DRC has extensive experience with white goods and Freon recovery. DRC recovered, shred and removed an estimated 80,000 pieces of white goods in one major storm alone.

Removal of Freon, chemicals, food, and/or fluids from white goods will be accomplished only by properly licensed and credentialed personnel.

DRC was activated in the City of Fort Lauderdale to replace the sand from the roadways, sidewalks, parking lots, piled on the beach by push crews, and sand mounds/piles as a result of the severity of Hurricane Irma (DR-4337). Removing the sand eliminated immediate threats to life, public health and safety and ensure the economic recovery of the affected area.

- Skid steers/loaders moved sand back to the beach above MHHW. The sand was scraped from the sidewalks/parking areas and transported back to the beach.
- The Sand was run across a shaker screen, to remove debris. The debris was separated and the clean sand placed back on the beach. A monitor counted the buckets to track the volume.
- The debris produced from the screen was set aside and later picked up as C&D or VEG Debris by a separate truck.

HOUSEHOLD HAZARDOUS WASTE

Household hazardous (HHW) is a special operational aspect that must be accomplished with very precise, pre-established standards and regulations. Safety to the workers, government employees and the citizens of the area is paramount. DRC works with its specialized subcontractors to establish and implement proper handling procedures for HHW collection and disposal. These procedures include the segregation and removal of HTW and HHW from the debris stream at the curbside, prior to the recovery of other debris and sorting and additional recovery of HHW within each TDMS. Recovered HHW is removed to a proper disposal site or temporarily stored in the HHW disposal areas constructed within each TDMS as required. DRC will set up a lined containment area and separate any Household Hazardous Waste inadvertently delivered to a debris management site and will be responsible for the removal and disposal of this hazardous material. Commercial and industrial hazardous waste such as chemicals, gas containers, transformers, and any other form of hazardous or toxic matter will also be set aside for collection and disposal.

STAGING



Within 24 hours of Task Order, personnel and equipment will be deployed to establish a TDMS at locations identified in conjunction with The City of Fort Lauderdale. The site(s) will be fully operational within 36 hours of a NTP. The operation may include, but is not limited to the building of roads, erecting of fences, construction of containment areas, and placement of inspection towers.

DRC shall provide all specified equipment, operators, and laborers for TDMS management, debris reduction operations.

TDMS teams will also secure all necessary clearances, permits, and licenses to operate the site(s) and will submit Site Plans to The City of Fort Lauderdale complete with Site Specific Safety and/or Accident Prevention Plans.

The inspection of every load, in and out, is critical to the documentation of the overall process. The TDMS inspection towers provide a location for load verification and documentation programs of all incoming and outgoing debris. Once documented, all debris is processed in accordance with applicable local, state and federal rules, standards, and regulations.

SITE SET UP

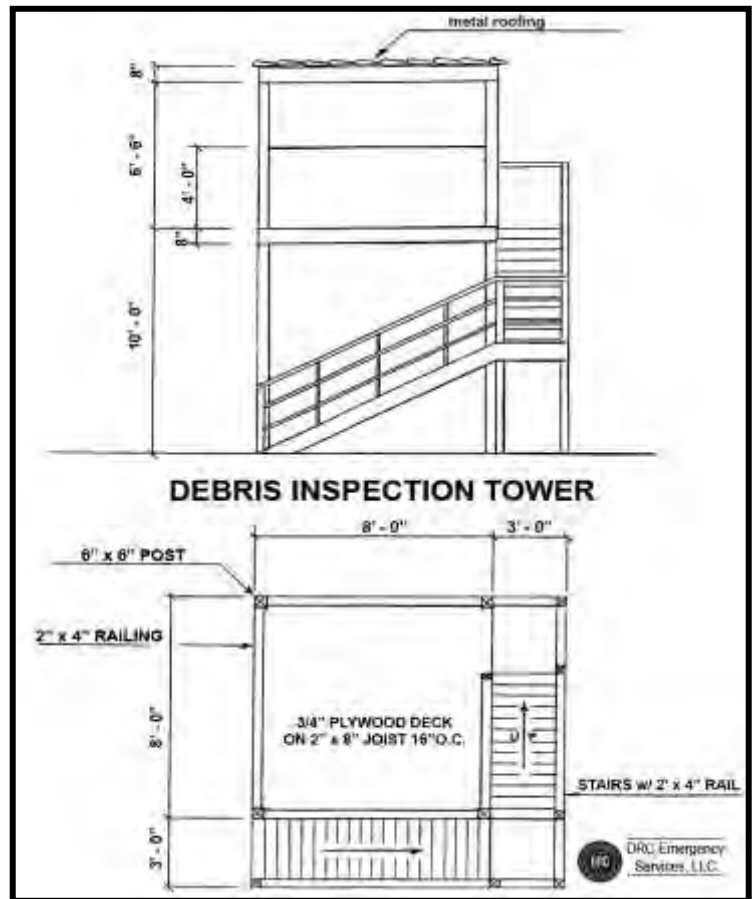
DRC will videotape and photograph each TDMS before any activities begin and periodically update to track site evolution.

MAINTENANCE/FUEL VEHICLES AND PERSONNEL

Maintenance/fuel vehicles will be assigned and manned as needed to provide an adequate supply of fuel to maintain equipment operations. Maintenance/fuel vehicles will be assigned and manned as needed to provide all required field maintenance.

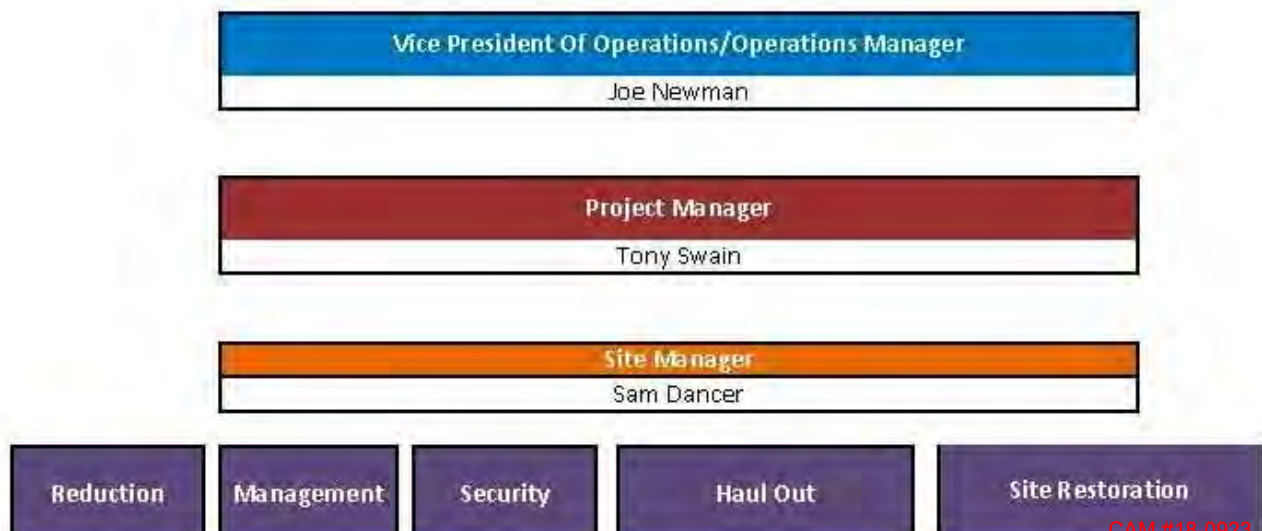
- **Site Access** - Separate points of ingress and egress should be established if possible. Temporary acceleration and deceleration lanes should be established adjacent to the primary road leading to and from site access points, approved by The City of Fort Lauderdale. All temporary roads leading to and through the debris-staging site should be constructed and maintained for all weather use.

- **Inspection Towers** - Inspection towers shall be constructed to facilitate observation and quantification of debris hauled for storage at debris staging sites. No less than two inspection towers should be utilized at each debris-staging site. One tower at point of ingress for use by company inspector and the monitoring firm's employee, one tower at the point of egress to ensure all debris hauling trucks are in fact empty upon leaving the site, one tower may be utilized if ingress and egress point is the same. The egress tower shall be manned by at least a representative of DRC.
- **Traffic Controls** - Traffic control personnel, with appropriate traffic control safety equipment, will be stationed at the ingress observation tower to maintain vehicular and pedestrian traffic control. Additional traffic control personnel will be stationed throughout the site, as needed, to enforce proper dumping and prevent personal injury to ensure compliance with the Corporate Accident Prevention Plan.
- **Clearing and Grading** - Clearing and grading of debris staging sites will be accomplished, to the level required, in accordance with the site management plan and input or guidance from The City of Fort Lauderdale.
- **Environmental Protection** - DRC's "Environmental Protection Plan" will be followed to ensure compliance with required standards (Clean Water Act, Storm Water Act, Resource Conservation and Recovery Act, Superfund Amendments, Reauthorization Act and others). The plan outlines procedures concerning erosion control, hazardous and toxic wastes and dust and smoke control and is available for review upon request.



