



500 South Australian Avenue • Suite 600
West Palm Beach, FL 33901
(888) 721-4372 • Fax: (504) 482-2852
www.drcusa.com

FL License No. CRC1331307

REQUEST FOR PROPOSAL
Emergency Debris Management Services

RFP NO. 03-20-19-10

MARCH 20, 2019 • 10:00AM
ORIGINAL

CITY OF COCONUT CREEK

PREPARE • RESPOND • RECOVER

POINTS OF CONTACT:
Kristy Fuentes, Kfuentes@drcusa.com
Jay Gunter, jgunter@drcusa.com





500 South Australian Avenue • Suite 600 • West Palm Beach, FL 33901 • (888) 721-4372 • Fax: (504) 482-2852
www.drcusa.com

March 20, 2019

City of Coconut Creek

Re: Emergency Debris Management Services
RFP No. 03-20-19-10

Dear Sir or Madam,

DRC Emergency Services, LLC, appreciates the opportunity to present to you and the City of Coconut Creek our proposal to provide Emergency Debris Management Services as required in the above referenced RFP. 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.

DRC has an office in West Palm Beach, Florida, which is located less than 1 hour from the City of Coconut Creek. 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 Coconut Creek should any location be compromised during a disaster. The company is vastly familiar with the area, as DRC was activated in Coconut Creek following Hurricane Irma. Additionally, DRC is the primary contractor for City of Lighthouse Point. 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 Coconut Creek, DRC will dedicate all necessary manpower and equipment and in no case, will the project be understaffed.

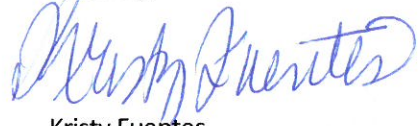
Corporate officers with legal signing authority to bind DRC ES to the terms and conditions of this proposal include: John Sullivan, President; Kristy Fuentes, Vice President/Secretary-Treasurer. Evidence of their authority is attached.

The Point of Contact for the City of Coconut Creek is Mark Stafford who can be reached at (888) 721-4372, by cell: (504) 415-7945 or by email: Mstafford@drcusa.com.

The Regional Manager for the City of Coconut Creek is Jay Gunter who can be reached at (888) 721-4372, by cell: (386) 507-1011 or by email: jgunter@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 Coconut Creek 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)]



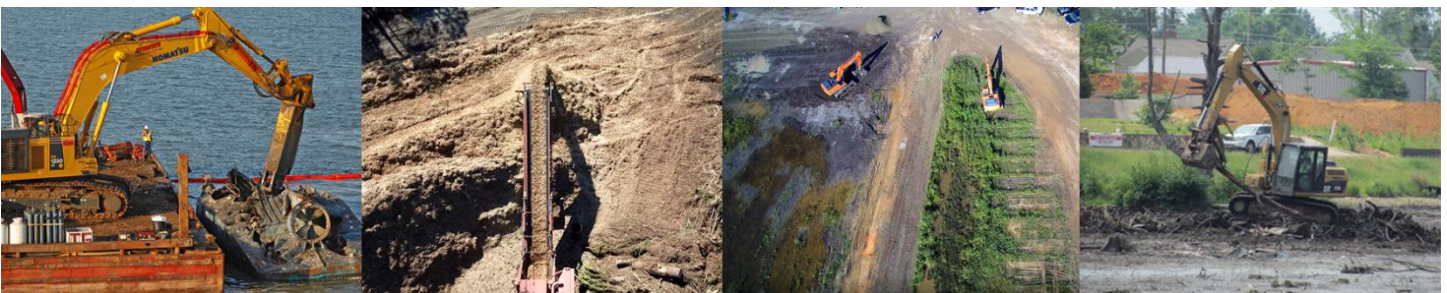
The primary mission of DRC Emergency Services, LLC is to provide a professional, honest and immediate response to natural and man-made disasters.

One of the primary missions of any the City is to protect lives, minimize the loss or degradation of resources, and continue to sustain and restore operational capability following an event. DRC provides disaster recovery services full time, year-round and we are committed to helping our clients understand the principals and all hazard aspects of Emergency Management. DRC uses a basic three phase approach to help the City of Coconut Creek achieve these goals. DRC's approach to **prepare, respond, and recover** are fundamental to successful disaster management.

In response to Section 1.A



**When disasters hit communities,
DRC Emergency Services is there.
We stand by ready to help you
prepare, respond, and recover in
the face of disaster.**



Tab 1: Operational Plan for the City

Emergency Debris Management Services



PREPARE



- *Contract Award*
- *Identify Local Teaming Partners*
- *Available Equipment*
- *Joint Planning & Training*
- *Forecasting*

Contract Award

Upon award, DRC's Regional Manager Jay Gunter will schedule a meeting with the City of Coconut Creek at their convenience. The initial meeting is critical, allowing both the City and the Regional Manager to make introductions, as well as to prepare for any pending disasters. DRC's primary goal in this meeting would be to develop a step by step plan to expedite arrangements for training and response phases of the contract. These provisions include but are not limited to:

- 🌐 Presenting key team members, including the Project Manager, and their responsibilities
- 🌐 Scheduling table top scenario exercises to include planning and routing
- 🌐 Facilitating the designation and readiness of TDMS and final disposal sites
- 🌐 Introducing Monitoring Firm Representative (if applicable)

Identifying Local Team Partners, Vendors, and Subcontractors

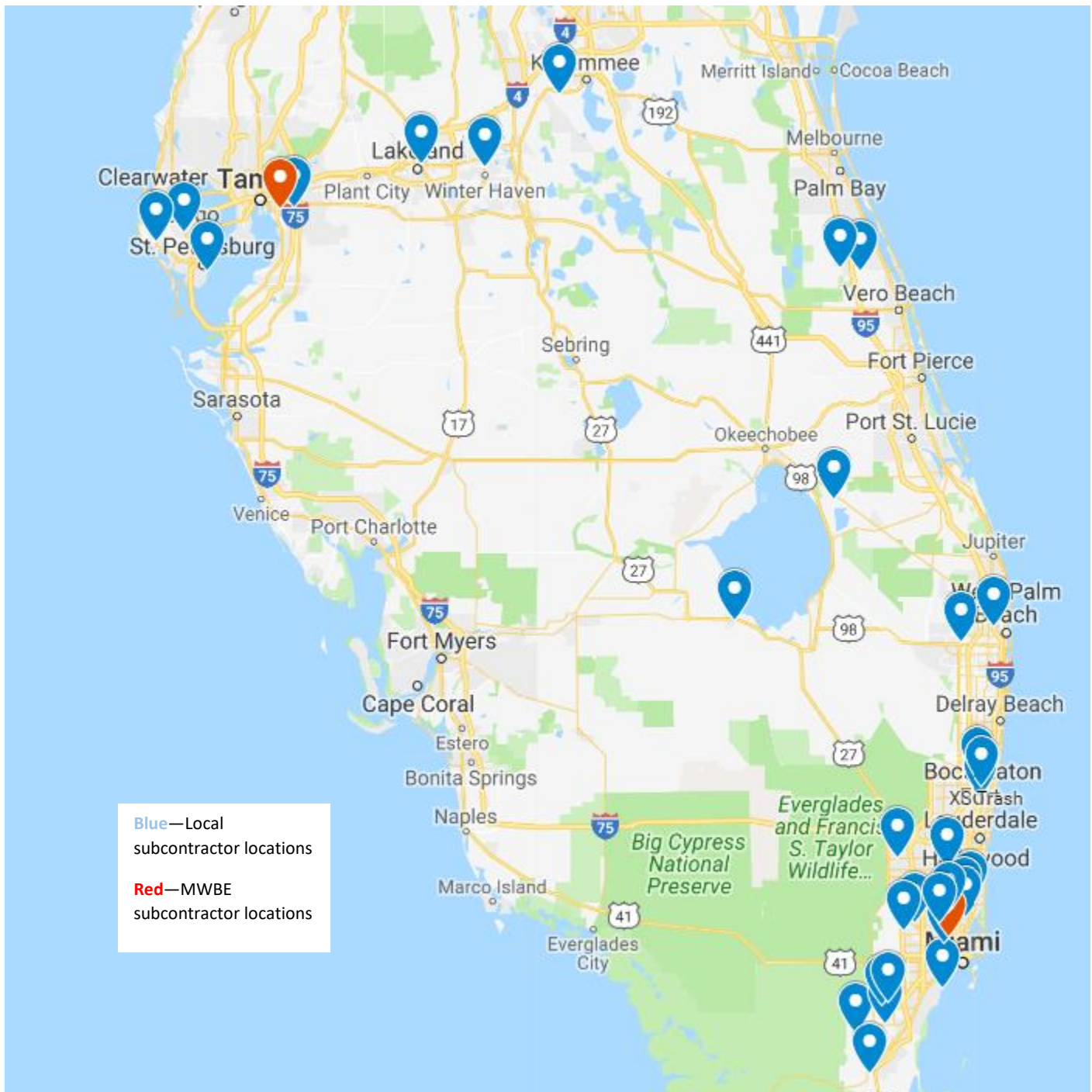
DRC maintains a network of hundreds of subcontractors. Approximately 30 of which are primary subcontractors that have been used in all of DRC's responses to major events within the last 30 years. These subcontractors along with DRC's own personnel and equipment are capable of mobilizing events of huge magnitude. The identification of local subcontractors prior to activation secures commitment of equipment and insurance requirements. In compliance with the Stafford Act, DRC encourages local participation. A few methods used to identify local subcontractors include:

- 🌐 Outreach programs
- 🌐 Government referrals
- 🌐 Website applications
- 🌐 Direct mail outreach

The use of local subcontractors helps revitalize the City of Coconut Creek's community and economic recovery after a disaster. DRC is always committed to utilizing local subcontractors because we are dedicated to the complete recovery of the City of Coconut Creek's community. RPF Emergency Services, LLC and MCO Construction and Services are the proposed subcontractors for the City. DRC's current of additional list of local subcontractors in the City of Coconut Creek area is illustrated below:

Tab 1: Operational Plan for the City

Emergency Debris Management Services



Tab 1: Operational Plan for the City

Emergency Debris Management Services



DRC continues to build its subcontractor base and boast potentially the largest group in the industry. All subcontractors are vetted and the City of Coconut Creek will always have a final authority on the use of subcontractors.

Available Subcontractor Network in the State of Florida

Sterling Tree Services, Inc.	Wood Resource Recovery, LLC	A&M Heavy Hauling
Cutchins Tree Service	Johnson & Son Tree Services	Ron's Trucking & Equipment, Inc.
Anthony's Custom Hauling	Southland Trucking Inc.	Ric-Man Construction Florida, Inc.
A Cut Above Tree Care, Inc.	Hall Brothers Mobile Home Towing	XS Trash
Pensacola Land Clearing WPR Inc.	Cordwin Tree Service, Inc.	Camino Real Group, Inc. Alpha Wrecking Group
Naptime Investments, LLC	Total Urban Forestry	2 G Plane Trucking, Inc.
F&S LAND SERVICE	Conrad Tree Surgeons	Lamaz Trucking, Inc.
Ray Gunter Dump Trucks	Airborne Tree Service	Big Dawg's Tree Service & Stump Grinding
Freedom Landscape & Lawn Maintenance	Miss & Mossy, LLC	GAF Professional Center LLC
HD Marine	Specialty Tree Care and Landscaping, LLC	Micon Scaffolding, LLC
Rhino International LLC	Tree Solutions	Joseph Landscaping & Maintenance Services, Inc.
Ameri-Force Professional Service, Inc.	Weaver Construction Inc.	Rolando Otano Trucking Inc.
Custom Tree Surgeons	Environmental Land Services	Metro Express, Inc.
Adams Tractor & Landscaping Service, Inc.	Raynor Shine Services, LLC	Urbanik Services & Supplies LLC
Clemons Field Services, Inc.	Greater Bay Area Tree & Bobcat Services	H&J Asphalt, Inc.
Absolute Tree and Stump, Inc.	Done Rite Hauling	MCO Construction (SBE/MWBE/DBE)
Mac's Tree Service	Lumberjack Tree Services	CTI Trucking, Inc.
Geer Contracting, Inc.	Payne's Environmental	Pabon Engineering, Inc.
James Olin Equipment	No Limits Tree Service LLC	Fortunato Trucking Inc.
Advanced Disposal	Image Maker LMS LLC	Atlas Grinding and Recycling Group, LLC
JimCo Site Services, Inc.	Eagle Emergency Services	A&J Transport, Inc.
Adam's Tractor & Landscaping Service, Inc.	Triangle Construction, Inc.	Load Masters Management, LLC
Daniel R Jones Excavation	J. Gamez	
	Gomez Brothers Enterprise	
	HDS Disaster Relief, Inc.	
	ABC Transfer, Inc.	

“DRC, LLC, its staff, and sub-contractors were an essential and outstanding asset to the County's effort to recover from this destructive storm event. 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 & GIS Services of Monroe County, Florida

Responsibility for Day-to-Day Operations

The **Vice President** (V.P.) is positioned at DRC headquarters. The V.P. directs and supervises all operational aspects of DRC and team partners in response to a Task Order. The V.P. serves as the primary contact between DRC and the client for all contracts and other communication. Upon Task Order, the V.P. initiates all corporate plans in fulfillment of contract requirements and activates all relevant departments, team partner relationships, subcontract relationships, and reservists. The V.P. supervises and directs mobilization of national corporate resources in response to Task Order until all performance targets are met and serves as corporate “responsible party” until all obligations of the contract are fulfilled.

DRC’s **Project/ Program Manager** are responsible for overall management of day to day operations for a specific project. His duties primarily exist in the oversight of field operations although he serves as administrator of his supervisors and office personnel. All field supervisors, crew supervisors, QC managers, safety managers and site managers report to the project manager throughout every day, 7 days per week. The project manager shall hold daily meetings with staff to discuss all debris mission issues at a central location that is also open to The City of Coconut Creek. Their duties also include the management of documentation and public relations for the specific project.

The **Operations Manager** (O.M.) is a member of DRC Senior Management assigned as principal liaison to the client for each operation. The Operations Manager will henceforth be on call and available to respond to the point of contact 24 hours a day, 7 days a week throughout the life of the Task Order. The DRC Operations Manager will have full electronic linkage to the client via cell phone, satellite phone, internet, and/or two-way radios. The O.M. will have responsibility for successful completion of a Task Order and is responsible to the client as well as the DRC V.P.