DRC Emergency Services, LLC

DMS Site Organizational Chart



CAM #18-0023

Exhibit 5

Page 112 of 150

DEBRIS STORAGE AREA

Debris may be segregated into 5 main areas as determined by the type of event.

VEGETATIVE DEBRIS

Vegetative debris will be cleaned of C&D debris to the extent possible to facilitate compliance with requirements for reduction of vegetative debris.

CONSTRUCTION AND DEMOLITION (C&D) DEBRIS

C&D debris will be dampened prior to dumping and periodically as needed, to comply with Local, State and Federal EPA standards.

RECYCLABLE/SALVAGE

Recyclable/salvageable materials will be stock piled in accordance with the site plan.

WHITE GOODS

White goods will be stock piled in accordance with the site plan or transported directly to the recycler.

HHW

HTW will be segregated and stored in an approved containment area. All site personnel will receive a safety briefing regarding operations involving HHW to prevent personal injury and ensure compliance with the Safety Plan.

DEBRIS REDUCTION METHODS

GRINDING AND/OR CHIPPING OPERATIONS

Grinding/Chipping is DRC's preferred debris reduction method, as it encourages resource conservation through the salvage of wood chips for renewable energy. All vegetative debris will be reduced through grinding and/or chipping, rather than by burning operations.

Although this operation is preferred for environmental purposes, however, it is the most time consuming and costly reduction method due to material handling, hauling and disposal costs after grinding and/or chipping operations have been accomplished. Grinding and/or chipping operations of C&D materials are prohibited by and within numerous jurisdictions. Grinding and/or chipping operations will be accomplished on the type of debris (vegetative and/or C&D) as directed by government task order. Grinding and/or chipping of vegetative debris will be accomplished on the piles of vegetative debris as set out below.

Vegetative debris will be placed into two separate piles. The first pile will be the dumping point until a sufficient quantity has been accumulated to commence a continuous reduction operation. The second pile will be started and accumulated until the reduction of the first pile has been completed at which time dumping of vegetative debris on the second pile will cease and the first pile will be replenished. This rotation will continue until reduction is complete.

FINAL DEBRIS DISPOSAL

DRCES normally conducts the final disposal of all debris, reduced debris, ash residue and other products of the debris management process in accordance with the applicable Federal, State and local laws, standards and regulations. The identification and acquiring of the final disposal locations will be at the direction of the contracting officials, with DRCES assistance if requested. Final disposal locations can vary from Class I to Class III landfills, to the above-mentioned after-market locations (metal recyclers, municipal recycling facilities, mulching operations, mulch incineration programs, co-generation plants etc.) DRCEs and the monitoring firm assigned to the final disposal site will maintain disposal records and documentation during the entire disposal process.

RECYCLING STRATEGIES

VEGETATIVE DEBRIS

Vegetative debris such as trees, stumps, brush, and leaf and yard waste make up the largest portion of the debris produced during tornadoes, hurricanes, and other natural disasters. Vegetative debris can be collected, stockpiled, and processed to the specifications of a mulch or boiler fuel product. Although some local governments have purchased wood processing equipment, others find it more cost effective to contract out the services.

AGGREGATES

Large amounts of aggregate debris such as asphalt pavement and concrete may result from the destruction of roadways during disasters. These materials can be collected, stockpiled, and processed to the specifications for road base aggregate or solid fill material.

CONSTRUCTION AND DEMOLITION DEBRIS

Another large component of disaster debris is the construction and demolition (C&D) material that results from the destruction of homes, commercial and non-commercial buildings, and other structures. The materials produced from these sources may include wood, aggregates, metals, gypsum, plastics, and other miscellaneous components. These materials can be managed by using existing recycling facilities, and supplemented by establishing temporary C&D processing sites in areas where adequate recycling infrastructure does not exist.

WHITE GOODS AND E-WASTE

Electronic waste is devices or components thereof that contain one or more circuit boards and are used primarily for data transfer or storage, communication, or entertainment purposes. Televisions, computer monitors, DVD players, video cameras, fax and copy machines, video game consoles, radios, cell phones, etc. Electronics contain a hodgepodge of metals and materials that can be dangerous, given the large numbers that are likely to be thrown out in a hurricane's aftermath. Older electronics can contain lead, chromium, cadmium, mercury, nickel and zinc, all toxic to humans. However, a number of materials like metals and plastics in electronics can be recycled, reducing pollution while saving energy and resources. Freon and metals recovered from white goods are thoroughly recyclable and marketable. Revenue generated from the recycle of such wastes is typically returned to government entity following cost.

Other innovative recycling strategies DRC will explore depending on the setting and scope of an event:

COMPOSTING TO PRODUCE VALUABLE FINES AND TO DE-CONTAMINATED MATERIALS

Wood chips, contaminated sediments, and other organic debris may be blended into windrows for thermal composting, such as is used to recycle green waste in many cities, and to decontaminate hydrocarbon-affected soils in remedial actions. Windrow turners mix and oxygenate the organic materials. Other, more-compact composting methods are also available using containerized systems. The end result is humus, which may be used for wetlands restoration, soil building, and mulch.

SEGREGATION OF BRICKS AND AGGREGATE FOR LOW-GRADE STRUCTURAL USES

Solid materials such as brick, fractured brick, cinder block, and aggregate may be segregated from the waste stream and used for structural applications such as erosion control, diversion features, landscape elements, and light-duty pavements.

TEMPORARY DEBRIS MANAGEMENT SITE CLOSEOUT

Restoration is conducted during the closing of each TDMS. The scope of remediation is determined during operation and closure, by terms of the land lease (if any), or government directive or task order. Remediation consists of final removal of all debris (including residual debris), removal and remediation of HTW, abatement of any safety and/or environmental concerns (to include environmental testing and/or monitoring, if required), the removal of temporary structures (including any inspection towers), grading and leveling, removal of roads and fencing, if appropriate, and potentially grassing or seeding of the site, if required, to documented pre-use condition.

DOCUMENTATION AND INSPECTION (AS REQUIRED BY THE TYPE OF EVENT I.E. VEGETATIVE VS. C&D) AND USE OF DRONES FOR MEMORIALIZING PRE-USE CONDITION

DRC has established the practice of using a drone to set and memorialize pre-use site conditions.

A narrative description shall be prepared for each site. Sketches and/or drawings (basic) and DRONE footage shall be produced to illustrate the current condition of the site and its contents, as well as content location. Still photographs or video will be taken of each site, both ground level and aerial, to additionally illustrate the pre-use condition of the site and its contents. Environmental Sampling as required by the City of Ft. Lauderdale, FDEP or other agencies may include:

- Random soil samples, surface and sub-surface, may be taken and sealed in containers for comparison with post-use samples taken at the time of site closure when possible contamination is evident.
- Prior to sealing these samples, a small portion of each sample will be field tested to determine the presence of contaminants prior to use of the site.
- On-site and off-site samples will be taken of any water source.
- Water source samples will be stored and tested using the criteria stated above.
- Samples of both water and soil will be taken in accordance with the above standards after operations have ended (post use samples).
- Post use samples and pre-use samples will be tested in an independent lab to determine the presence of contaminants.

Should contaminants be identified in the pre-use field test, a determination of whether or not a particular site or area of a site should be utilized will need to be made by DRC Senior Management and the City's representative. Should contaminants be identified in post use test results that were not present in pre-use test results, remediation of the site or area of the site can be accomplished in accordance with Federal, State and local regulations as well as current industry standards.

Storm debris management by DRC is subject to inspection by the governmental contracting entity and/or any Public Authority in accordance with generally accepted standards, to insure compliance with the contract and applicable local, state and federal laws. DRC will, at all times, provide the City access to all work sites and disposal areas and will cooperate completely with Government Inspectors. In addition, authorized representatives and agents of any participating Federal or state agency are encouraged to inspect all work and materials. DRC and the City of Ft. Lauderdale shall have in place at the TDMS, personnel to verify the contents and cubic yards of all vehicles entering the TDMS. Records are maintained for each load entering the TDMS, its cubic yardage is verified, and each vehicle leaving the TDMS is viewed to verify that the contents have been emptied. DRC and the City monitor the material to determine that the load consists of eligible storm debris. DRC and the City have in place at the pickup site, personnel to verify the contents, location, date and time of the vehicles departing for the TDMS and issuance of the load ticket to ensure the eligibility of the debris. Prior to use, DRC recommends that the City establish and record the certified cubic yard capacity and perform a safety inspection of each haul vehicle. DRC recommends that all measurements be conducted by government personnel or independent third parties, and not DRC or the subcontractor. DRC has in the past provided disposal tickets, field inspection reports, and other data and/or forms sufficient to provide substantiation for Federal (FEMA, etc.) and State reimbursement to its government clients. DRC personnel and subcontractors have worked closely with various State Emergency Management Agencies, the Federal Emergency Management Agency and other applicable State, local and Federal Agencies to ensure that eligible debris collection and the data documenting is sufficient and appropriately addressed.

DRC maintains a 28 year record of 100% reimbursement for its clients

OPERATIONAL ENVIRONMENTAL PROTECTION

All work performed at and/or in relation to a debris-staging site will be performed in a skilled and workman-like manner. All debris staging site operations shall be conducted in accordance with the Company's Environmental Protection Plan.

CLOSURE PROCEDURES

Pre-use inspection and documentation information shall be utilized as a guide to restore each site to pre-use condition.

REMOVAL OF TEMPORARY STRUCTURES

All temporary structures such as fencing, inspection towers, temporary offices, sanitary facilities, etc., shall be removed from each site.

RESTORATION OPERATIONS

Each site shall be graded, as required to return the topography to pre-use elevations, unless otherwise directed by Government task order. Each site will be restored to pre-use condition by seeding, fertilizing and laying of straw as well as replacement of agreed-upon shrubs and/or trees.

FINAL INSPECTION, RELEASED AND ACCEPTANCE OF GOVERNMENT AND/OR LANDOWNER

DRC's Project Manager, the Supervisor responsible for a particular site, the Government's Representative and if applicable and the landowner (if applicable) shall constitute an inspection team. The Company Supervisor responsible for the applicable site shall have, for examination by all Inspection Team members, the documentation package to include pre-use and closure inspection documentation as well as all chronological documentation created during the operational period. After all inspection team members accept the post-closure condition of each site, a release and hold-harmless for the Company shall be signed by the Government and/or landowner, releasing DRC of any further responsibility and liability.

ACCOUNTING AND DOCUMENT MANAGEMENT

DRC's invoicing procedure is as follows:

- Electronic data (tickets) is downloaded and reconciled to subcontractor's data and monitor
- Invoice is worked up along with the E ticket data backup.
- The reconciliation process then takes place with either the Monitoring Firm or the reconciliation contact with the municipality (if there isn't a Monitoring Firm).
- Once the invoice and ticket data has been 100% reconciled, the Monitoring Firm then recommends the invoice to City of Ft. Lauderdale for payment.
- Frequency: As required by the City of Ft. Lauderdale
 - Daily estimate of hazardous waste debris segregated, and cumulative amount of hazardous waste placed in the designated holding area
 - Number of hazardous trees and hanging limbs removed.
 - Problems encountered or anticipated

Typically, Daily Reports are co-signed by the governing entity's inspector to verify work performed. In addition, the governing entity receives an original copy of all load tickets and receives and verifies for co-signature, a Daily Reconciliation Sheet listing each load ticket, the truck number, crew number, street, truck volume, percent full, credited volume of debris removed and the total volume removed for the day. This Daily Reconciliation Sheet is typically verified by the governing entity and can become the invoicing document for the Contract.

DOCUMENTATION AND RECOVERY PROCESS

Prior to the beginning of the hurricane season, DRC will meet with the City of Fort Lauderdale and the Debris Management Monitor to finalize and test the processes for inspection and documentation that are to be used during

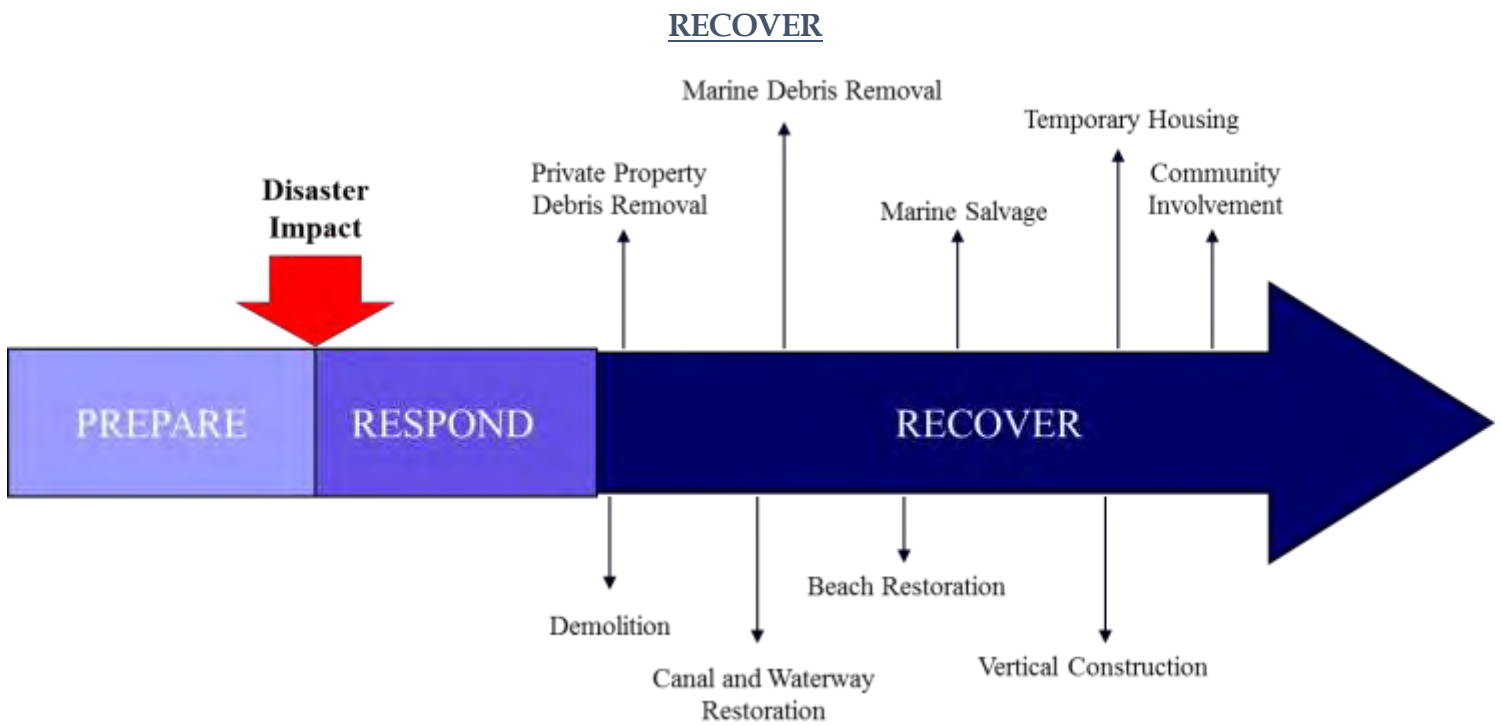
the response and recovery phase of debris removal. DRC, the City of Fort Lauderdale and the Debris Management Monitor will have in place at the TDMS personnel to verify and maintain records regarding the contents and cubic yards of the vehicles entering and leaving the TDMS. The Debris Management Monitor will coordinate data recording and information management systems, including but not limited to:

- Prepare detailed estimates and submit to FEMA for use in Project Worksheet preparation.
- Implement and maintain a disaster debris management system linking load ticket and TDMS information, including reconciliation and photographic documentation processes.
- Provide daily, weekly or other periodic reports for the City of Fort Lauderdale and the Debris Management Monitor, noting work progress and efficiency, current/revised estimates, project completion and other schedule forecasts/updates.