All **Field Supervisors** will be assigned sectors or zones within a specific debris area to manage. They will be responsible for supervising the daily activities of the collection crews working to remove debris. Those subcontractors/ crews within the sector or zone are to report directly to DRC’s field supervisor with any and all issues. If these issues require upper management decisions, then the supervisor is to report to the project manager immediately. The field supervisor communicates with the project manager at a minimum twice per day to update the project manager of the activity in their particular zone or sector.

The field supervisor works “hand in hand” with the sector safety manager and quality control manager to ensure a safe and compliant operation in the field. He answers directly to the project manager but is instructed to take action if the safety or QC manager raises any safety concerns and has the authority to stop work. Daily and QC reporting is a primary and important function of the field supervisor; they are to fill out and submit daily reports to the project manager for all activities within that zone on a daily basis.

Crew Supervisor will be responsible for individual or a group of crews working within a specific debris zone. The Supervisor will oversee the actual collection and loading of all debris along with the proper segregation and identification of various waste streams such as Vegetative, C&D, White goods and HHW. Supervisors are tasked with directing the individual crews within the zones and their specific zone assignments and ensuring safe traffic control with the aid of the QC manager and Safety Manager. The crew supervisor handles all zone maps and sub-zone maps with individual crews. Subcontractors will be assigned zones and crews will subsequently be assigned sub zones; crew supervisors shall distribute these crew maps and manage their production and boundaries within these zones.

Tab 1: Operational Plan for the City

Emergency Debris Management Services



Site Managers shall be assigned to each and every site located within any debris mission to include TDMS, staging sites and final disposal sites. The Site Managers will oversee and direct all unloading, reduction, traffic control, inspection tower issues, site equipment and trucks. Site Managers report directly to the project manager, but also communicate with the crew and field supervisors.

In response to Section 1.C

Communication

The DRC Operations Manager will have full electronic linkage to the client via cell phone, satellite phone, internet, and/or two-way radios to ensure a line of communication is always open.

In response to Section 1.O

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 Coconut Creek in the wake of a disaster event.

The size of a recovery event will dictate which levels of service are needed.

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

In response to Section 1.F

Ability to Manage Multiple Contracts

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 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.

Tab 1: Operational Plan for the City

Emergency Debris Management Services



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.

In response to Section 1.P

Joint Planning and Training

DRC provides the City of Coconut Creek with planning and training throughout the length of the City's contract at no extra cost. Benefits of these sessions include:

- 🌐 Providing an opportunity to build relationships between both parties
- 🌐 Delivering invaluable operational and administrative information to all stakeholders
- 🌐 Discussing forecasting and reviewing the debris management plan



Identifying Equipment Staging Areas

While discussing potential plots to stage equipment, the following should be considered:

- 🌐 Staging away from residential areas
- 🌐 Easy access from main right-of-ways
- 🌐 Sufficient acreage to manage a large number of vehicles
- 🌐 Fencing around the facility is preferable

TDMS Site Selection

Criteria at a minimum will include:

- 🌐 Public versus private land considerations
- 🌐 Environmental agency approvals
- 🌐 Dust and fire mitigation
- 🌐 Ingress and egress considerations
- 🌐 Security features
- 🌐 Storm water controls considerations
- 🌐 Elevation
- 🌐 Sound buffers and fencing

Potential TDMS Sites:

(1) 2780 N. Powerline Road
Pompona Beach, FL 33069

**This location can only be used upon the approval of Broward County, a current client of DRC.*

(2) 3600 W Sample Rd
Coconut Creek, FL 33073

(3) 4399 NW 43rd
Coconut Creek, FL 33073

**Both locations are around the Equine Assisted Therapy Center.*

In response to Section 1.L

Identifying Permanent Disposal Facilities, Transfer and Recycling Facilities

DRC has in place agreements with most major disposal and recycling facilities in the area. DRC's management will be responsible for working with the jurisdiction to identify these facilities and to secure favorable terms and conditions with each facility. Additionally, DRC's staff includes Steve Crawford, an expert in recycling, resource recovery, and disposal. With 25 years of experience, Crawford brings expertise and exceptional knowledge to every project.

Potential Final Disposal Sites:

Phoenix Environmental Services
12331 Towne Lake Drive
Fort Meyers, FL 33931'

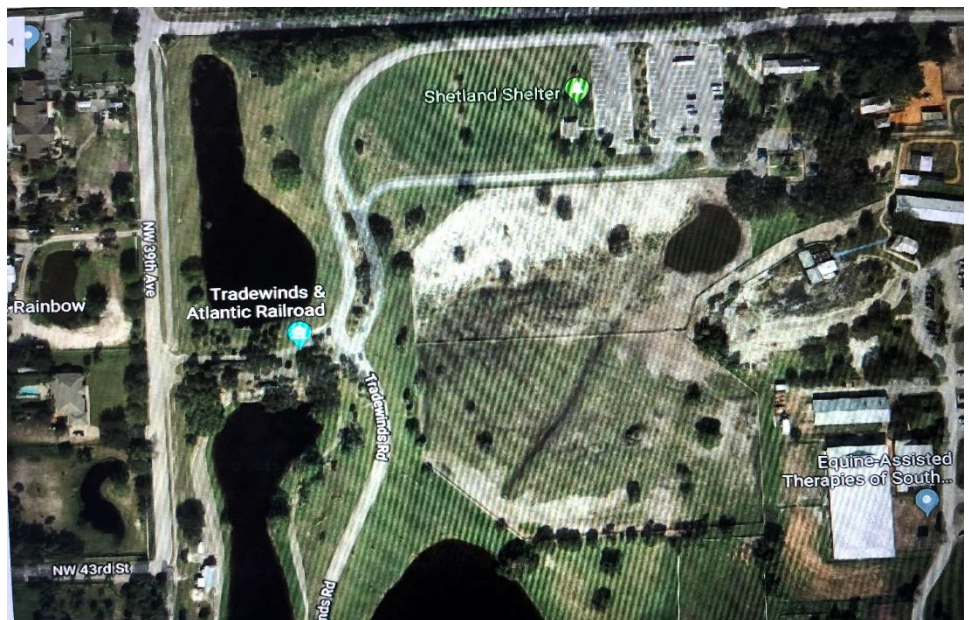
TDMS Site 1



TDMS Site 2



TDMS Site 3



Tab 1: Operational Plan for the City

Emergency Debris Management Services



Please see a letter attached.

Waste Management—Medley Landfill
9350 NW 89th Ave
Medley, FL 33178

Establishing Emergency Push Routes & Collection Grids

Collection grids and emergency push routes should include:

- 🌐 Hospitals
- 🌐 Police departments
- 🌐 Emergency shelters
- 🌐 Nursing homes
- 🌐 Major traffic routes

Forecasting

DRC will incorporate the City of Coconut Creek’s debris management plan and use the USACE model to predict project debris volumes, storage acreage needed, equipment, and manpower needed for the project.

Estimated Debris Volumes for the City of Coconut Creek

Model based on 100% of households’ impacted Citywide.

Storm Category	Est. Clean Woody Debris (CY)	Est. Mixed C&D Debris (CY)	Total Cubic Yards	Acres Required for Debris Management (w/ Roads & Buffers)
1	108,000	12,000	120,000	6
2	432,000	48,000	480,000	24
3	1,413,000	157,000	1,570,000	79
4	2,727,000	303,000	3,030,000	152
5	4,356,000	484,000	4,840,000	242

Model Assumptions:

- 🌐 Population – 54,905 with estimated 23,872 Households
- 🌐 Heavy Vegetation Characteristic
- 🌐 Heavy Commercial Density
- 🌐 Heavy Precipitation

Forecasting Scenarios

Scenario 1

CUBIC YARDS ASSUMED: 1,000,000

ESTIMATED TIME OF COMPLETION: 90 total days with three complete passes

AVERAGE CUBIC YARDS PER TRUCK PER DAY: 500

TRUCKS REQUIRED: (120 cubic yard self-loaders) 30 crews for the first 30 days; 20-22 crews for days 30-90

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

Disclaimer: The following scenarios are for discussion and demonstration only. Type, category, and intensity determine the number of trucks and personnel required.

Scenario 2

CUBIC YARDS ASSUMED: 500,000

ESTIMATED TIME OF COMPLETION: 90 total days with three complete passes

AVERAGE CUBIC YARDS PER TRUCK PER DAY: 500

TRUCK TYPE/REQUIRED: (120 cubic yard self-loaders or equivalent) 15-18 crews for the first 30 days; 10 crews for days 30-90

TDMS REQUIRED FOR LESS THAN 10 MILE HAUL: 2-4

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

Scenario 3

CUBIC YARDS ASSUMED: 250,000

ESTIMATED TIME OF COMPLETION: 60 total days with three complete passes

AVERAGE CUBIC YARDS PER TRUCK PER DAY: 500

TRUCKS TYPE/REQUIRED: (120 cubic yard self-loaders or equivalent) 10 crews for the first 30 days; 10 crews for days 30-90

TDMS REQUIRED FOR LESS THAN 10 MILE HAUL: 2

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



Tab 1: Operational Plan for the City

Emergency Debris Management Services



RESPOND



- *Alert Phase*
- *Disaster Impact*
- *Response timeline*
- *Initial Damage Assessments*
- *Emergency PUSH Operations*
- *Loading and Hauling Operations*
- *Temporary Debris Management Site Operations*
- *Safety*
- *Accounting and Document Management*

Alert Phase

If a potential disaster can be predicted, DRC will activate the following alert phases:

- 🌐 72 hours before impending impact, Jay Gunter will contact the City of Coconut Creek to discuss activation and response
- 🌐 At the discretion of the City, DRC will mobilize personnel within 24 hours prior to disaster impact to arrive at the Emergency Operations Center
- 🌐 Identification and readiness assessment of subcontractor network for Emergency Push and Load and Haul Operations
- 🌐 Pre-staging of equipment and personnel as needed to respond to the immediate aftermath of the event “push activities”
- 🌐 Emergency Push Collection routes have been determined
- 🌐 Upon the City’s declaration of an emergency, and at the sole discretion of the City, DRC shall stage two (2) front-end loaders and two (2) operators at the City’s Emergency Operations Center (EOC) or other designated City facility within four (4) hours of notification from the City.

Disaster Impact

DRC has a unique ability to rapidly **respond** to a disastrous event while maintaining communication with communities to help them **prepare** for any trouble, making us a leader in the disaster **recovery** industry.

Response Timeline

The type, intensity, and duration of the each event dictates the response time. Upon receipt of Notice to Proceed or Task Order, DRC will commence mobilization of equipment, operators, and laborers.

DRC proposes the following time frames in which services can be provided without unwarranted delay or interference:

Within 24 Hours Post Event

- 🌐 Project Manager and support are in place and interacting with the City of Coconut Creek's Point of Contact
- 🌐 Staging and measurement (certification) of equipment is underway
- 🌐 Permitting and mobilization of TDMS sites has begun
- 🌐 Emergency Push activities are well underway with coordination with utility providers
- 🌐 Initial Damage Assessment complete
- 🌐 Public Service Announcements are initiated
- 🌐 Logistical Support requirements have been assessed
- 🌐 Initial Safety Meeting is held
- 🌐 Time and location of daily production meetings is established

Within 36 Hours Post Event—50% Mobilized

- 🌐 Initial understanding of crew type and quantity has been established with the City's Point of Contact
- 🌐 Roughly 50 percent of required equipment and manpower are in place
- 🌐 At least one TDMS is operational and load and haul activities can begin
- 🌐 Discussions have begun with final disposal and recycling/composting providers (if applicable)
- 🌐 Collection Zones have been mapped and discussed with the City's Point of Contact
- 🌐 Truck certifying continues
- 🌐 Daily Safety Meetings continue

Within 70 Hours Post Event

- 🌐 PUSH Operations are complete

Within 72 Hours Post Event—100% Mobilized

- 🌐 Full Mobilization is complete
- 🌐 All contractual requirements (bonds, safety plans, dust control, community outreach, bonds etc.) are submitted
- 🌐 Productivity assessments made based upon existing travel times and TDMS requirements adjusted
- 🌐 Equipment and personnel needs are reassessed
- 🌐 Additional local and equal opportunity vendor outreach has begun and those applicants vetted
- 🌐 Daily productivity meeting continues between DRC, the City point of contact and the Monitoring Firm assigned to the project
- 🌐 Daily Safety Meetings continue

Tab 1: Operational Plan for the City

Emergency Debris Management Services



Project Mobilization Team

DRC's Project Mobilization Team of Project Managers and administrative staff will be on site within 12 hours of Task Order notification prior to or immediately following a disaster event. The Team may be air lifted to the designated location by company and/or subcontractor aircraft. Management vehicles will provide transportation for other company personnel. The Team will then conduct an immediate disaster assessment in coordination with The City of Coconut Creek staff to begin the staging and deployment of equipment, crews and logistical support.

DRC staff will establish the site location(s) in the disaster area for the temporary field office/s, communication unit, lay-down yard and support systems, including potential emergency base camp. Evaluation surveys will be conducted by ground teams as well as by aerial survey using helicopters.

Rapid Deployment Crews

The DRC full project administrative staff will be on site within 24 hours of Task Order/Notice to Proceed, and commence debris removal operations with five or more Rapid Deployment Crews. As necessary to open key access roads, crews of saw men and loaders with grapples will augment the Rapid Deployment Crews. The Project Mobilization team will then rapidly escalate crew strength to meet The City of Coconut Creek production rate targets.

Operations Manager

The Senior Management together with the Project Management Team will assign and provide a DRC Operations Manager to The City of Coconut Creek. The Operations Manager will henceforth be on call and available to respond to the Contracting Officer 24 hours a day, 7 days a week throughout the life of the Task Order. The DRC Operations Manager will have full electronic linkage to City via cell phone, satellite phone, internet, and/or two-way radios.

Operational Plans

Within 3 days of Task Order, DRC will furnish the contracting officer with a Management/Operations plan specific to the Task Order, with Site Specific Safety Plan. DRC will also furnish the client with a complete Subcontracting Plan listing all subcontractors.

Measurement

Beginning during Mobilization, trucks and trailers used for the purpose of transporting debris will be measured by The City of Coconut Creek or representative thereof. DRC will provide appropriate measurement forms as specified by The City of Coconut Creek.