DRC will provide the following assistance:

- Maintain documentation of recovery process
- Provide written and oral status reports as requested to the City of Fort Lauderdale Debris Management Monitor
- Review documentation for accuracy and quantity
- Assist in preparation of claim documentation

DRC will provide all requested information to the Debris Management Monitor that is necessary for proper documentation and understands that copies of complete and accurate records are required for the receipt of federal funds and must be supplied to the City. DRC will work closely with FEMA and other applicable State and Federal agencies to ensure that eligible debris collection and data documenting appropriately address concerns of the likely reimbursement agencies.



Many of the elements of work shown above can be categorized as a recovery function although some if not all could be performed simultaneously with the debris mission. Of those listed above, Marine Debris Removal, Marine Salvage and Beach Restoration have been previously addressed under the Response phase of operations.

It is important to note that DRC's sister Company, SLS is prominent in the area of post disaster Temporary Housing. SLS pioneered the current FEMA S.T.E.P. program during the aftermath of Hurricane Sandy in New York. The Program in New York was called "Rapid Repair" because the program was designed to perform essential elements of restoring damaged single family residences and returning homeowners back into their residence. As a result, the cost of the typical S.T.E.P. program is 20% of placing a displaced Family into a trailer.

REFERENCES

REFERENCES				
OWNER & TIMELINE	DESCRIPTION OF WORK	CONTRACT VALUE	CUBIC YARDS	POINT OF CONTACT
Miami, FL September 2017 – Present	Debris Removal Hurricane Irma (DR-4337)	Estimated \$9,700,000.00	Estimated 318,000	Mario Nunez, <i>Director</i> Mfnunez@miamigov.com Phone: (305) 960-2804 Fax: (305) 960-2850 1290 NW 20 th Street Miami, FL 33142
Citrus County, FL September 2016 – October 2016	Disaster Debris Removal Services Hurricane Hermine (DR-4280)	\$200,846.00	11,869 CY of Vegetative Debris 889.07 tons of C&D Debris	David Whitelaw, <i>Road Maintenance Director</i> Phone: (352) 527-7610 Fax: (352) 527-7607 David.Whitelaw@citrusbocc.com 1300 S Lecanto Highway Lecanto, FL 34461
Ascension Parish, Louisiana August 2016 – July 2017	Disaster Debris Removal and Disposal Louisiana Severe Storms and Flooding (DR-4277)	\$5,903,607.61	336,630	Mike Enlow, <i>General Manager</i> Phone: (225) 450-1326 Fax: (225) 473-9931 Menlow@apgov.us 42077 Churchpoint Road Gonzales, LA 70737
Monroe County, Florida November 2017 – February 2018	Hurricane Debris Removal Hurricanes Irma	\$11,000,000.00	648,543.93	Judy Clarke, <i>Director of Engineering Services</i> Phone: (305) 295-4329 Fax: (305) 295-4321 Clarke-judith@monroecounty-fl.gov 1100 Simonton Street 2-216 Key West, FL 33040

MINORITY/WOMEN (M/WBE) PARTICIPATION

EMPLOYMENT OF LOCAL AND MINORITY CONTRACTORS

DRC is not a certified minority business enterprise, but has a long standing history of employing local and minority contractors during disaster events. DRC maintains one of the industry's largest network of pre-screened and fully qualified subcontractors, including local and preferred vendors. DRC's subcontractors are evaluated on many levels, including past performance, equipment and personnel availability, mobilization timeframes, insurance, and cost.

COMMITMENT TO LOCAL RESOURCES

The use of local resources is one of the most important aspects of successful disaster recovery operations. DRC is committed to ensuring that any emergency response business activity is shared by the entire community. That is why we have developed a vast network of subcontractors that are uniquely qualified to successfully meet any and all operational requirements envisioned under this RFP.

Throughout its history, DRC has maintained strong relationships with local vendors and subcontractors. We pride ourselves on facilitating local involvement during recovery efforts and encourage local knowledge and experience whenever possible. As such, DRC has worked with thousands of subcontractors over our history including small and large subcontractors, DBE, MBE, WBE, HUB Zone, 8(a), and VOSB (including Service-Disabled VOSB) contractors. DRC has established nationally recognized procedures for community outreach as discussed below in our "Local S/M/WBE Resource Program."

LOCAL S/M/WBE RESOURCE PROGRAM

DRC reaches out to local subcontractors and small, minority and women-owned business enterprises (S/M/WBE) using a variety of sources. Although DRC maintains current, active subcontractor lists, we also have experience utilizing such sources as governmental databases, local, regional and national SBE compliance departments, client and vendor references and direct mail community outreach. Upon receipt of Notice of Award, ahead of a predicted weather event or annually for contingency contracts, DRC will make contact with local governments and SBE Resource offices to schedule an informational workshop for potential vendors and businesses. The DRC technical assistance workshops not only assist companies with identifying potential contract opportunities, but also assist those interested with "teaming". The workshops provide "hands on" technical assistance to companies ranging from individuals owning dump trucks and loading equipment to office supply companies and small printers wishing to provide goods and services. This process matches S/M/WBE contractors with other companies in order to strengthen their competitive position and package of goods and services offered. DRC is committed to ensuring that local companies are made aware of all potential contracting and partnership opportunities.

A direct mail program may be conducted in order to target potential companies and minority business organizations that are listed with the Office of Minority and Women Business Enterprise. The mailer will provide information as well as an 800 number for interested individuals and companies with bi-lingual assistance available when necessary. Subcontractors can also log on to www.drcusa.com to upload their experience, qualifications and certifications for inclusion in our subcontractor database.

From our extensive experience with subcontractors, DRC knows the importance of establishing strict guidelines for performance and safety standards. All subcontractors will be screened for qualifications and safety compliance prior to entering into a contract with DRC. Additionally, at the discretion of the contracting agency, all subcontractors will be approved prior to beginning work. Our sample Subcontractor Agreement details the scope of work and responsibilities of each subcontractor. The Subcontractor Agreement also commits the subcontractor to all governmental regulations and requirements. All subcontractor equipment will be inspected and properly maintained and all personnel certifications and safety courses will be on file and renewed or updated as needed.

In addition to stringent qualifications standards, DRC requires the following summarized items from subcontractors:

- Compliance with all DRC safety plans
- Ability to meet liability and automobile insurance requirements (these may vary from contract to contract)
- Compliance with governmental employment regulations, unemployment compensation and workman's compensation laws
- Completion of a subcontracting agreement specifying the scope of work, terms and conditions, pricing, liability requirements and any hold harmless agreements.

Per the requirements of each awarded contract, DRC will meet or exceed project goals regarding small business participation. Rebuilding your community using local resources is the core mission of DRC. As such, DRC will continue to maintain a comprehensive list of qualified subcontractors ready for deployment should the need arise.

PROMPT PAYMENT OF SMWSDVBs

In addition to occasionally assisting SMWSDVBs with operating startup costs, DRC has a 20 plus year history of paying subcontractors on a weekly basis. It is our intention to both facilitate the involvement of these subcontractors and ensure their economic viability and profitability.

UTILIZATION MONITORING

As with previous practice, DRC intends to hire a SMWSDVB Facilitator/Monitor. This person will be tasked with the responsibility of recruitment and reporting. DRC views the existence of this person as crucial and has full intention to achieve the outlined goal for this contract.

AFFIRMATIVE ACTION/EQUAL OPPORTUNITY POLICY

DRC is an equal employment opportunity employer. Employment decisions are based on merit and business need, and not on race, color, citizenship status, national origin, ancestry, gender, sexual orientation, age, religion, creed, physical or mental disability, marital status, veteran status, political affiliation, or any other factor protected by law. DRC complies with the law regarding reasonable accommodation for handicapped and disabled employees. DRC's President has issued the following policy:

DRC is an Equal Opportunity Employer and recognizes the value of hiring a diverse group. Due to the nature of our work and the fact that we provide services worldwide, we find it necessary and advantageous to employ a number of persons from various countries who are of different races, religions and ethnic groups. Although our permanent work force is less than 50 employees, it is composed of a diverse population of men and women. In addition, we believe work force diversity provides a significant market advantage.

It is the policy of DRC to comply with all the relevant and applicable provisions of the Americans with Disabilities Act (ADA). DRC will not discriminate against any qualified employee or job applicant with respect to any terms, privileges, or conditions of employment because of a person's physical or mental disability. DRC will also make reasonable accommodation wherever necessary for all employees or applicants with disabilities, provided that the individual is otherwise qualified to safely perform the essential duties and assignments connected with the job and provided that any accommodations made do not impose an undue hardship on DRC.