* The hauling activity normally last approximately 60 days and an additional 30 days for reduction; site closure and project close out. The length of recovery services will be determined based on the size of the event and in accordance with local, state and federal regulations.

In response to Sections 1.B and 1.E

Initial Damage Assessment

Initial damage assessments are usually completed within 36 hours of an incident by local, state, federal, and contractors and provide an indication of the loss and recovery needs.

The debris assessment will accomplish all of the following:

- 🌐 Estimate the quantity and mix of debris
- 🌐 Estimate damage costs
- 🌐 Determine impact on critical facilities
- 🌐 Identify impact on residential and commercial areas

Emergency PUSH Operations

- 🌐 Debris is “pushed” or cleared from the Public Roadway generally in an order of priority established by the City of Coconut Creek
- 🌐 Debris is cleared from areas of ingress and egress to hospitals, police departments, emergency shelters, nursing homes and major traffic routes
- 🌐 Crews generally consist of equipment capable of moving heavy material (skid steers, front end loaders etc.) and personnel and supervision with chainsaws
- 🌐 Attempt to make roadways and intersections as safe as possible for sight and traffic obstructions
- 🌐 This phase of work is accomplished within the first 70 cumulative hours (plus or minus) after the event

Loading and Hauling Operations

Certification of Equipment

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

Debris Removal from Public Rights of Way

Within 24-48 hours of a Notice to Proceed (or a reasonable amount of time agreed upon by the City) DRC will commence debris removal operations with multiple Debris Removal Crews. Debris Removal Crews will many times 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 (when required by traffic conditions). In other instances where conditions allow, self-loading equipment of similar capacity will be utilized to maximize efficiency.



- 🌐 All field supervisors shall ensure that all debris disposal-hauling operators are licensed and certified to operate required equipment.
- 🌐 All debris disposal operators will be given area maps designating assignment/authorized areas or zones of operations as well as transport routes designated and/or approved by the City.
- 🌐 As subcontractors complete zones, the areas are jointly surveyed by the City of Coconut Creek or its designated representative and closed out.
- 🌐 DRC maintains a damage hotline (888-721-4DRC) for all projects. A complaint manager is assigned to the project and is responsible for tracking all damage and repair.
- 🌐 DRC will investigate all damages and complaints within 24 hours and will propose a resolution to the damaged party within 48 hours.

Tab 1: Operational Plan for the City

Emergency Debris Management Services



In response to Section 1.K

Through the installment of PSAs, public participation can enhance the efficiency of the collection/material separation process. A typical flyer which defines material separation:

PICKING UP THE PIECES

Following these specific guidelines when hauling hurricane-related debris and household garbage to the curb will make for a speedier removal process

WRONG WAY

- CROSSING THE LINE**
Any debris placed from the sidewalk toward your property will not be picked up. Contractors cannot collect items on private property.
- PROPPING UP**
Do not set debris against trees or poles. Doing so makes it harder for cleanup crews to scoop up the items.

CORRECT WAY

Homeowners and businesses are being asked to separate debris into the following categories:

- 1 HOUSEHOLD GARBAGE**
 - ▶ Bagged trash
 - ▶ Discarded food
 - ▶ Packaging, papers
 - ▶ All garbage should be placed curbside the night before the scheduled weekly pickup.
- 2 CONSTRUCTION DEBRIS**
 - ▶ Building materials
 - ▶ Drywall
 - ▶ Lumber
 - ▶ Carpet
 - ▶ Furniture
 - ▶ Mattresses
 - ▶ Plumbing
- 3 VEGETATION DEBRIS**
 - ▶ Tree branches
 - ▶ Leaves
 - ▶ Logs
- 4 HOUSEHOLD HAZARDOUS WASTE**
 - ▶ Oils
 - ▶ Batteries
 - ▶ Pesticides
 - ▶ Paints
 - ▶ Cleaning supplies
 - ▶ Compressed gas
- 5 'WHITE' GOODS**
 - ▶ Refrigerators
 - ▶ Washers, dryers
 - ▶ Freezers
 - ▶ Air conditioners
 - ▶ Stoves
 - ▶ Water heaters
 - ▶ Dishwashers
- 6 ELECTRONICS**
 - ▶ Televisions
 - ▶ Computers
 - ▶ Radios
 - ▶ Stereos
 - ▶ DVD players
 - ▶ Telephones

HELPFUL HINTS

- A** Limit curbside garbage to two 32-gallon containers or eight trash bags
- B** Share piles with neighbors
- C** Refrigerator and freezer doors must be secured with duct tape

Sources: Army Corps of Engineers, debris removal contractors
STAFF GRAPHIC BY DAN SWENSON

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. An Agreement as to the number and schedule of passes will be reached as per FEMA concurrence and according to the volume of debris.

Each location where debris collection is done 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



It is essential to provide oversight of these items by instruction and monitoring by our quality control staff. All crew supervisors are required to report directly to our sector QC managers on all damage issues to infrastructure.

The illustration above depicts a typical post-disaster scenario that involves construction and demolition debris (C&D). In this case, the public is advised through radio, television and social media to place disaster generated debris to the right of way (ROW) in separate piles by debris type for separate collections.

Protection of Infrastructure is also an element vital to the overall health and safety of our crews and citizens. Trucks striking power lines and other utilities can cause serious injury and even death from careless activities during recovery.

For example, DRC crew leaders are instructed to ensure that each and every load is trimmed and inside the body of the hauling unit; this nearly eliminates the possibility of overhanging debris that can cause a power line break and create an electrical hazard.

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 and response team.

The protection of infrastructure begins with the quality control over the entire mechanical operations of the recovery and is completed by the 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.

In response to Section 1.J

Field Operations

All eligible debris will be removed from public easements, property, and rights-of-way to designated Temporary Debris Management Site 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 unless Private Property Debris Removal has been authorized:

Tab 1: Operational Plan for the City

Emergency Debris Management Services



Vegetative Debris

Vegetative debris is defined as: tree branches, leaves, logs, timber, and stumps.

- 🌐 Eligibility—Public right of way or improved public property
- 🌐 Collected from Private property only with FEMA private property debris removal right of entry authority
- 🌐 Most productive operation combines the collection of leaners and hangers with normal ROW debris collection
- 🌐 Allows for a wide spectrum of equipment use for productive collection
- 🌐 Most commonly collected and transported to a Temporary Debris Management Site for processing and haul out
- 🌐 Reduction by grinding provides opportunity for recycling, re-use and consumption as a fuel source
- 🌐 Reduction by burning provides for the most cost-effective processing, if burning is an option



Construction and Demolition (C & D) Debris

Construction and Demolition (C&D) typically consist of: building materials, drywall, lumber, carpet, furniture, mattresses, and plumbing.

- 🌐 Generally produced from floods, tidal surge and earthquakes
- 🌐 Allows for a wide variety of equipment use including self-loading apparatus
- 🌐 Landfill restrictions on material acceptance should be a consideration and can vary by state
- 🌐 Utilization of TDMS provides opportunity for reduction by material separation and compaction.
- 🌐 Load weight must be monitored particularly upon haul-out to final disposal
- 🌐 Transportation to final disposal site does not allow for reduction, however is an alternative when travel time is not effected



White Goods

White goods is defined as: refrigerators, washers, dryers, freezers, air conditioners, stoves, water heaters, and dishwashers.

- 🌐 Separately collected and staged within a designated area at a TDMS or hauled directly to a recycler
- 🌐 Collection can be performed with light duty trucks and trailers typically possessing a lift-gate
- 🌐 Freon shall be removed by a certified technician under EPA regulations
- 🌐 Citizens are informed through PSAs, fliers and social media to remove all contents from refrigerators and freezers prior to collection or to duct tape doors shut to facilitate safety and ease of collection
- 🌐 Refrigerators and freezers collected with contents shall be staged for content removal and disposal
- 🌐 White goods shall be recycled, and any derived proceeds handled in accordance with the contractual terms and conditions



Household Hazardous Waste

HHW typically consist of oils, batteries, pesticides, paint, cleaning supplies and compressed gas.

- 🌐 Collected only by trained and certified personnel with proper PPE and typically occurs in advance of load and haul crews
- 🌐 Collected separately and securely placed in spill-proof containers for transportation to staging at a TDMS or direct transport to a qualified recycler/disposal facility
- 🌐 When stored at a TDMS, the area is generally lined or bermed or both depending upon the requirements of the state environmental agency
- 🌐 Proper packaging and transportation is often performed by the recycler

Electronic Waste Collection (E-Waste)

E-Waste debris includes: televisions, computers, radios, stereos, DVD players, telephones, and almost anything with an electric cord

- 🌐 Collected separately with one or two collections (passes)
- 🌐 Generally staged in a specific area of a TDMS or transported directly to a recycler
- 🌐 Collected in light duty trucks and trailers by general laborers and a supervisor
- 🌐 Recycling of the items is always the goal



Tires

Tires often appear on the public ROW for collection following flood events or tidal surge.

- 🌐 Collection can be accomplished separately using light duty equipment
- 🌐 Transportation directly to the recycler or shredder is preferred
- 🌐 Tires create a special problem for landfill operators as they tend to rise or float and can ultimately damage the landfill cap
- 🌐 Federal/state regulations often require a waste hauler permit during transportation.

Additional debris related collections, operations and projects that may occur during the response or recovery phase include but is not limited to the following:

Private Property Debris Removal

FEMA may extend public assistance to private property debris removal when it poses a threat to the public. When requested, the Contractor under the direction of the City of Coconut Creek or its representative will initiate and manage a Right of Entry (ROE) program to remove debris on private property and/or demolish private structures that present a public safety hazard. Access must be granted by the property owner prior to entering their property, unless there is an immediate threat to the lives, health and safety of the owner's citizens.

Tab 1: Operational Plan for the City

Emergency Debris Management Services



Hazardous Tree and Limb Removal

A tree is considered “hazardous” if its condition was caused by the disaster and public health and safety must also be at risk. If possible, leaner and hanger removal will be performed in advance of load and haul activity and collected simultaneously with ROW debris. Eligibility is usually determined by the City of Coconut Creek’s independent monitoring firm.

- 🌐 Equipment may include bucket trucks, automated saw trucks, excavators and climbers with chainsaws
- 🌐 Criteria to deduce if a leaner or hanger is hazardous is:
 - Must be six inches in diameter or greater when measured at chest height
 - More than 50% of the crown damaged or destroyed
 - Split trunk or broken branches that exposed the heartwood
 - Fallen or uprooted within a public use area
 - Leaning at an angle greater than 30 degrees
 - Hanging limbs must be 2 inches in diameter and must pose a threat of falling into an improved public area or public right-of-way



Removal of Hazardous Stumps

Stump removal usually takes place late in the debris removal process and is generally determined eligible by the City monitor. 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:

- 🌐 50 percent or more of the root-ball exposed (less than 50 percent of the root-ball exposed may be flush cut)
- 🌐 Greater than 24 inches in diameter, as measured 24 inches above the ground
- 🌐 On improved public property or a public right-of-way
- 🌐 Poses an immediate threat to life, and public health and safety
- 🌐 Larger stumps are extracted by excavators and loaded upon flat-bed trailers for transport the TDMS or final disposal facility
- 🌐 Most often, large stumps must be split prior to processing by grinding

Canal/Waterway Debris Removal

Debris removal is most often performed under the oversight of the State Environmental regulators, especially in environmentally sensitive areas. Environmental factors always take priority when developing an operating plan. Debris often consist of land based and/or water based removal of targets. Collection methods vary widely due to physical dynamics, environmental considerations, regulations, and scope of work, but typical methods are below:

- 🌐 Targets identified by side-scan sonar or below surface observation
- 🌐 Target removal spans from water-bottom to surface debris or limited to designated depths
- 🌐 When appropriate, debris can be collected with grapples mounted on different sized barges or even small boats
- 🌐 Land based operations will consist mostly of removal of targets with long reach excavators equipped with a spoils or dredge bucket
- 🌐 Temporary Offloading Sites can be used to temporarily stage debris prior to transport to a TDMS for processing or to final disposal
- 🌐 When abundant access points exist, loading can occur directly into trucks for transport to processing or disposal



Vehicle and Vessel Removal



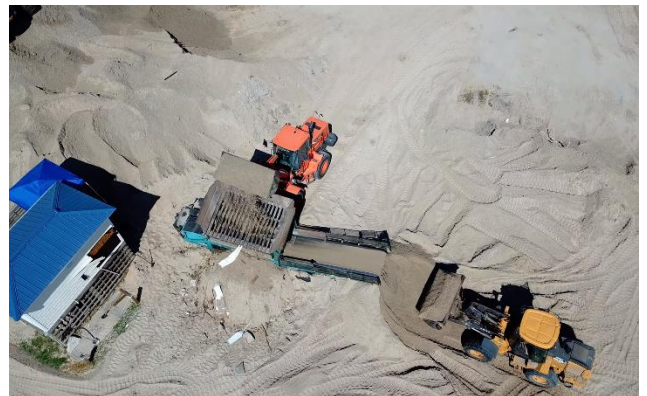
DRC has extensive experience performing large scale vehicle and vessel removal and recovery projects. A single project for the State of Louisiana following Hurricanes Katrina and Rita involved the recovery and management of thousands of vehicles and vessels. The components of these projects vary from State to State due to legal requirements; but in the case of this operation, the scope of work will develop according to the direction of the City of Coconut Creek. Commonly used procedures are:

- 🌐 Generally, aggregation sites are activated for storage, processing, recordation and access
- 🌐 For land based recovery, vehicles and vessels are tagged and recorded prior to recovery
- 🌐 For water based vessel recovery, eligible targets are located and recorded prior to recovery
- 🌐 Initial notification to owner is sent from VIN information gathered in the field using State Police database (the City of Coconut Creek specific)
- 🌐 Vehicles and vessels are aggregated on one or more sites and gridded for easy access
- 🌐 Fluids are removed from each unit within the aggregation site
- 🌐 Additional notifications are sent to owners using certified mail (if required)
- 🌐 Private insurance companies are allowed to view and access units
- 🌐 Vessels and vehicles can be retrieved by owner/insurance or destroyed/recycled
- 🌐 Vehicles that have not been retrieved are crushed and recycled
- 🌐 Scrap value proceeds (if any) are disbursed according to the contract

Sand, Soil Recovery, Beach Restoration

Many jurisdictions are faced with damaged coastal areas and habitats that may require immediate recovery restoration. DRC has performed these sensitive and precise projects for thirty years. Permitting requirements will vary by jurisdiction. Typically multiple agencies are involved in beach projects. Recovery from public or private property will require Right of Entry (ROE) authority.