Equal employment opportunity notices are posted as required by law. Management is primarily responsible for seeing that DRC's equal employment opportunity policies are implemented, but all members of the staff share in the responsibility for assuring that by their personal actions the policies are effective and apply uniformly to everyone. Any employee, including managers, involved in discriminatory practices will be subject to termination.

SUBCONTRACTORS



* A Small Company With A Large Presence *

MCO CONSTRUCTION & SERVICES, INC.

Ann McNeill, President

6600 NW 27th Avenue, Suite 208

Miami, Florida 33147

Phone: 305-693-4344

Fax: 305-693-4544

info@mcoconstruction.net

MCO is a full service construction management company dedicated to delivering projects on-time, within budget, and in compliance with the special needs of large public and private projects. Founded in 1993, MCO has performed construction management with a combined value in excess of \$110 million.

MCO thrives on 4 core values:

- Serving clients with excellence
- Building relationships to last
- Growing equity in the minority community
- Being the best construction employer in South Florida

ABOUT ANN MCNEILL, PRESIDENT



As the master of the International Mastermind Association, Ann McNeill lives and teaches work-life balance principles, which are values that help people achieve a life style of complete freedom. McNeill received her undergraduate degree in accounting from Florida Memorial University, and her graduate degree in finance from Barry University. After several years in the financial industry her interest in construction was peaked when she and her husband decided to self-perform some home renovations. Subsequently, she joined Thacker Construction Company and eventually started her own company, MCO Construction & Services, Inc. Currently, she holds two general contractors licenses.

Ann McNeill is president and owner of MCO Construction & Services, Inc., MCO Consulting, Inc, Colbert/Ball Tax Franchise, and Constructively Speaking, Inc. Additionally, she is the founder of the International Mastermind Association and the Association of Black Women in Construction. In terms of volunteerism, McNeill is also the National Treasurer of the Florida Memorial University National Alumni Association.

As a life coach McNeill speaks nationally, teaching work-life balance principles that stem from the MasterMind Concept, which she learnt from Napoleon Hill's Think & Grow Rich. She has been featured in Black Enterprise Magazine and US Today. She also appeared on ABC's World News.

Ann is married to Daniel McNeill. They have two daughters, Danelle and Ionnie McNeill, and one grandson, Malachi Monroe.

CERTIFICATIONS

MCO is a state licensed general contractor with the following small business certifications: Women Owned, SBD and DBE.

List of certifications with various agencies:

- Certified MBE Florida State & Inter-Local Certification
- Certified DBE, Florida Department of Transportation
- Certified LDB, SBE, Miami-Dade County Small Business Development
- Certified M/WBE, Miami-Dade County Public Schools
- Certified M/WBE, Broward County School Board
- Certified DBE, Palm Beach County Public Schools
- Certified DBE, Lee County Office of Small Business Development
- Certified SDBE, Palm Beach County Office of Small Business Association
- Certified SDB, City of West Palm Beach

AWARDS

- National Minority Construction Firm of the Year Award, National Minority Enterprise Development, 2003
- Suncoast Chamber's Med Week Contractor of the Year Award, Palm Beach County, 2003
- Department of Business and Economic Development & Minority Contractor for the Year
- Miami-Dade Chamber of Commerce's Outstanding Black Business in Construction
- Florida Memorial College President's Fountain of Excellence Award
- National Associate of Negro Business and Professional Women of Dade
- The Vanguard Chronicle's Entrepreneur of the Year Award
- Westboro Business and Professional Women's Club of Palm Beach County
- National Association for Equal Opportunity in Higher Education Award
- National Association of Women Business Owner's Award

Contractor Certificate, Miami-Dade County Building Code Compliance 00B000356 - Miami Dade County License General Contractor, Department of Business and Professional Regulations CGC1508379

IDENTIFYING SUBCONTRACTORS AND LOCAL SUBCONTRACTORS

DRC continues to build its Subcontractor base and boast potentially the largest cadre of subs in the Industry. All subcontractors shall be vetted and the City of Ft. Lauderdale will always have final authority regarding the use of any subcontractor. In 2017, DRC primarily relied upon the following list of Subcontractors:

A&J - Miami FL	GHL - NC	Raynor Shine - FL
ABC Transfer - FL	GSL	Riccelli - NY
Alpha Wrecking Group - FL	J Gamaz - FL	RPF - AL
Beeghly Tree Service- PA	JP Mitchell - AL	RTE - FL
Belt Construction - AR	Lamaz Trucking -FL	Russell Trucking - NC
Boyle Built - IA	Load Master - FL	Shoreline Services -
C&C Demolition - IA	MCEC - MO	State Tree - SC
CDT Tree Service - NC	O.Neal Timber	Sturkie Farms - SC
Croney Tree Service - AR	Ortzak Construction Group, LLC - FL	Sunderland - MO
Cutups Lawn Service - FL	OTC - NC	Taylor Hauling and Grading - NC
DNR Group - LA	Padilla Trucking -	Tod Thomas - NC
Fortunato - FL	Paynes Environmental Services, LLC - FL	Underwood - FL

REQUIRED FORMS

Bid Proposal Certification

Addendum 1

Addendum 2

Addendum 3

Addendum 4

Cost Proposal

Non-Collusion Statement

Non-Discrimination Provisions of the Contract

Sample Certificate of Liability Insurance

Blanket Additional Insured- Primary and Non-Contributory with Other Insurance

Workers Compensation and Employers Liability Insurance Policy

Additional Insured- Owners, Lessees or Contractors- Scheduled Person or Organization

BID/PROPOSAL CERTIFICATION

Please Note: If responding to this solicitation through BidSync, the electronic version of the bid response will prevail, unless a paper version is clearly marked by the bidder in some manner to indicate that it will supplant the electronic version. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) DRC Emergency Services, LLC EIN (Optional): 63-1283729

Address: 110 Veterans Boulevard, Suite 515

City: Marrero State: LA Zip: 70005

Telephone No. (888) 721-4372 FAX No. (504) 482-2852 Email: Kfuentes@drcusa.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): _____

Total Bid Discount (section 1.05 of General Conditions): _____

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): MBE _____ WBE _____

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Addendum No.	Date Issued	Addendum No.	Date Issued	Addendum No.	Date Issued
<u>1</u>	<u>5/29/2018</u>	<u>3</u>	<u>6/4/2018</u>	_____	_____
<u>2</u>	<u>5/31/2018</u>	<u>4</u>	<u>6/7/18</u>	_____	_____

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDSINC you must also click the "Take Exception" button.**

N/A

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Kristy Fuentes

Name (printed)

Date:

6/11/2018

Kristy Fuentes

Signature

Vice President/Secretary/Treasurer

Title

revised 04/10/15



ADDENDUM NO. 1

RFP No. 12149-885
Disaster Debris Removal and Management Services

ISSUED: May 29, 2018

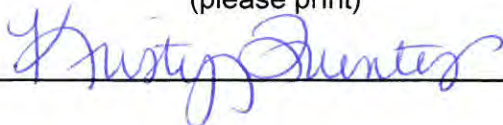
This addendum is being issued to make the following change(s):

1. Update of Evaluation Criteria in solicitation packet
2. Update of Cost Proposal Page
3. Update of Line Item Pricing Pages

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: DRC Emergency Services, LLC
(please print)

Bidder's Signature: 

Date: 6/11/2018



ADDENDUM NO. 2

RFP No. 12149-885
Disaster Debris Removal and Management Services

ISSUED: May 31, 2018

This addendum is being issued to make the following change(s):

1. Posting of Pre-Bid Sign-in Sheet

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: DRC Emergency Services, LLC
(please print)

Bidder's Signature: 

Date: 6/14/2018



ADDENDUM NO. 3

RFP No. 12149-885
Disaster Debris Removal and Management Services

ISSUED: June 4, 2018

This addendum is being issued to make the following change(s):

1. In response to question 5, providing updated line item #11 on pricing sheets to include both White Goods – Freon Containing as well as White Goods – Non-Freon Containing.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: DRC Emergency Services, LLC
(please print)

Bidder's Signature: *Kirsty Hunter*

Date: 4/11/2018



ADDENDUM NO. 4

RFP No. 12149-885
Disaster Debris Removal and Management Services

ISSUED: June 7, 2018

This addendum is being issued to make the following change(s):