- 🌐 Typical operating procedure calls for temporary staging site(s) used for storage and processing
 - Processing sand on the beach is a preferred method
 - Soils can sometimes be processed within an established TDMS
- 🌐 Displaced material can be recovered from adjacent property by the use of skid steers and front-end loaders
- 🌐 Beach rakes are an effective tool for recovering hidden and surface debris from beach-fronts
- 🌐 Debris collected from processing is usually taken to an operating debris TDMS for reduction and haul-out to final disposal
- 🌐 Quantities are generally measured by loader bucket size as the material is loaded to be screened
- 🌐 Screening of sand and soils using shaker screens and trammels is a preferred procedure
- 🌐 Production rates generally range between 100 to 200 processed cubic yards per hour
- 🌐 Stockpiled and processed (clean) material can be returned to its original location
- 🌐 Beach contours can be re-created by following engineered plan



Tab 1: Operational Plan for the City

Emergency Debris Management Services



Expertise in the Removal of Dead Animals and Putrescent Disposal

Improper disposal of animal carcasses can contaminate drinking water sources or spread disease. It is DRC'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.

Demolition

DRC Emergency Services, LLC employs many experienced supervisors, project managers, operators, and other technicians, many of whom have many years of experience in the demolition field. Demolition projects will be staffed with a Superintendent to oversee daily operations and a Project Manager responsible for subcontractor relations, schedule maintenance, and coordination with the City of Coconut Creek.

All demolition operations will be conducted in a safe, environmentally responsible manner, in accordance with the requirements of the local government. Operations will proceed with the disconnection of utilities to all structures. The structures will then be demolished to the slab on grade level. Structures will be removed completely prior to the removal of any street or curb improvements, so that a clean and durable means of ingress and egress can be maintained during demolition operations. Slabs on grade will be excavated and removed. Once a structure has been completely removed, the area will be stabilized using the best management practices (DMP).

Existing structures will be demolished using conventional construction equipment such as excavators, track loaders and bull dozers. Concrete slabs will be excavated using track type excavators and hammers (if necessary) and will then be crushed on site using portable concrete crushing technology. Debris and recycled materials will be removed from the site using dump trucks.

In response to Section 1.M

Restoration of Canal Banks and Slopes

DRC will restore, re-grade and/or reseed damaged canal/banks as directed by the City, including placement and compaction of fill material to restore canal banks to pre-disaster condition. DRC will remove debris resulting from the event from the drainage and navigation canals and adjacent banks, as directed by the DRC will remove the vegetative and/or construction and demolition debris affecting the canals excluding the removal of damaged and/or abandoned boats.

Sewer, Culvert and Catch Basin Cleaning

DRC will provide all personnel, vehicles, equipment and supplies to clean disaster-related debris, including sand and mud, from storm sewers, culverts, catch basins and draining canals. The City shall designate the storm water systems to be cleaned.

Bottled Water

DRC will provide the City with whole pallets of individually bottled drinking water. The City will instruct the Contractor as to the number of pallets needed, the location(s) for delivery, and the schedule for delivery. Multiple deliveries may be necessary. Delivery will be accomplished within 48 hours of request by the City.

Emergency Ice

Upon receiving the City's written request, DRC will provide the City with whole pallets of cubed ice made from potable water and packaged in individual bags between five (5) and ten (10) pounds. The City will instruct DRC as to the number of pallets needed, the location(s) for delivery, and the schedule for delivery. Multiple deliveries may be necessary. The delivery vehicle may be required to conduct ice deliveries for several days.

Emergency Power Generation

DRC will provide mobile electric power generation units for facilities and locations within the City. The City will define the fuel type of the units. The City will require up to 30 units, with output at 120 and/or 240 volts with a minimum capacity of 70 KW. DRC will deliver the units to the facilities or locations designated by the City, and ensure connection of the units to the existing electrical wiring by a licensed electrician. DRC will ensure the unit is fueled, tested and demonstrated to be operational prior to departure from the location. DRC will also provide fuel for the duration of the unit's use by the City, and will have readily available technical support and repair or replacement services. Delivery shall be accomplished within 48 hours of request by the City.

Temporary Bathrooms

DRC provide portable toilets/ port-o-lets including regularly scheduled maintenance, pick-up and disposal as may be necessary.

Temporary Satellite Communications

DRC will provide satellite phone communications capable of voice, text messaging, data transfer and Internet access for use by City personnel in the event of failure of other communications systems. The units will be rented/leased to the City and will be fully equipped, including AC/DC adapters (including automotive battery chargers), instructions and carrying cases. The units will be fully operational upon delivery to the City, without further action by the City.

In response to Section 1.N

Tab 1: Operational Plan for the City

Emergency Debris Management Services



Temporary Debris Management Site Operations

Permitting and Site Mobilization

Within 24 hours of a notice to proceed, mobilization to pre-established TDMS locations will begin:

- 🌐 Phase One—environmental audit is performed
- 🌐 The number of TDMS sites to be used is determined by estimated volumes, travel times, traffic patterns and material to be processed
- 🌐 Ideally, site placement and number should facilitate a minimum of five loads per truck per day
- 🌐 Land Use Agreements are immediately executed with any private land owners
- 🌐 For those sites not already permitted, an immediate permitting request will be submitted by DRC's Vice President of Administration and Compliance (Kristy Fuentes)
- 🌐 DMS Site Plan is established and submitted



Environmental Considerations

- Where practical, a phase one environmental assessment should be performed prior to use as a TDMS
- Soil samples are taken prior to use
- Pictures and video of the site prior to use is considered a best management practice
- DRC may use drone photography before and after use as a best management practice
- An independent engineer is often used to satisfy additional requirements of State regulators such as the need for SWPPP, perimeter silt fencing, air monitoring etc.




Typical On-site Equipment, Supplies and Manpower Needs

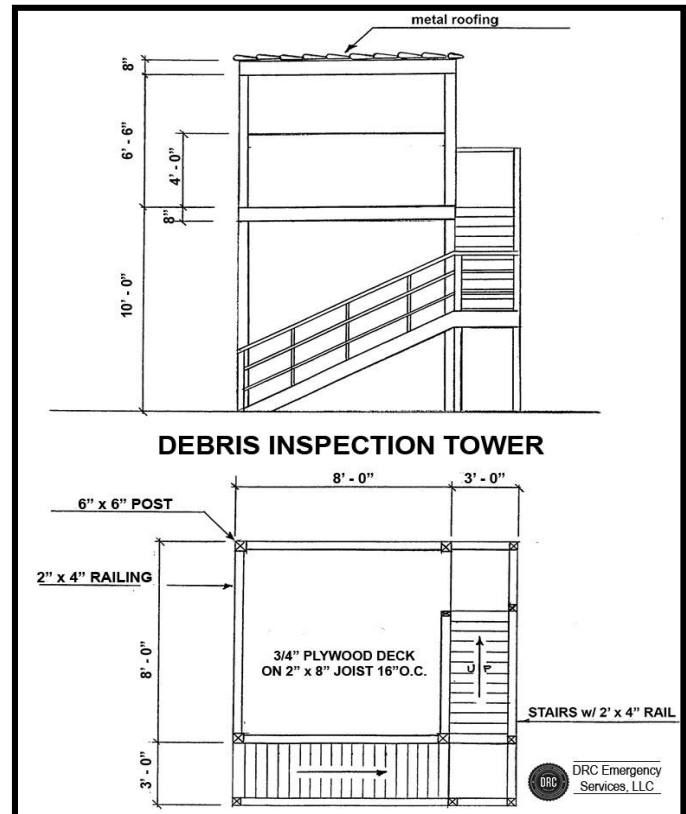
Signage	Inspection Tower(s)
Perimeter Fencing (if required)	Site Manager
Equipment Operators	Traffic Control Personnel
Security Personnel	Traffic Control devices
Front-end loader with thumb	Bulldozer
Grinder- horizontal or Tub	Excavator
Water Truck	Sweeper
Air curtain Incinerator or above ground incinerator (if required)	



Site Access

For the success of site access, separate points of ingress and egress should be established if possible and avoidance of truck traffic through residential areas is ultimately important.

- 
Traffic Controls - Traffic control personnel, with appropriate traffic control safety equipment, will be stationed at the ingress observation tower to maintain vehicular traffic control. Additional traffic control personnel can be stationed throughout the site, as needed, to enforce proper traffic flow.
- 
Inspection Towers - Inspection towers shall be constructed to facilitate observation and quantification of debris hauled for storage at debris staging sites. Ideally two inspections towers should be utilized at each DMS if volume warrants. One tower at point of ingress for use by 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. Additionally, the use of all terrain man lifts are sometimes substituted for the tower shown.
- 
Maintenance and Grading - Maintenance and grading of the debris management site will occur throughout the operating day. Access roads will be constantly maintained, and dust control managed by use of a water truck. Access roads will be swept as often as necessary.



Debris Storage Area

Debris may be segregated into five 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 and processing of C&D.

Construction and Demolition (C&D) Debris—Stored separately within an area that will facilitate separation, compaction or grinding.

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

White goods—White goods will be stock piled in a contained area in accordance with the site plan if not transported directly to the recycler.

Household Hazardous Waste (HHW)—HHW will be segregated and stored in an approved containment area that may be lined and bermed.



Tab 1: Operational Plan for the City

Emergency Debris Management Services



Debris Reduction Methods

Grinding and/or Chipping Operations—Primarily used for reducing vegetative debris to achieve a 4 to 1 reduction or better. Resulting product is beneficial for use as fuel or reused as compost. The method is less often used as a reduction method for Construction and Demolition material due to its impact on equipment.

Burning—Environmental impact and safety are primary considerations. Most often allowed in rural settings, it's the most efficient reduction method for vegetative debris as a 95% reduction can be achieved. Air curtain incineration and trench burning can serve to mitigate the release of smoke etc.

Compaction—The most acceptable reduction method for construction and demolition debris when combined with recycling; a 2 to 1 reduction ratio is most often achieved.



Final Debris Disposal

Selection of final disposal location(s) for processed debris is normally determined during the planning phase. Per Subtitle D, lined sites are generally selected. However, in some cases, permitted construction and demolition sites are used when regulations allow.

Recycling Strategies

Vegetative Debris—Available to serve as a viable fuel source for manufacturing, etc. and used frequently as mulch for agricultural purposes. The resulting product is donated to citizens for use in flower beds and gardens and can be used as alternative daily cover in landfills when allowed. Additional uses are to use as roadbed for temporary roads and can be thinly spread across acreage to produce dirt.

Aggregates—Concrete, brick, and similar materials can be crushed and used as fill material, road base, etc.

Construction and Demolition Debris—Wood, metals, plastics and sometimes gypsum can be pulled from the waste stream and recycled if sufficient quantities exist and recycling facilities are available and accessible.

White Goods— Easy to recycle due to abundant processors.

Electronic Waste (E-Waste)—While these components are quite abundant, particularly following a flood or tidal surge, recyclers of these items have become more difficult to find. Some of the components found in televisions, computer monitors, copy machines etc. contain heavy metals making disposal a poor option, resulting in markets being the best option. Shipping to foreign markets is sometimes the best option.

Please see a Letter of Intent from McGill Environmental Systems.

Debris Management Site Closeout

Restoration is conducted during the close out phase of each TDMS. The scope of restoration is determined by post use site conditions, terms of the land lease, or the City directive and mutual understanding when public property is used. Restoration can consist of final removal of all debris and other managed components as well as all structures and temporary features. Additionally, grading and leveling, removal of temporary roads and fencing, and grassing or seeding of the site to documented pre-use condition may be necessary.

Post use drone footage and still photography shall be taken to illustrate the current condition of the site as it compares to the baseline or pre-use documentation. Environmental sampling that mirrors pre-use sampling is a best management practice.

- 🌐 Random soil samples, surface and if necessary water samples, may be taken and sealed in containers for comparison with pre-use samples taken
- 🌐 Independent third- party engineers and testing labs may be used
- 🌐 Post use samples and pre-use samples may be tested in an independent lab to determine the presence of contaminants

Final Inspection, Released and Acceptance of the City of Coconut Creek and/or Landowner

In most cases, final closure approval is needed by both the State Environmental Agency and the property owner.



“This debris removal project has been a resounding success, and the GLO appreciates the many hours of hard work put in by the DRC team.”

— Benjamin K. Au Architect, Director of Construction Services GLO, Texas

Tab 1: Operational Plan for the City

Emergency Debris Management Services



Safety

DRC maintains an unwavering commitment to the health and safety of our employees, subcontractors, customers, and the communities that we service.

Safety comes before profit and productivity.

Our goal is to ensure that all projects operate under the safest possible conditions and as such, DRC maintains a robust in-house safety program. Headed by a dedicated team of Project Managers and Regional Managers, DRC's programs and practices include:

- 🌐 Morning project safety toolbox meetings
- 🌐 Weekly "better ideas for improvement" meetings
- 🌐 Weekly formal safety meetings
- 🌐 Constant safety training certifications
- 🌐 Safety recognition through our "challenge coin" award program

DRC follows all OSHA regulations and other federal and state agency guidelines when conducting an operation. 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.

Operational safety, health, and accident prevention measures will be in effect and reinforced daily by all active personnel. These measures and procedures will be reiterated weekly during planning meetings, or as needed.

Immediate action will be taken to correct any safety deficiency while maintaining the utmost respect for all members of our workforce. All actions will be documented and the safety of citizens will be considered vital.

Training programs include:

- Smith System Driver Training
- Hazardous Materials Training
- Demolition Safety
- Asbestos Abatement Training
- Power Line Awareness
- Hazardous Communication
- Lockout/Tagout
- Fire Prevention Training
- Environmental Management Planning



Accounting and Document Management

DRC's invoicing procedure is as follows:

- 🌐 Load tickets are received, logged, and then scanned into DRC's database system. Tickets are then entered and audited for accuracy.
- 🌐 Invoice is worked up along with the ticket data backup.
- 🌐 The reconciliation process then takes place with either the Monitoring Firm or the reconciliation contact with the City (if there isn't a Monitoring Firm).
- 🌐 Once the invoice and ticket data has been 100% reconciled, the Monitoring Firm, or the reconciliation contact with the jurisdiction, then recommends the invoice to FEMA for payment.
- 🌐 Frequency: The invoicing is usually done on a weekly basis

DRC maintains a fully-staffed, fully operational Data Center at its headquarters all year. The Data Center is staffed by experienced and professional personnel with extensive knowledge of recording, reporting, contract, and reimbursement requirements. The Data Center is equipped with state-of-the-art information technology and is prepared to meet and exceed the reporting requirements of each client. All servers and networked computers are backed up both on and off-site every day. The emergency nature of DRC's work requires that the Company remain on-line and in contact across its network at all time.

Documentation and Recovery Process

Prior to the beginning of the hurricane season, DRC will meet with the City of Coconut Creek 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. At all times, DRC will provide the City of Coconut Creek access to all work sites and disposal areas. DRC, the City of Coconut Creek 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 TDSRS information, including reconciliation and photographic documentation processes.
- 🌐 Provide daily, weekly or other periodic reports for the City of Coconut Creek managers 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:

- 🌐 Recovery process documentation – create recovery process documentation plan
- 🌐 Maintain documentation of recovery process
- 🌐 Provide written and oral status reports as requested to the City of Coconut Creek 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.

* The Contractor is not typically are not responsible for the production of the FEMA paperwork. DRC works closely with monitoring firm to produce all necessary information and documentation.

Tab 1: Operational Plan for the City

Emergency Debris Management Services



Communication

While information is mostly in real time, DRC works closely with the monitoring company under contract with the City to not only produce, but to also verify daily reports. Reports are reconciled to ensure accuracy prior to any invoicing and all information is saved on secure server. DRC's street personal is in constant communication with the City's administrative staff and DRC Personnel throughout the entire process. DRC staff is available 24 hours a day to answer questions as needed by the city.

In response to Section 1.I, 1.G, and 1.H

RECOVER



- *Demolition*
- *Man Camp Services*
- *Post Disaster Temporary Housing*
- *Marine Services*

Many of the elements of work shown above can be categorized as a recovery functions, 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.

Effective recovery requires a comprehensive effort of all phases that enable logical and efficient execution. The subsequent functions outlined below are all steps in a model that must be executed intelligently and with real-world experience. DRC Emergency Services, LLC, SLS and Callan Marine comprise a core of companies under single ownership that excel at providing a turn-key approach to total disaster management. We stand alone in the industry as the only provider of these services.



DRC's sister Company, SLS, is a prominent post disaster Temporary Housing provider. From turnkey temporary trailer facilities to massive man camps designed to house and feed thousands, SLS has designed and performed most all post disaster applications.

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" and a similar program in Baton Rouge was called "Shelter at Home". These programs are designed to perform essential elements of restoring damaged single- family residences and return homeowners back into their homes quickly. As an additional positive result, the cost of the typical S.T.E.P. program is approximately 20% the cost of placing a displaced Family into a trailer or similar structure. Rapidly returning displaced families to their homes provides a sense of community and normalcy to the affected citizens.



provides a sense of community and normalcy to the affected citizens.

Tab 1: Operational Plan for the City

Emergency Debris Management Services



In anticipation of Hurricane Florence's impact on the East Coast, SLS was activated by the Virginia Department of Emergency Management to provide emergency shelter services for the state of Virginia and surrounding state evacuees.

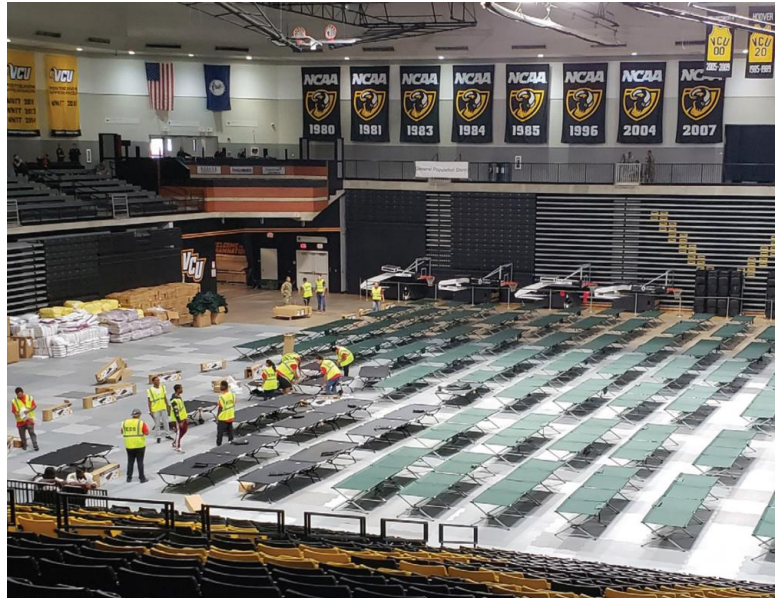
Project specs:

Location: Richmond, Williamsburg, and Newport News, Virginia

Client: State of Virginia

Type: State of Virginia

Units: 5,775 beds in three locations



DRC's sister Company, Callan Marine is a highly-specialized construction firm capable of providing, design, engineering, management and construction services such as:

- 🌐 Marine debris management and removal
- 🌐 Offshore and inland dredging
- 🌐 Shoreline protection
- 🌐 Beach re-nourishment
- 🌐 Port/Dock facility construction
- 🌐 Wetlands construction
- 🌐 Marine protection mitigation and improvements



Callan Marine has dredged thousands of miles of waterway in the Gulf Coast region to keep our customers productive.



Miami Dade County Debris Final disposal information

After taking a large amount of debris to landfills during the clean-up process for Hurricane Irma, DRC has formed partnerships with several wood resource and recycling companies. With the county's concurrence, we would like to take as much ground/mulched vegetation debris to these sites. While the cost of hauling this material will involve increased travel time to take the material further, the disposal costs would be by the cubic yard and should result in an overall savings of up to and substantial for final disposal. Also the much needed benefit of recycling this product would be a great success story for the county with most of the material being composted.

The 2 companies we have partnered with to accomplish this are McGill Environmental Services and Phoenix Environmental Group. We do also have the ability and are in good standing with the local Waste Management and Waste Connections Class 1, Class 3 and C&D landfills if needed. During Hurricane Irma clean-up, they were able to handle over 1.5 million cubic yards over a 3-month period and should be able to handle in the future as well should Miami Dade County have an exclusive contract with either of them.

We have also established a strategic local alliance Lopefra, a local vendor, to provide DMS management as well as recycling strategies. They will provide us an outlet for C&D recycling as well as property throughout the county for DMS's.

We are available to address any questions or provide any information if needed.

Jay Gunter (MOLO and Transfer Station Certified through SWANA) Manager of Landfill Operations

Regional Manager – South Florida

7578 15th Lane

Vero Beach, Fl. 32966



Letter of Intent for Mutual Business Relationship

Between

McGill Environmental Systems

and

DRC Emergency Services

Based on mutual interest and benefits, through equal and open communication, McGill Environmental Systems and DRC Emergency Services agree to establish a strategic partnership between the two companies and cooperate in the following respects:

1. Recycling of Storm Related Vegetation and Wood Debris

McGill Environmental Systems agrees to accept and recycle or reuse storm related debris delivered by DRC Recycling Services at fully licensed and permitted composting facilities within Florida, Virginia and North Carolina. Specific and immediate agreement has been established at JFE Compost located at 11000 Red Barn Road, Okeechobee Florida. Other locations to be discussed as part of the ongoing strategic partnership.

DRC Emergency Services agrees to facilitate and recommend to contracted municipalities the delivery of storm related debris to compost facilities owned or managed by McGill Environmental Services.

McGill Environmental Systems agrees to utilize the materials in an environmentally sound and legally permitted way as part of the composting process.

2. Pricing, Volumes and FEMA Requirements

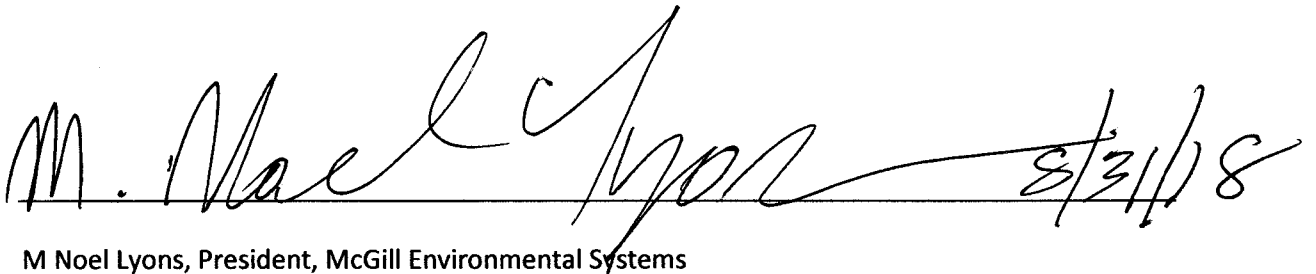
Tip Fee and/or rebate pricing shall be established based on current market conditions at the time of the available material. Once established, both parties agree that the pricing will remain static for the duration of the debris cleanup efforts.

In the event that Tip Fee charges are required, both parties agree that such fee will not exceed 50% of the impacted municipalities' current landfill disposal rates.

McGill Environmental Systems agrees to accept all storm related debris from DRC contracted municipalities at the managed facility of JFE Compost and agrees to work on a case by case basis on other locations as listed above. DRC Emergency Services agrees to deliver material that meets composting quality requirements and is free of excess debris.

As the designated final disposal site, FEMA may require a municipality's designated monitoring firm to be on site at the composting locations to inspect the loads during the delivery process. McGill Environmental Systems agrees to allow and cooperate with any of these FEMA requirements. DRC Emergency Services agrees to provide information and knowledge to the composting facility management in regards to these requirements.

No portion of this LOI is to be considered a legal binding or enforceable contract. The intent is to summarize the understandings and agreements of the strategic partnership as it progresses. All portions of the LOI are subject to further open discussion and negotiation.



M. Noel Lyons 8/31/18

M Noel Lyons, President, McGill Environmental Systems

Mark Stafford, Vice President, DRC Emergency Services

For 30 years, DRC has provided extensive disaster recovery services, environmental services and civil construction to federal, state, and local governments. 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; DRC takes pride in our versatility and in our innovative approach to every job. Having successfully completed over \$2.5 billion in contracts over the last 30 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 our company is to provide a **professional, honest, and immediate response** to natural and man-made disasters throughout the world. DRC is highly capable in managing all facets of a disaster, particularly because of our extensive experience in communicating with our clients. Through our experience, we have developed an inherent understanding of how to direct emergency response and recovery.

DRC has provided a plethora of services in response to disaster recovery 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 Restoration
- 🌐 Canal Bank Stabilization
- 🌐 Drainage Improvement Projects
- 🌐 Hazardous Waste Segregation
- 🌐 Environmental Control
- 🌐 Traffic Control
- 🌐 Tree Trimming and Removal
- 🌐 Emergency Supplies and Support

Please see DRC Fact Sheet attached.

In response to Section 2.J

Tab 2: Qualifications and Experience

Emergency Debris Management Services



NOTABLE ACHIEVEMENTS AND EXPERIENCE

- 🌐 Simultaneously mobilizing, staffing and successfully operating **53 individual projects** throughout the Southeastern US during the 2017 Hurricane Season.
- 🌐 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.
- 🌐 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 5.6 million cubic yards collected** in Houston, TX following Hurricane Ike.
- 🌐 **30-year record of assisting local jurisdictions** without a single disallowance in maximizing **federal reimbursement** for eligible work performed.



In response to Section 2.L

BACKGROUND AND CAPACITY

The company was formed in 1989 in response to Hurricane Hugo. In 2001 the company began operating as DRC Emergency Services, LLC. Since its inception, as a Large Business, DRC has responded and navigated through countless disaster events that included hundreds of contracts, each involving a unique community with distinct circumstances. In the past, DRC has picked up as little as 170 cubic yards for a single client and over 12 million cubic yards during 39 simultaneous activations. Having performed debris operations across the Continental United States and internationally for three decades, DRC has engaged a network of over 3,000 subcontracting partners. Our relationship with these contractors **guarantees that no matter the size or location of an event, DRC will respond timely.**

The Regional Manager for the City of Coconut Creek is Jay Gunter who can be reached at (888) 721-4372, by cell: (386) 507-1011 or by email: jgunter@drcusa.com.