1. Added Contract Payment Method Form

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: DRC Emergency Services, LLC
(please print)

Bidder's Signature: 

Date: 6/11/2018



City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 5

RFP No. 12149-885
Disaster Debris Removal and Management Services

ISSUED: June 12, 2018

This addendum is being issued to make the following change(s):

1. Updated Section 4.2.8 Required Forms – Removed Contract Payment Method clause.
2. Removed Contract Payment Method Form submitted in Addendum 4.
3. Extended Bid End Date from 6/12/18 at 2 pm to 6/18/18 at 2 pm.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: DRC Emergency Services, LLC
(please print)

Bidder's Signature: Kristy Fuente

Date: 6/19/18

12149-885 - Disaster Debris Removal and Management Services - Line Item Pricing

ITEM #	SECTION A - DESCRIPTION	QUANTITY	UNIT PRICE	UNIT	TOTAL PRICE
1	Vegetative Debris Removal	500,000	\$ 8.45 -	Cubic Yard	\$ 4,225,000.00 -
2	Mixed Debris Removal	200,000	\$ 8.45 -	Cubic Yard	\$ 2,112,500.00 \$1,690,000.00
3	C & D Debris Removal to DMS	75,000	\$ 9.75 -	Cubic Yard	\$ 731,250.00 -
4	C & D Debris Removal from ROW direct to Final Disposal	75,000	\$ 10.95 -	Cubic Yard	\$ 821,250.00 -
5	Debris Removal from Drop-off Sites	20,000	\$ 7.50 -	Cubic Yard	\$ 150,000.00 -
6	Vegetative Debris Grinding	500,000	\$ 3.25 -	Cubic Yard	\$ 1,625,000.00 -
7	Mixed Debris Processing	200,000	\$ 1.00 -	Cubic Yard	\$ 200,000.00 -
8	C & D Debris Processing (Compaction/Separation)	60,000	\$ 2.25 -	Cubic Yard	\$ 135,000.00 -
9	Haul-out of Reduced Vegetative debris	125,000	\$ 4.50 -	Cubic Yard	\$ 562,500.00 -
10	Haul-out of Separated C&D Debris	200,000	\$ 4.50 -	Cubic Yard	\$ 900,000.00 -
11	Haul-out of White Goods				
	A) White Goods - Freon Containing	500	\$ 40.00 -	Each	\$ 20,000.00 -
	B) White Goods - Non-Freon Containing	500	\$ 40.00 -	Each	\$ 20,000.00 -
12	Haul-out of E-Waste	2,000	\$ 1.75 -	Pound	\$ 3,500.00 -
13	Management and Haul-Out of Household Hazardous Waste	10,000	\$ 6.95 -	Pound	\$ 69,500.00 -
14	Dead Animal Removal < 30 Pounds	20	\$ 100.00 -	Each	\$ 2,000.00 -
15	Dead Animal Removal > 30 Pounds	10	\$ 150.00 -	Each	\$ 1,500.00 -
16	Sand Screening	75,000	\$ 16.15 -	Cubic Yard	\$ 1,211,250.00 -
17	Sand Replacement on Beach to Pre-Storm grade	75,000	\$ 2.50 -	Cubic Yard	\$ 187,500.00 -
18	Removal and Transportation of Eligible Vegetative Debris from Waterways to DMS or other approved site	20,000	\$ 99.00 -	Cubic Yard	\$ 1,980,000.00 -
19	Removal and Transportation of Eligible C & D Debris from Waterways to DMS or other approved site	10,000	\$ 99.00 -	Cubic Yard	\$ 990,000.00 -
20	Removal of Abandoned Vessels/Boats	500	\$ 125.00	Linear Foot	\$ 62,500.00 -
21	Removal of Abandoned Vehicles- Passenger and Light-Duty	250	\$ 330.00	Each	\$ 82,500.00 -
22	Removal of Abandoned Vehicles- Heavy-Duty, RV and Larger	250	\$ 62.50 -	Linear Foot	\$ 15,625.00 -
23	Removal of Partially Uprooted or Split Trees with No Exposed Root Ball (Leaners) 24.99 Inches Diameter	1,120	\$ 85.00 -	Each	\$ 95,200.00 -
24	Removal of Partially Uprooted or Split Trees with No Exposed Root Ball (Leaners) 25-36.99 Inches Diameter	100	\$ 225.00 -	Each	\$ 22,500.00 -
25	Removal of Partially Uprooted or Split Trees with No Exposed Root Ball (Leaners) >36.99 Inches Diameter	100	\$ 350.00 -	Each	\$ 35,000.00 -
26	Removal of Partially Uprooted or Split Trees -Backfill Delivered and Placed	100	\$ 35.00 -	Cubic Yard	\$ 3,500.00 -
27	Removal of Partially Uprooted or Split Trees (Leaners) >72 Inches Diameter (Requiring Crane)	5	\$ 800.00 -	Each	\$ 4,000.00 -
28	Removal of Partially Uprooted or Split Trees (Leaners) >72 Inches Diameter (No Crane Required)	5	\$ 800.00 -	Each	\$ 4,000.00 -

LP
 6-19-18
 KZ
 6-19-18

12149-885 - Disaster Debris Removal and Management Services - Line Item Pricing

ITEM #	SECTION A - DESCRIPTION	QUANTITY	UNIT PRICE	UNIT	TOTAL PRICE
29	Removal of Dangerous Hanging Limbs, 2 Inches or More in Diameter, All Limbs	10,000	\$ 65.00 -	Each	\$ 650,000.00 -
30	Hazardous Stump Removal 25-36 Inches Diameter	30	\$ 450.00 -	Each	\$ 13,500.00 -
31	Hazardous Stump removal 37- 48 Inches Diameter	40	\$ 750.00 -	Each	\$ 30,000.00 -
32	Hazardous Stump Removal More Than 48 Inches Diameter	20	\$ 1,250.00	Each	\$ 25,000.00 -
35	Hazardous Stump Backfill Delivered and Placed	100	\$ 35.00 -	Cubic Yard	\$ 3,500.00 -
SECTION A - TOTAL					\$16,994,575.00 \$16,572,075.00

ITEM	SECTION B - LABOR CATEGORY	UNIT	LABOR RATE
36	Project Manager	Hourly	\$ 75.00 -
37	Operations Manager	Hourly	\$ 90.00 -
38	Crew Foreman	Hourly	\$ 65.00 -
39	Laborer with Small Hand Tools	Hourly	\$ 45.00 -
40	Sawman with Saw	Hourly	\$ 45.00 -
41	Flagger	Hourly	\$ 45.00 -
42	Climber with Gear	Hourly	\$ 90.00 -
43	Laborer with Mechanized Broom	Hourly	\$ 135.00 -
44	Mechanic	Hourly	\$ 90.00 -
SECTION B - TOTAL			\$680.00 \$0.00

* Proposer shall provide hourly rates for equipment that are inclusive of the equipment operator.

ITEM	SECTION C - EQUIPMENT TYPE	UNIT	EQUIPMENT RATE
45	Wheeled Loader (JD 544 or equivalent)	Hourly	\$ 145.00 -
46	Wheeled Loader (JD 644 or equivalent)	Hourly	\$ 155.00 -
47	Bobcat Skid Steer Loader	Hourly	\$ 125.00 -
48	Knuckleboom Loader with Debris Grapple	Hourly	\$ 250.00 -
49	30 Ton Crane	Hourly	\$ 175.00 -
50	50 Ton Crane	Hourly	\$ 295.00 -
51	40-60 foot Bucket Truck	Hourly	\$ 295.00 -
52	Self Loading Dump Truck	Hourly	\$ 175.00 -
53	Dump Truck 16-20 Cubic Yard Certified Capacity	Hourly	\$ 100.00 -
54	Dump Truck 21-30 Cubic Yard Certified Capacity	Hourly	\$ 110.00 -
55	Dump Truck 31-50 Cubic Yard Certified Capacity	Hourly	\$ 130.00 -
56	Operator and Street Sweeper- Mechanized	Hourly	\$ 135.00 -
SECTION C - TOTAL			\$2,090.00 \$0.00

SECTION VI - COST PROPOSAL PAGES**Proposer Name:** DRC Emergency Services, LLC

Proposer agrees to supply the products and services at the following prices bid in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor shall quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

See preceding sheets and fill in pricing accordingly.