In response to Section 2

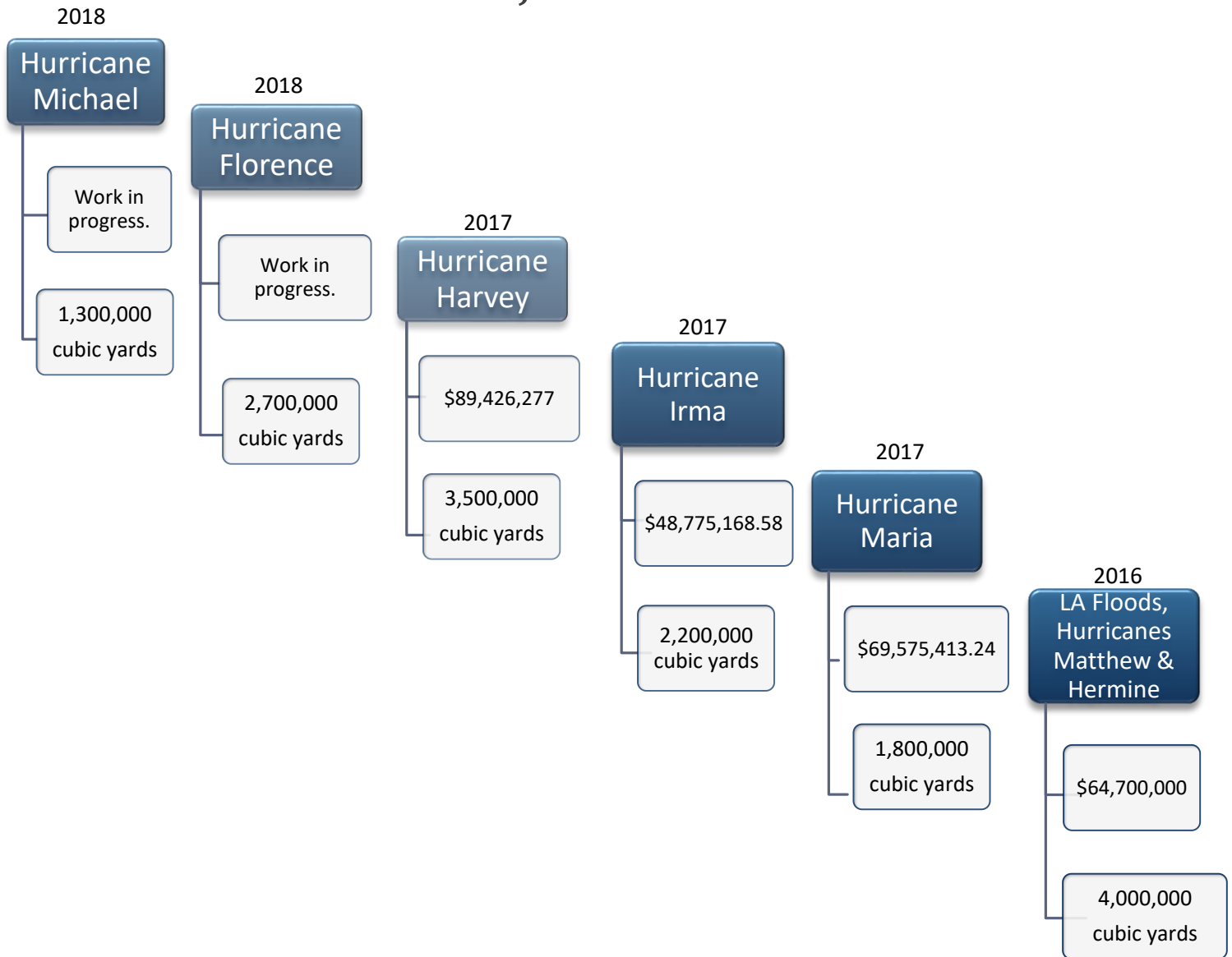


Tab 2: Qualifications and Experience

Emergency Debris Management Services



KEY PROJECTS AND VALUES



SAFETY PROCEDURES

Through careful planning, rigorous attention to training and safety procedures, DRC ensures the health and safety for both personnel and the general public. DRC's Corporate Safety Plan includes basic policies, an accident prevention plan and a substance abuse policy.

Key safety plan components include:

1. Providing all personnel with 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. Continuous instruction/monitoring of each contractor, subcontractor, supplier and employee in the safe operation of their work;
3. A reward system for consistent safe operation and performance.

"Your attention to safety is to be commended."

Cynthia Halsey, Environmental Services, Okaloosa County, Florida

This organization's safety goals are to provide and maintain safe work environments and establish procedures which will:

- 🌐 Safeguard public, government personnel, and property
- 🌐 Provide a safe work environment for employees and subcontractors
- 🌐 Avoid interruptions to operations and delays involving project completion
- 🌐 Increase morale
- 🌐 Enhance cost measures through safe practices

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

Activity Hazard Analysis

Prior to commencement of any single phase of debris collection, site management, or debris reduction activities, the project manager and/or health and safety officer will address the particular concerns associated with the work area. These concerns include:

- 🌐 Physical hazards- uneven or soft earth roads, stones, exposed power lines, or sources, and any other obvious hazards
- 🌐 Chemical hazards- emissions/odors, eye or respiratory irritations, and airborne particulate problems
- 🌐 Traffic and personnel access and egress routes
- 🌐 Heat Stress
- 🌐 Cold Stress
- 🌐 Noise Hazards
- 🌐 Equipment Hazards
- 🌐 Other concerns such as weather conditions (lightning, severe wind, etc.)
- 🌐 A site-specific health and safety plan will be completed for each major area of operation.

In response to Section 2.F

Tab 2: Qualifications and Experience

Emergency Debris Management Services



RELEVANT WORK EXPERIENCE

2018	Activations	Temporary Sites	Cubic Yardage	Contract Value
Hurricane Michael	Florida: Holmes County, Jackson County, Florida Department of Transportation, Tyndall Air Force Base, NSA Panama City Georgia: Colquitt	27	Work in Progress	Work in Progress
Hurricane Florence	North Carolina: Pender County, Wilmington, Havelock, Burgaw, Pine Knoll Shores, Surf City, Topsail Beach, Pamlico County, New Hanover County, Greene County, Southport, Jones County, and Sampson County, Camp Lejune	18	Work in Progress	Work in Progress
Alabama Tornado Outbreaks	Alabama: Calhoun County, St. Clair County, and the City of Jacksonville	2	302,004.00	\$ 4,833,620
2017	Activations	Temporary Sites	Cubic Yardage	Contract Value
Hurricane Harvey	Texas: Texas GLO, Waller County, Harris County, Jefferson County, Port of Corpus Christi, Cities of Aransas Pass, Groves, Cleveland, Bellaire, Humble, Nederland, Port Aransas, Houston, Jacinto, Port Arthur, Piney Point Village, Port Neches, and Texas City	16	3,579,940.50	\$ 89,426,277.00
Hurricane Irma	Florida: Florida Department of Transportation, Florida Department of Environmental Protection, Monroe County, Citrus County, Miami-Dade County, Coconut Creek, Cutler Bay, Daytona Beach, Debarry, Deland, Fernandina, Ft. Lauderdale, Indian Creek Village, Inverness, Largo, Miami, North Miami, North Miami Beach, Surfside, Orange City, Orlando, Palm Beach Gardens, Pembroke Pines, Redington Beach, and St. Augustine Georgia: Brunswick	30	2,159,454.64	\$ 48,775,168
Hurricane Maria	Puerto Rico: Department of Transportation and Public Works	8	1,082,845.80	\$ 69,757,413
2016	Activations	Temporary Sites	Cubic Yardage	Contract Value
Winter Storm Jonas	Maryland: Maryland Department of General Services, State of Maryland, Prince Georges County and City of Baltimore Virginia: Loudoun County	N/A	N/A	\$ 1,002,792
Multiple Severe weather events and flooding	Texas: Harris County, Houston, Texas DOT Louisiana: East Baton Rouge parish, Ascension Parish, Tangipahoa Parish, Lafayette Parish, St. Martin Parish, City of Baker, Assumption Parish, Iberville Parish, City of St. Gabriel,	5	2,800,000.00	\$ 50,000,000
Hurricane Hermine	Florida: Citrus County, Leon County	N/A	26,694.25	\$1,792,096.93
Hurricane Matthew	Florida: Daytona Beach, Ormond Beach, Deland, Orange City, St. Augustine, Sebastian North Carolina: New Hanover County, Pender County, Hyde County, Greene County, City of Wilmington, City of North Topsail Beach Georgia: Georgia Department of Transportation	14	579,473.65	\$13,572,406.02

Tab 2: Qualifications and Experience

Emergency Debris Management Services

2015	Activations	Temporary Sites	Cubic Yardage	Contract Value
Texas Flood Event	Texas: Texas Department of Transportation, City of Houston, and City of Bellaire	N/A	238,463.00	\$ 2,039,329
Louisiana Storm Event	Louisiana: East Baton Rouge Parish and Ascension Parish	N/A	135,977.96	\$ 875,867
2014	Activations	Temporary Sites	Cubic Yardage	Contract Value
Winter Ice Storms	South Carolina: South Carolina Department of Transportation North Carolina: New Hanover County, Pender County, City of Wilmington, City of Thomasville and City of Archdale	15	1,839,119.82	\$ 54,449,473
2013	Activations	Temporary Sites	Cubic Yardage	Contract Value
Midwestern Tornado Outbreak	Missouri: St. Louis County, St. Charles County, and City of Bradenton Oklahoma: City of Pottawatomie and City of Oklahoma City	2	205,288.10 Cubic Yards 50,426.28 Tons	\$ 3,253,487
2012	Activations	Temporary Sites	Cubic Yardage	Contract Value
Superstorm Sandy	New Jersey: Piscataway and City of Ocean City New York: New York Department of Transportation Maryland: Harford County	N/A	988,081.93	\$ 19,063,581
Hurricane Isaac	Louisiana: Louisiana Department of Transportation, Ascension Parish, St. John the Baptist Parish, Jefferson Parish, East Baton Rouge Parish, St. Charles Parish, City of New Orleans, New Orleans Downtown Development District, and City of Mandeville	6	814,611.22	\$ 11,929,391
2011	Activations	Temporary Sites	Cubic Yardage	Contract Value
Hurricane Irene	North Carolina: New Hanover County, Pender County, Pamlico County, North Topsail Beach, Havelock, and Southern Shores Virginia: Virginia Department of Transportation, Virginia Department of Emergency Management, City of Richmond, Suffolk Maryland: St. Mary's County, Calvert County, and Harford County Rhode Island: Rhode Island Department of Transportation, Burgaw, Barrington, Cranston, Narragansett, Cumberland, Providence,	14	872,108.16	\$ 18,477,522
2011 Tornado Outbreak	Alabama: Alabama Department of Transportation Divisions 1, 3, and 5, Alabama Department of Natural Resources, Jefferson County, Franklin County Calhoun County, City of Birmingham, City of Trussville, Town of Phil Campbell, Birmingham Airport Authority, and University of South Alabama Mississippi: Holmes County, Clay County, Durant,	12	2,695,808.75	\$ 32,235,282
FEMA Site Development	North Dakota: Minot	N/A	N/A	\$ 9,367,899

Tab 2: Qualifications and Experience

Emergency Debris Management Services



2010	Activations	Temporary Sites	Cubic Yardage	Contract Value
Deepwater Horizon Oil Spill	Louisiana: USES of Louisiana, Plaquemines Parish, Terrebonne Parish, St. Bernard Parish, Lafourche Parish, and Jefferson Parish Florida: Okaloosa County, Santa Rosa County, and Escambia County	N/A	N/A	\$ 185,334,468
2008	Activations	Temporary Sites	Cubic Yardage	Contract Value
Hurricane Ike	Texas: Texas GLO, Texas Department of Transportation, Trinity Bay Conservation, Harris County, Jefferson County, Jefferson County Drainage District, Nassau Bay, City of Nederland, City of Humble, Jamaica Beach, Port Arthur, Baytown, El Largo Port of Galveston, City of Groves, Piney Point Village, City of Galveston, Taylor Lake Village, City of Bellaire, City of Port Neches, and the City of Houston	25	11,377,207.60	\$ 169,770,518
Hurricane Gustav	Louisiana: Louisiana Department of Transportation, Assumption Parish, Iberville Parish, Bayou Lafourche Fresh Water District, St. John the Baptist Parish, St. Landry Parish, Iberville Parish, Lafayette Parish, Iberia Parish, Tangipahoa Parish, Terrebonne Parish, City of Kenner, and the City of New Orleans	21	4,289,503.96	\$ 38,218,302
2005	Activations	Temporary Sites	Cubic Yardage	Contract Value
Hurricanes Katrina, Rita and Wilma	Louisiana: Louisiana Department of Environmental Quality, Orleans Levee District, East Baton Rouge Parish, Washington Parish, Plaquemines Parish, St. Tammany Parish, City of Kenner, City of Westlake Mississippi: USCG, Mississippi Department of Transportation, and the City of Gulfport Florida: Florida Department of Transportation, Palm Beach Solid Waste Authority, Martin County, Miami-Dade County, Monroe County, Palm Beach County, Plantation, Deerfield Beach, North Miami, Miami, Hollywood, and the City of Gulf Breeze	20	Currently Unknown	\$ 1,162,578,450
2004	Activations	Temporary Sites	Cubic Yardage	Contract Value
Hurricanes Charley, Frances, Ivan and Jeanne	Florida: South Florida Management District, Okaloosa County, Escambia County, St. Lucie County, Hillsborough County, Indian River County, Martin County, Jacksonville Beach, Mary Esther, Broward County, City of Tampa, Crestview, Deerfield Beach, Deltona, Hollywood, Orchid, Plantation, Tarpon Springs, Niceville, Sanford, Temple Terrace, West Palm Beach, Vero Beach	10	Approximately 10,000,000	\$ 130,293,371

In response to Section 2.A

EXPERIENCE WITH FEMA REIMBURSEMENT

Having participated in every major disaster for the past 30 years, DRC has an unparalleled record for providing jurisdictions the maximum reimbursement rate granted by FEMA. **Our record serves as a testament to DRC's ability to perform within the strict guidelines established by our Federal Government, as well as our ability to attract and maintain well trained and principled personnel.**

Adherence to Policy Changes

DRC Emergency Services strives to continuously stay ahead of any changes in FEMA policy and guidance that may affect our Clients. DRC, immediately implemented internal measures to ensure that our clients, and prospective clients, were prepared to be fully compliant with this guidance. DRC carefully reviewed scopes of service, terms of inclusion, evaluation, pricing models, and other key components for any items which may have been deemed non-compliant relative to the new guidance.

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 our clients with completing any and all documents necessary for FEMA reimbursement. These efforts may include:

- 🌐 The timely completion and submittal of reimbursement requests.
- 🌐 Preparation and submittal of any and all necessary cost substantiations.
- 🌐 Preparing replies to any and all agency requests, inquiries or potential obligations, denials or de-obligations.

Initial Damage Estimate

In order to accurately collect 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, DRC commonly uses an aerial view to determine if any anomalies are present within the affected jurisdiction.

Tab 2: Qualifications and Experience

Emergency Debris Management Services



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 only 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 is available to help a jurisdiction obtain an INF if necessary.

In response to Section 2.M

We are committed to the people and communities we serve. No matter the project, we approach our work with the goal of bettering our clients' lives.



AVAILABILITY OF FIRM'S RESOURCES

Availability of Key Personnel

“DRC’s knowledge base, experience, and ability to make experts available in the field were instrumental in the successful completion of this work.”

– Donald G. Donaldson, P.E.,
Engineering Director/County

For the past 29 years, the DRC team has responded to major natural or man-made disasters occurring within the continental United States and its territories, in theatres of U.S.-led troop operations, and in Central America. The DRC personnel are trained, motivated and available for immediate deployment in an emergency response. All assigned personnel will be available to the City as needed. Personnel are N.I.M.S.-certified and/or have specialized training in safety and asbestos management and are equipped with utility vehicles, digital, handheld, multi-state, two-way radios, cellular communications, and handheld computers. DRC personnel will have the experience

and/or training to respond **immediately** to disasters and are provided with a DRC ES supervisor handbook including required reports and forms for successful disaster response and management thereof.

Regional Managers are assigned to specific geographic locations throughout the United States to assist, monitor and lead the project teams in response to emergency situations. Regional Managers from one region may be assigned to support other Regional Managers as needed and all Regional Managers may be mobilized to one location to support emergency situations. Regional Manager for the City of Coconut Creek is Jay Gunter who is capable of responding to the needs of the City 24 hours a day, 7 days a week.

Available Equipment

DRC has the most expansive collection of rolling stock and equipment in the disaster services industry. The company has 2,568 trucks and 1,657 pieces of support equipment, either owned or under agreement, available for immediate use. As part of the company’s Corporate Mobilization Plan, a monthly inventory of available equipment is performed, recorded, and readily available. DRC has actively demonstrated the ability to quickly amass and mobilize significant quantities of equipment. Most recently, during the 2017 hurricane season, we operated in excess of 2,000 pieces of equipment while simultaneously responding to Hurricanes Irma, Michael, and Maria.



DRC largely relies on one of our prime subcontractors, RPF Emergency Services, for our equipment needs.

DRC Owned Equipment

Trucks			General Information	
Year	Make	Model	Description	Quantity
F150 Class, SUV/PP, F250+ class				8
2009	Ford	Ford F150	Pick up	
2006	Ford	F-650 4x2	Pick up	
2008	Ford	F-350	Pick up	
2010	Ford	F-250	Pick up	
Self Loaders				3
2003	Kenworth	Tandem T800	Knuckleboom Self-Loader	
2006	Peterbilt	379 TM	Knuckleboom Self-Loader	

Tab 2: Qualifications and Experience

Emergency Debris Management Services



2006	Kenworth	W900	Knuckleboom Self-Loader	
1999	Kenworth		Knuckleboom Self-Loader	
2010	Kenworth		Knuckleboom Self-Loader	
2011	Kenworth		Knuckleboom Self-Loader	
Truck/Tractors				2
Trailers			General Information	
Year	Make	Model	Description	Quantity
Kitchen Trailer/Tractors				2
2002	Haulmark	WT-L-BHP 6280	portable Kitchen Trailer	
Dump Trailers				11
2005	Interstate	Pintle Hitch 25 ft.	Dump Trailer	
2004	Interstate	Pintle Hitch 25 ft.	Dump Trailer	
2005	Interstate	Pintle Hitch 25 ft.	Dump Trailer	
2007	Econline	DP2425DA	Dump Trailer	
2005	Top Hat	35 yd	Debris Trailer	
2005	Top Hat	35 yd	Debris Trailer	
2005	Top Hat	35 yd	Debris Trailer	
1994	AlFab	Aluminum Trailer	Debris Dump Trailer	
	Loadmaster	2628 - 8600 Tandem	Trailer	
Utility Trailers				3
2002	Iron Dog	18' X 8'	18' Utility/Car Trailer	
	Top Hat	EH20X7 -14E-F	20' Utility Trailer	
2010	Carry On		Enclosed	
Car/Boat Trailers				3
2010	Sport Trail	With Asset 1422	Boat Trailer	
	EZ Haul		3 Car Hauler	
	Cargo @Wally-Mo		3 Car Hauler	
Cargo Trailers				2
2007	Carry-On	6x12 Cargo Trailer	Cargo Trailer	
2007	Haulmark TL	GRG85X32W	Lg. Cargo Trailer	
Miscellaneous				1
1997	Dutchman	Classic (5th Wheel)	32' Travel Trailer	
Heavy Equipment			General Information	
Year	Make	Model	Description	Quantity
Wheel Loader				1
2007	Prentice	2384	loader	
Other:				17
	ABI	T-200	Trailer mounted Air Curtain	
	Vermeer		Bale Processor	
2000	Carlton	7500	Stump Grinder	
2002	Caterpillar	TH63	Telehandler	
2013	Bradco	30272-9925	Cutter Head	
2013	AFE	SSECO	Cutter Head	
			Spreader	
			Spreader	
			Spreader	
			Spreader	
			Spreader	



Tab 2: Qualifications and Experience

Emergency Debris Management Services

			Std Duty Box Blade	
		SRBG-6	Solesbee Root Rake	
			5th wheel attachment	
2004	Gorman Rupp	PA4A60-4045D	4" Diesel Self Prifming Trash Pump	
2016			Air Compressor	
1400 - Boats/Motors/Barges			General Information	
Year	Make	Model	Description	Quantity
Pontoon Boats				1
2011	38' Southbay	Aluminum	Alum. Crew Pontoon Boat	
Skimmers				1
1974	Skimmer	DIP 3001	Navy Oil Skimmer	
Portable Buildings & Containers			General Information	
Year	Make	Model	Description	Quantity
Modular Housing/Camp				45
2010	Modular Housing	Camp	Housing Units & Offices	13
2011	MOD Sleeping	Camp	MOD Sleeping	27
2011	MOD	Camp	Gym	
2011	MOD Gym	Camp	MOD Gym	
2011	MOD Laundry	Camp	Laundry	
2011	MOD Laundry	Camp	MOD Laundry	
2011	Storage Bldg	Camp	Storage Bldg	
Office Trailers				2
2008	EZ Rigid Trailer	EZR-8624	Portable Office Trailer	
2008	EZ Rigid Trailer	EZR-8624	Portable Office Trailer	
Detention Unit/Portable Jail				8
2011	Portable Jail	40'	Portable Jail	
2011	Portable Jail	40'	Portable Jail	
2011	Portable Jail	40'	Portable Jail	
2011	Portable Jail	40'	Portable Jail	
2011	Portable Jail	40'	Portable Jail	
2011	Portable Jail	40'	Portable Jail	
2009	Port City	24' Custom Trailer	Prison Trailer	
	Detention Unit	8x20x8'6"	Portable Jail	

Additional Equipment

DRC Emergency Services Asset List		
Equipment Type	Description	Quantity
Bucket Trucks	various models with booms	110
Chip Trailers	various models and horse-power	14
Chip Vans	receptacle vehicles	2
Dump Trucks	various models with dual and tri axles	353
End Dump Trailers	various models and capacity	298
Flat Bed Semis	various models for equipment movement	6
Flat Beds	53' equipment trailers	20
Fuel Trucks	multiple model and gallon capacity	46

Tab 2: Qualifications and Experience

Emergency Debris Management Services



Low Boys	equipment movement trailers	53
Pickups	half and three quarter ton of various make and model	45
Roll Off Trucks	primarily Galbreath 60,000 pound hoist on various makes	82
Rolls Off Containers	20, 30 and 40 cubic yard containers	337
Self Loaders	various makes with buckets ranging from 2-10 cubic yards	343
Semi Dumps	various makes and models with various capacity	240
Semi Tractors	various makes	232
Service Trucks	fully stocked road ready service vehicles	79
Slingers	various models	5
Straight Trucks	various makes and models	8
Sweepers	various models used for DMS operation	3
Tankers	various models	125
Tractor /Trailers Combos	various models	29
Tractors	various makes and models	43
Trailers	25 foot travel trailer	1
Utility Trailers	15 and 20 foot utility trailers	2
Vacuum Trailer	various makes	30
Vacuum Trucks (Wet)	various makes for	13
Walking Floors	48 ft automated trailers	46
Water Trucks	various capacity used for DMS operation	3
Attachments - various	buckets, hoists, slings etc.	157
Back Hoes	various models and capacity	40
Bobcats	skid-steer with multiple attachments	53
Bull Dozers	various makes and sizes	45
Conveyors	used for material movement	2
Crushers	metal compaction and volume reduction	24
Excavator	various makes and models	164
Feller Buncher	various makes and models used for clearing projects	27
Front End Loaders	various makes, models and bucket capacity	127
Generators	various	41
Grinders	horizontal and tub grinders	36
Jarraff Tree Trimmers	high capacity trimming equipment	3
Jersey Barriers	used for highway projects and within DMS	200
Light Plants	various used for nite operation	100
Material Handlers (Tele Boom)	loading equipment	3
Mobile Kitchens	various models	13
Off Road Dumps	Volvo high capacity	2
Pumps	various sizes	5

Tab 2: Qualifications and Experience

Emergency Debris Management Services

Safety Signs, Cones and PPE/arrow boards/message boards	used for highway operations	503
skid steers	various sizes with multiple attachments	96
Screens	shaker screens and sand screens	4
Water Trucks	various models and capacity	12
Total:		4225

Marine Vessels/Equipment

Equipment Type	Quantity
Inland Marine Harvester	1
Air Boat	3
Amphibious Aquatic Excavator	1
Tug Boat	14
Underwater ROV	1
Utility Boat	1
Work Boat	15
JON Boats	10
500 CRANE (120 X 54 X 10)	1
510 CRANE (100 X 52 X 9)	1
524 CRANE (250 x 64 x 12)	1
526 CRANE (293 X 80 X 19)	1
527 CRANE (176 X 75 X 13)	1
529 CRANE (250 X 64 X 12)	1
531 CRANE (420 X 98 X 25)	1
532 CRANE (300 X 90 X 19)	1
533 CRANE (310 X 100 X 20)	1
534 CRANE (111 X 45 X 11)	1
535 CRANE (250 x 64 x 12)	1
536 CRANE (250 x 64 x 12)	1
541 CRANE (200 X 60 X 12)	1
566 CRANE (140 X 70 X 12)	1
Hopper Barge (EX NYC DOS)	16
Hopper Barge (260 X 52.5 X 12)	7
Hopper Barge (200 X 40 X 17.75)	2
Hydra Sport	1
Hydraulic Driven propelled pushers	1
Pontoon Boats	9
Poseidon Barges	3
Push Boats	2
Rescue Skiff	2
Sectional Barges	28

Tab 2: Qualifications and Experience

Emergency Debris Management Services



Side Scan Sonar	2
Deck Barge	32
Deck Barge with 9' bin walls	2
Deck Barge with spuds	7
Deck Barge with steel box rails	19
Go Devil Boat	1
Total:	61

In response to Section 2.B

Technology Infrastructure

DRC tracks quality and cost through daily ticket activity. With the implementation of automated debris management technology being operated at the street level by the Debris Monitoring Firms, debris quantities, cost of project to date, and estimated quantities remaining are constantly tracked. This information is available upon request from the City daily.

In response to Section 2.H

EXPERIENCE IN SPECIALTY DEBRIS MANAGEMENT

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.

Tab 2: Qualifications and Experience

Emergency Debris Management Services



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 diminimus. 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 TDMS. Recovered HW is removed to a proper disposal site or temporarily stored in the HW disposal areas constructed within each TDMS 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.

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.

TDMS 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

Tab 2: Qualifications and Experience

Emergency Debris Management Services



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 **thirty-seven 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**

In response to Section 2.1



Tab 2: Qualifications and Experience

Emergency Debris Management Services

KEY PERSONNEL

DRC, its subcontractors, and/or personnel lists their accomplishments among memberships in several 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.

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

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

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

Tab 2: Qualifications and Experience

Emergency Debris Management Services



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.

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

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

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, FDOT Temporary Traffic Control - Intermediate Course

Sam Dancer, Field Supervisor and 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.



Tab 2: Qualifications and Experience

Emergency Debris Management Services

More recently, he was involved in: St. Charles County and the City of Bridgeton tornado debris removal (MO); Tuscaloosa (ALDOT) residential demolition of tornado-damaged residences (AL); Terrebonne Parish (LA) and St. Louis Bayou (MS) Cleanout project; City of New Orleans Strategic Demolition for Economic Recovery project (LA); East Baton Rouge Parish wind storm damage (LA); Ascension Parish, Tangipahoa Parish (LA), and Houston (TX) flood damage; project manager for Hurricane Irma Largo.

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 a TWIC card, Access to HSIN granted by the Department of Homeland Security for Louisiana, Mississippi, Texas, Alabama, and the EM Site

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 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

"The team at DRC has been most professional, engaging, and amenable to the City's needs during the initial five-year period."

— Harry Hayes Director of Solid Waste Management City of Houston

Management Support

In addition to providing for the recovery of the physical environment, DRC ES is also committed to assisting The City of Coconut Creek, the overall recovery of its citizens and their economy. As such, DRC can provide an array of services to The City of Coconut Creek that will enable both the City and the citizens the means to establish a degree of stability and normalcy.

Together with our commonly-owned affiliates, SLSCO and Callan Marine, we are able to respond immediately to disaster events and provide almost every service required to move through the complete disaster recovery timeline. We are one of the only companies in the United States that can perform these services in a streamlined manner from both the contracting and

Tab 2: Qualifications and Experience

Emergency Debris Management Services



management sides. This portfolio of companies is under the same ownership and share all resources and assets, including financial, personnel, equipment and facilities.

Rather than focusing on one single aspect of disaster relief, DRC Emergency Services and its commonly-owned affiliates – SLSCO and Callan Marine, have the ability to be involved in recovery missions from beginning to end, which can last a decade or longer. Our overall portfolio of services follows the theme “**Respond, Recover & Restore**”, each of which is a unique phase of community rehabilitation demanding distinct and focused, yet interdependent performance. Initial response, subsequent recovery and permanent restoration are all phased steps in a model that must be executed efficiently and with real-world experience in order to deliver efficient and desired results. It is rare that one single group has the capability to streamline the process and offer all these services, while giving complete attention to each phase. DRC and its family of companies is such a group and perhaps one of the only in the nation offering such extensive disaster recovery services throughout the entire process

DRC Emergency Services, LLC



DRC specializes in providing extensive disaster recovery, environmental and civil construction services throughout the country. We are recognized for providing government and private entities with rapid response solutions and facilitating the most effective immediate recovery efforts tailored to each specific disaster. Throughout our 30-year history, DRC has successfully completed over \$2 billion

in response contracts and has handled over 40 million yards of debris. We have the ability to mobilize over 4,000 pieces of equipment to any location in the United States and maintain a strong cadre of disaster and debris management and operational personnel, who are augmented by hundreds of regional and local construction partners and personnel.