List **Section A Total** from Line Item Pricing Pages here:

\$16,572,075.00\$16,994,575.00

List **Section B Total** from Line Item Pricing Pages here:

\$680.00

List **Section C Total** from Line Item Pricing Pages here:

\$2,090.00

List any variances in the below section or on an additional sheet:

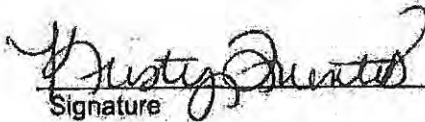
JP
6-19-18
KJ
6-19-18

Submitted by:Kristy Fuentes

Name (printed)

6/11/2018

Date



Signature

Vice President, Secretary, Treasurer

Title

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

NAME**RELATIONSHIPS**

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

**CONTRACTOR'S CERTIFICATE OF COMPLIANCE WITH
NON-DISCRIMINATION PROVISIONS OF THE CONTRACT**

The completed and signed form should be returned with the Contractor's submittal. If not provided with submittal, the Contractor must submit within three business days of City's request. Contractor may be deemed non-responsive for failure to fully comply within stated timeframes.

Pursuant to City Ordinance Sec. 2-17(a)(i)(ii), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

- (a) Contractors doing business with the City shall not discriminate against their employees based on the employee's race, color, religion, gender (including identity or expression), marital status, sexual orientation, national origin, age, disability or any other protected classification as defined by applicable law.

Contracts. Every Contract exceeding \$100,000, or otherwise exempt from this section shall contain language that obligates the Contractor to comply with the applicable provisions of this section.

The Contract shall include provisions for the following:

- (i) The Contractor certifies and represents that it will comply with this section during the entire term of the contract.
- (ii) The failure of the Contractor to comply with this section shall be deemed to be a material breach of the contract, entitling the City to pursue any remedy stated below or any remedy provided under applicable law.



Authorized Signature

Kristy Fuentes Vice President/Secretary/Treasurer
Print Name and Title

6/11/2018

Date

CONTRACT PAYMENT METHOD BY P-CARD

THIS FORM MUST BY SUBMITTED WITH YOUR RESPONSE

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to payment by credit card via MasterCard or Visa. This allows you as a vendor of the City of Fort Lauderdale to receive your payment fast and safely. No more waiting for checks to be printed and mailed.

Payments will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, firms must presently have the ability to accept credit card payment or take whatever steps necessary to implement acceptance of a credit card before the commencement of a contract.

Please indicate which credit card payment you prefer:

☒ Master Card
☐ Visa Card

Company Name: DRC Emergency Services, LLC

Kristy Fuentes

Name (Printed)


Signature

6/11/2018

Date

Vice President/ Secretary/ Treasurer

Title



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
06/07/2018

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

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

PRODUCER MCGRIFF, SEIBELS & WILLIAMS OF TEXAS, INC. 818 Town & Country Blvd, Suite 500 Houston, TX 77024-4549	CONTACT NAME: Julia Becvar	
	PHONE (A/C, No, Ext): 713-877-8975	FAX (A/C, No): 713-877-8974
INSURED DRC Emergency Services, LLC P.O. Box 17017 Galveston, TX 77552	E-MAIL ADDRESS: jbecvar@mcgriff.com	
	INSURER(S) AFFORDING COVERAGE	
	INSURER A : Underwriters At Lloyd's, London	
	INSURER B : The Phoenix Insurance Company	
	INSURER C : Texas Mutual Insurance Company	
	INSURER D : Argonaut Insurance Company	
	INSURER E : Crum & Forster Specialty Insurance Company	
INSURER F :		

COVERAGES

CERTIFICATE NUMBER: S4LAPA7B

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:			B0621EMSSL000118	05/26/2018	05/26/2019	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY			810-9J994734	05/26/2018	05/26/2019	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED \$ RETENTION \$			B0621EMSSL000218	05/26/2018	05/26/2019	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
C D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	0001307608 TX WC928318471754	05/26/2018	05/26/2019	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Contractors Pollution & Errors & Omissions			PKC107541	05/26/2018	05/26/2019	Contractor's Pollution \$ 5,000,000 Errors & Omissions \$ 5,000,000 Policy Aggregate \$ 5,000,000 \$


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

Re: Bid 12149-885
Disaster Debris Removal and Management Services

Certificate Holder is included as an Additional Insured on the General Liability, Automobile Liability and Excess Liability policies. Waiver of Subrogation applies in favor of Certificate holder as respects the General Liability, Automobile Liability, Workers' Compensation and Excess Liability policies. The General Liability Policy includes a Per Project Aggregate. Coverage is primary and non-contributory as respects to the General Liability, Automobile Liability and Excess Liability policies. All as required by written contract subject to policy, terms, conditions, and exclusions. In the event of cancellation by the insurance companies the General Liability, Automobile Liability and Excess policies have been endorsed to provide 30 days Notice of Cancellation (except for non-payment) to the Certificate Holder shown below.

CERTIFICATE HOLDER

CANCELLATION

City of Fort Lauderdale 100 N. Andrews Avenue Fort Lauderdale, FL 33301	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE  CAM #18-0923 Exhibit 5

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

BLANKET ADDITIONAL INSURED – PRIMARY AND NON-CONTRIBUTORY WITH OTHER INSURANCE

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE FORM

PROVISIONS

1. The following is added to Paragraph **A.1.c., Who Is An Insured**, of **SECTION II – COVERED AUTOS LIABILITY COVERAGE**:

This includes any person or organization who you are required under a written contract or agreement between you and that person or organization, that is signed by you before the "bodily injury" or "property damage" occurs and that is in effect during the policy period, to name as an additional insured for Covered Autos Liability Coverage, but only for damages to which this insurance applies and only to the extent of that person's or organization's liability for the conduct of another "insured".

2. The following is added to Paragraph **B.5., Other Insurance** of **SECTION IV – BUSINESS AUTO CONDITIONS**:

Regardless of the provisions of paragraph a. and paragraph d. of this part **5. Other Insurance**, this insurance is primary to and non-contributory with applicable other insurance under which an additional insured person or organization is the first named insured when the written contract or agreement between you and that person or organization, that is signed by you before the "bodily injury" or "property damage" occurs and that is in effect during the policy period, requires this insurance to be primary and non-contributory.

You agree to maintain all required or compulsory insurance in any such country up to the minimum limits required by local law. Your failure to comply with compulsory insurance requirements will not invalidate the coverage afforded by this policy, but we will only be liable to the same extent we would have been liable had you complied with the compulsory insurance requirements.

- (d) It is understood that we are not an admitted or authorized insurer outside the United States of America, its territories and possessions, Puerto Rico and Canada. We assume no responsibility for the furnishing of certificates of insurance, or for compliance in any way with the laws of other countries relating to insurance.

G. WAIVER OF DEDUCTIBLE – GLASS

The following is added to Paragraph D., **Deductible**, of **SECTION III – PHYSICAL DAMAGE COVERAGE**:

No deductible for a covered "auto" will apply to glass damage if the glass is repaired rather than replaced.

H. HIRED AUTO PHYSICAL DAMAGE – LOSS OF USE – INCREASED LIMIT

The following replaces the last sentence of Paragraph A.4.b., **Loss Of Use Expenses**, of **SECTION III – PHYSICAL DAMAGE COVERAGE**:

However, the most we will pay for any expenses for loss of use is \$65 per day, to a maximum of \$750 for any one "accident".

I. PHYSICAL DAMAGE – TRANSPORTATION EXPENSES – INCREASED LIMIT

The following replaces the first sentence in Paragraph A.4.a., **Transportation Expenses**, of **SECTION III – PHYSICAL DAMAGE COVERAGE**:

We will pay up to \$50 per day to a maximum of \$1,500 for temporary transportation expense incurred by you because of the total theft of a covered "auto" of the private passenger type.

J. PERSONAL PROPERTY

The following is added to Paragraph A.4., **Coverage Extensions**, of **SECTION III – PHYSICAL DAMAGE COVERAGE**:

Personal Property

We will pay up to \$400 for "loss" to wearing apparel and other personal property which is:

- (1) Owned by an "insured"; and

- (2) In or on your covered "auto".

This coverage applies only in the event of a total theft of your covered "auto".

No deductibles apply to this Personal Property coverage.

K. AIRBAGS

The following is added to Paragraph B.3., **Exclusions**, of **SECTION III – PHYSICAL DAMAGE COVERAGE**:

Exclusion 3.a. does not apply to "loss" to one or more airbags in a covered "auto" you own that inflate due to a cause other than a cause of "loss" set forth in Paragraphs A.1.b. and A.1.c., but only:

- If that "auto" is a covered "auto" for Comprehensive Coverage under this policy;
- The airbags are not covered under any warranty; and
- The airbags were not intentionally inflated.

We will pay up to a maximum of \$1,000 for any one "loss".

L. NOTICE AND KNOWLEDGE OF ACCIDENT OR LOSS

The following is added to Paragraph A.2.a., of **SECTION IV – BUSINESS AUTO CONDITIONS**:

Your duty to give us or our authorized representative prompt notice of the "accident" or "loss" applies only when the "accident" or "loss" is known to:

- You (if you are an individual);
- A partner (if you are a partnership);
- A member (if you are a limited liability company);
- An executive officer, director or insurance manager (if you are a corporation or other organization); or
- Any "employee" authorized by you to give notice of the "accident" or "loss".

M. BLANKET WAIVER OF SUBROGATION

The following replaces Paragraph A.5., **Transfer Of Rights Of Recovery Against Others To Us**, of **SECTION IV – BUSINESS AUTO CONDITIONS**:

5. Transfer Of Rights Of Recovery Against Others To Us

We waive any right of recovery we may have against any person or organization to the extent required of you by a written contract signed and executed prior to any "accident" or "loss", provided that the "accident" or "loss" arises out of operations contemplated by

such contract. The waiver applies only to the person or organization designated in such contract.

N. UNINTENTIONAL ERRORS OR OMISSIONS

The following is added to Paragraph B.2., **Concealment, Misrepresentation, Or Fraud**, of **SECTION IV – BUSINESS AUTO CONDITIONS**:

The unintentional omission of, or unintentional error in, any information given by you shall not prejudice your rights under this insurance. However this provision does not affect our right to collect additional premium or exercise our right of cancellation or non-renewal.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

DESIGNATED ENTITY – NOTICE OF CANCELLATION PROVIDED BY US

This endorsement modifies insurance provided under the following:

ALL COVERAGE PARTS INCLUDED IN THIS POLICY

SCHEDULE

CANCELLATION:

Number of Days Notice of Cancellation: 30

PERSON OR

**ORGANIZATION: ANY PERSON OR ORGANIZATION TO WHOM YOU HAVE AGREED IN A WRITTEN
CONTRACT...**

ADDRESS:

PROVISIONS:

If we cancel this policy for any statutorily permitted reason other than nonpayment of premium, and a number of days is shown for cancellation in the schedule above, we will mail notice of cancellation to the person or organization shown in the schedule

above. We will mail such notice to the address shown in the schedule above at least the number of days shown for cancellation in the schedule above before the effective date of cancellation.

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Schedule

Blanket - FL

Where required by written contract.

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.

(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Endorsement Effective Date: 05/26/2018 Policy No. WC 928388471754 Endorsement No.

Policy Effective Date: 05/26/2018 to 05/26/2019 Premium \$

Insured: DRC EMERGENCY SERVICES LLC

DBA:

Carrier Name / Code: Argonaut Midwest Insurance Company

WC 00 03 13

(Ed. 4-84)

Countersigned by _____

ADDITIONAL INSURED – OWNERS, LESSEES OR CONTRACTORS – SCHEDULED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):	Location(s) Of Covered Operations
All parties where required by a written contract.	All locations and projects.
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.	

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by:

1. Your acts or omissions; or
2. The acts or omissions of those acting on your behalf;

in the performance of your ongoing operations for the additional insured(s) at the location(s) designated above.

B. With respect to the insurance afforded to these additional insureds, the following additional exclusions apply:

This insurance does not apply to "bodily injury" or "property damage" occurring after:

1. All work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the location of the covered operations has been completed; or
2. That portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations for a principal as a part of the same project.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – OWNERS, LESSEES OR CONTRACTORS – COMPLETED OPERATIONS

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):	Location And Description Of Completed Operations
Any person or organization for whom you have agreed in writing to provide additional insured status under this policy	All locations and projects.
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.	

Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury" or "property damage" caused, in whole or in part, by "your work" at the location designated and described in the schedule of this endorsement performed for that additional insured and included in the "products-completed operations hazard".



Miller

Endorsement Reference 101

COMMERCIAL GENERAL LIABILITY
CG 20 01 04 13

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

PRIMARY AND NONCONTRIBUTORY – OTHER INSURANCE CONDITION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

The following is added to the **Other Insurance** Condition and supersedes any provision to the contrary:

Primary And Noncontributory Insurance

This insurance is primary to and will not seek contribution from any other insurance available to an additional insured under your policy provided that:

- (1) The additional insured is a Named Insured under such other insurance; and

- (2) You have agreed in writing in a contract or agreement that this insurance would be primary and would not seek contribution from any other insurance available to the additional insured.



ACTIONS OVER/INDEMNITY ENDORSEMENT

Notwithstanding anything to the contrary it is agreed that this policy shall indemnify the Insured for amounts for which it shall have become liable to pay and shall have paid on account of investigation, defense and indemnity as respects its responsibilities, if any, to third parties by virtue of defense and indemnity obligations assumed under written contract or agreement and arising from accidental death of or bodily or personal injury to or illness of any employee(s) of the insured, except insofar as same may arise from occupational disease.

All other terms, clauses and conditions remain unchanged.

SANCTION LIMITATION AND EXCLUSION CLAUSE

No (re)insurer shall be deemed to provide cover and no (re)insurer shall be liable to pay any claim or provide any benefit hereunder to the extent that the provision of such cover, payment of such claim or provision of such benefit would expose that (re)insurer to any sanction, prohibition or restriction under United Nations resolutions or the trade or economic sanctions, laws or regulations of the European Union, United Kingdom or United States of America.

15/09/10
LMA3100

WAIVER OF SUBROGATION ENDORSEMENT

We agree to waive our rights of subrogation against any principal where waiver is required by written contract but only in respect of liability for Bodily Injury and/or Property Damage arising out of operations performed by you and only to the extent required under said written contract.

CGU12L

PRIMARY INSURANCE ENDORSEMENT

Where you are named as an additional Insured on the policy(ies) of others, this insurance shall only apply in excess of and shall not be contributory with other said policy(ies).

Notwithstanding the above or any other clauses contained within this insurance where required by written contract this insurance shall be primary and non-contributory to any other valid and collectable insurance.

CGU12W (amended)

- Exclusion – Designated Professional, Real Estate E&O (A HB 05S), as attached.
- Engineers, Architects or Surveyors Professional Liability Exclusion (A HB 05R), as attached. However, this exclusion shall not apply to resultant 'bodily injury' and 'property damage' arising out of such professional services.
- Tainted Drywall Materials Exclusion, as attached.
- De-Zincification of Plumbing Components Exclusion, as attached.
- Liquor Liability Coverage Endorsement, as attached.
- Action Over/Indemnity Buyback Endorsement, as attached.
- Sanctions Limitation and Exclusion Clause - LMA 3100, as attached.
- CGU12L Waiver of Subrogation Clause, as attached.
- CGU12W Primary Insurance Endorsement, amended as attached.
 - o 4. (1) item (c) is added as follows.
 - o (c) This policy shall apply in excess of and shall not be contributory with any other valid and collectible insurances policy (ies) maintained by subcontractors working for the Insured.
- Institute Radioactive Contamination, Chemical, Biological, Bio-Chemical and Electromagnetic Weapons Clause CL370, as attached.
- Institute Cyber Attack Exclusion Clause CL380, as attached.
- Incidental Medical Malpractice Liability Coverage CGU12 0 C.
- War & Terrorism Exclusion NMA 2920, as attached.
- Limited Contractual Liability Coverage for Personal and Advertising Injury CG 22 74 10 01, where required under contract, as attached.
- Common Policy Conditions (IL 00 17 11 85).
- Contractual Liability – Railroads Endorsement CG 24 17 01 96.
- 60 day's Notice of Cancellation except 15 days to apply in the event of non-payment of premium.
- **It is agreed to provide Certificate Holders with 30 days' Notice of Cancellation where required by written contract.**
- Notwithstanding anything to the contrary contained herein, and unless otherwise agreed in writing by Underwriters, this Policy excludes any liability arising out of:
 - o Sullivan Brothers Builders, Harper Woods and Evia Partners;
 - o any project specific programme insurance(s), or wrap-up programme(s);
 - o Sullivan Brother Investments