SLSCO, LP



SLS specializes in disaster response, short-term and long-term housing solutions and comprehensive community rehabilitation and reconstruction. We are capable of providing both program/construction management and general contracting services. For over the past decade, SLS has been involved in the reconstruction, rehabilitation

elevation of over 22,000 homes in programs worth in excess of \$800 million. We have performed work nationwide and internationally and have served Federal clients such as FEMA and HUD, as well as numerous state, regional, county, and city governmental authorities throughout Texas, California, New York, New Jersey, Pennsylvania, Louisiana, South Carolina, South Dakota, Florida, Puerto Rico, and the U.S. Virgin Islands.

Callan Marine, LTD



Callan Marine is a highly-specialized marine construction firm capable of providing design, engineering, management, and construction services.

We provide every type of marine construction activity including debris management and removal, dredging, shoreline protection, beach re-nourishment, port/dock facility construction, marine protection mitigation improvements and wetland construction. We are recognized as one of the leading marine construction service providers on the Gulf Coast with a long list of government and private clients who continually utilize Callan Marine for comprehensive marine construction services. Throughout our history, Callan Marine has performed hundreds of projects worth over \$200 million.

Texas International Terminals



Texas International Terminals is a world-class liquid and dry bulk multi-modal facility for deep draft vessel, unit train, manifest rail, barge and trucking along the Galveston Ship Channel. TIT has the capability for liquid transfer and storage, dry bulk handling and storage – as well as layberth facilities for all vessels, including Panamax Class. As a full-service terminal operator, stevedore and material handler, Texas International Terminals links our clients with the global and domestic marketplace within a single, centrally-located facility on the United States Gulf Coast. Just three miles from the Gulf of Mexico and located in Galveston, Texas – TIT is well positioned on the Galveston Ship Channel

and the Gulf Intracoastal Waterway.

In response to Section 2.C

Communication Technology

Cellular technology has been fortified and reinforced over the past decade and recent events have proven that even if cellular telephone capability is impacted, text messaging is almost always available due to the minimal band width required. Should this technology fail, DRC has satellite radios, which can be deployed in a matter of hours.

In response to Section 2.G

Preparation of Emergency Responders

DRC maintains a cache of trained, experienced, qualified, project managers, quality assurance specialists, operations managers, and subject matter experts. Many of these have backgrounds in emergency management, law enforcement, firefighting, and public service. DRC's Director of Training works with these individuals to make sure they are constantly brought up to speed on changes in policy or FEMA guidelines and education on client specific needs.

In response to Section 2.E

Tab 2: Qualifications and Experience

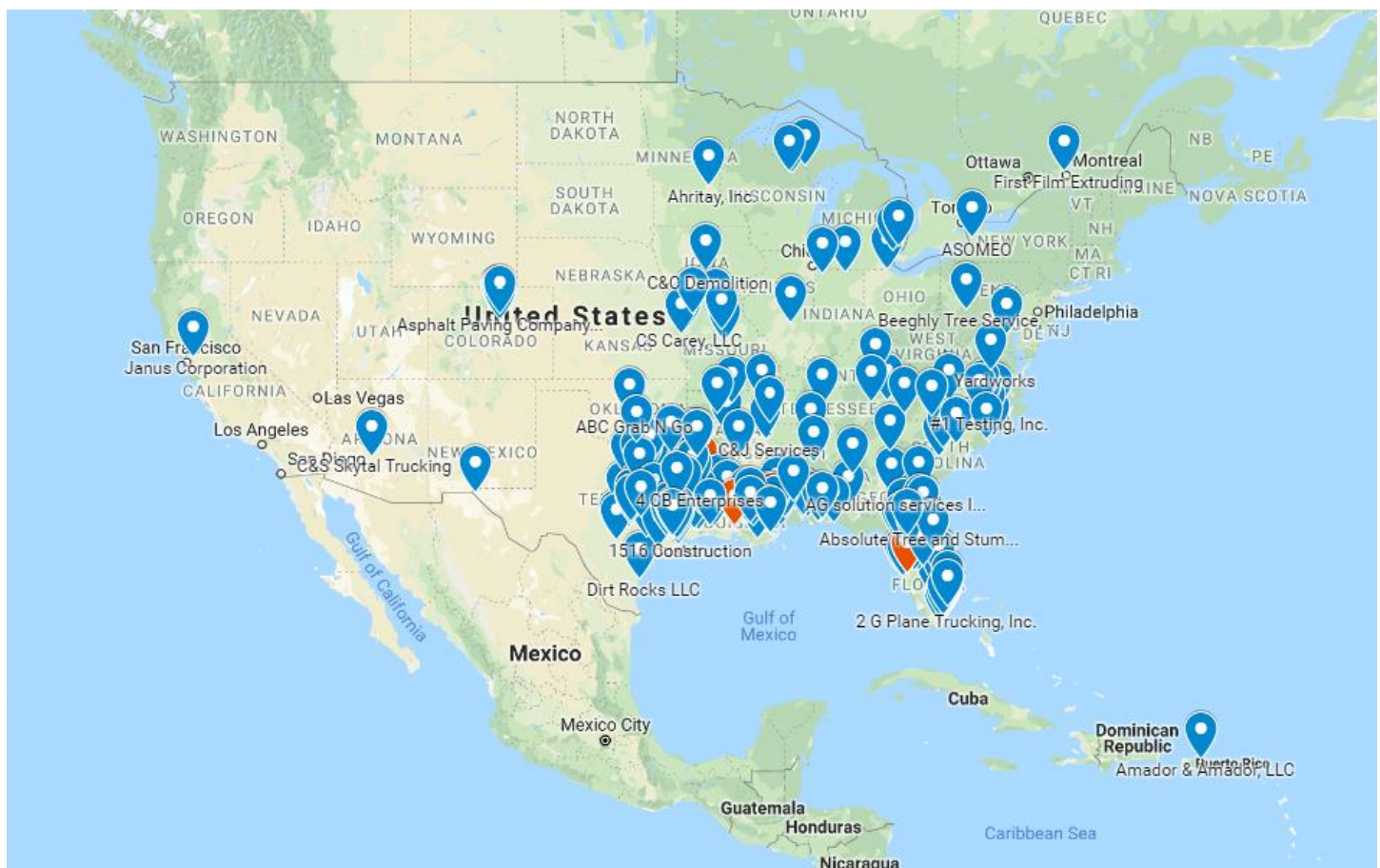
Emergency Debris Management Services



EMPLOYMENT OF LOCAL & MINORITY CONTRACTORS

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 extensively, including past performance, equipment and personnel availability, mobilization timeframes, insurance, and cost.

The use of local resources is vitally important to a successful disaster recovery operation. Because of its importance, we have developed a vast network of subcontractors (illustrated below) that are uniquely qualified and meet all operational requirements envisioned under this RFP.



In response to Section 2.D

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. DRC has assembled a cadre of thousands of subcontractors which includes SBE, MBE, WBE, HUB Zone, 8(a), and VOSB (including Service-Disabled VOSB) contractors. DRC has established procedures nationally recognized in the area of community outreach as discussed below.

Proposed Subcontractors

RPF Emergency Services, LLC
Hunter Fuzzell
2903 7th street



Tab 2: Qualifications and Experience

Emergency Debris Management Services

Tuscaloosa, AL 35401
205-345-6060

RPF Emergency Services is a turn-key subcontractor in the Emergency Services industry. Based out of Mobile, AL, RPF is ready to respond within 24 hours to any of the City of Coconut Creek needs. RPF is wholly owned by R. Hunter Fuzzell. Hunter founded the company in 2015, after spending over a decade working in various roles throughout the industry. Hunter possesses a BS – Finance and MBA from Auburn University and a Master’s of Engineering – Construction Management from the University of Alabama – Birmingham. In 2016, RPF responded to 18 contracts, the majority being simultaneous in response to Hurricane Matthew. They handled over 3.5 million cubic yards of debris, taking it “cradle to grave” from the public ROW, to the DMS, through the reduction process, and finally to final disposal. RPF continued to grow in 2017, when it managed over 20 contracts and handling in excess of 5 million cubic yards of debris

RPF owns 6 “Double” self-loaders and 2 singles. On large events, RPF partners with companies owned by immediate family members and in total they own over 20 “doubles”. RPF’s true strength lies in its vast network of subcontractors. In 2017, RPF was simultaneously managing in excess of 1300 load and haul units. Since its inception a mere 3 years ago, RPF has responded to any type of disaster in size and scope that could impact the City of Coconut Creek.

RPF has worked hundreds of contracts with DRC and serves as their primary subcontractor.

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



“ A Small Company With A Large Presence ”

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

Local S/M/WBE Resource Program

DRC reaches out to local subcontractors and small, minority and women-owned business enterprises (S/M/WBE). While DRC maintains a current, active subcontractor list, we also have experience utilizing such enterprises as:

- Governmental databases
- Local, regional and national SBE compliance departments
- Client and vendor references
- Direct mail community outreach.

Tab 2: Qualifications and Experience

Emergency Debris Management Services



Upon receipt of Notice of Award, DRC will make contact with local governments and SBE Resource offices to schedule an informational and technical assistance workshop for potential vendors and businesses. The workshops provides:

- 🌐 “hands on” technical assistance to a variety of companies
- 🌐 matches S/M/WBE contractors with other companies in order to strengthen their competitive position

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 (888-721-4DRC) for interested individuals and companies requiring bi-lingual assistance. Subcontractors can also log onto 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 being offered 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:

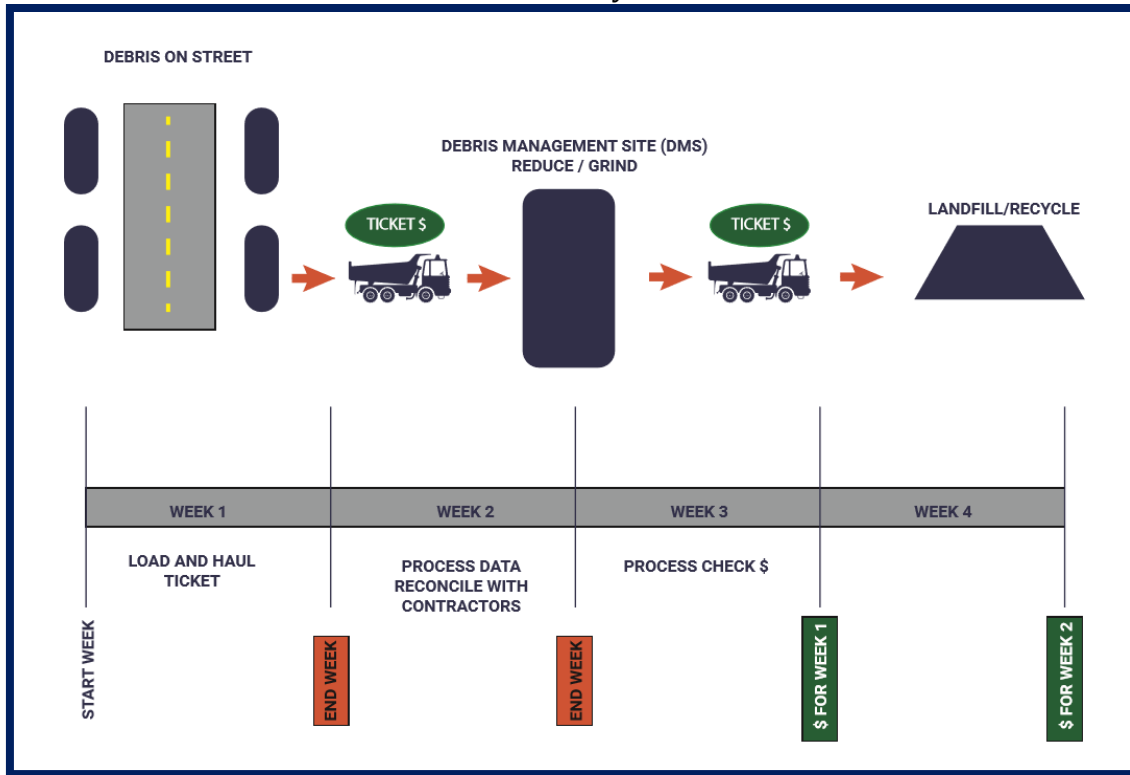
- 🌐 Compliance with all DRC safety plans.
- 🌐 Ability to meet liability and automobile insurance requirements (these may vary from contract to contract).
- 🌐 Compliance with governmental employment regulations, unemployment compensation and workman’s compensation laws.
- 🌐 Completion of a subcontracting 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 with the assistance of local resources is a core mission of DRC. As such, DRC will continue to maintain a comprehensive list of qualified subcontractors ready for deployment.

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.

Subcontractor Payable Chart



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 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. In addition, we believe work force diversity may provide 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.

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.

- 🌐 DRC has responded to scores of major disaster events in the Southeastern United States
- 🌐 DRC has assisted cities along the East Coast responding to hurricanes and other natural disasters
- 🌐 DRC maintains and fulfills preposition and disaster management contracts with numerous cities and counties similar to the City of Coconut Creek, Florida.
- 🌐 DRC routinely and successfully completes contract after contract exactly like the one set forth in this RFP from the initial mobilization and emergency push right through to the final closeout.
- 🌐 DRC personnel have decades of experience serving metropolitan and rural areas in the wake of natural and man-made disasters.
- 🌐 DRC personnel are well-versed and experienced in tracking, monitoring, and documenting debris disposal to satisfy FEMA and any other government requirements for reimbursement.
- 🌐 DRC has extensive experience in clearing, hauling, handling, and disposing of any kind of debris, including vegetative, construction and demolition, white goods and metals, stumps, and hazardous.
- 🌐 DRC has extensive experience in clearing, hauling, handling, and disposing debris from any kind of environment including interstates, roadways, right of ways, private property (right of entry), beaches, and marine.
- 🌐 DRC will examine debris to determine eligibility, then load, haul and dump the eligible debris at an approved dumpsite or landfill. (Ineligible debris will not be loaded, hauled, or dumped under this contract)
- 🌐 DRC has considerable experience in working with local, state, and federal government disaster response agencies including the Federal Emergency Management Agency, the Federal Highway Administration, and the U.S. Army Corps of Engineers.
- 🌐 DRC has successfully managed the response to every type of natural disaster scenario from tornadoes and ice storms to the strongest hurricanes on meteorological record.
- 🌐 DRC has a strong record of encouraging and facilitating local and minority subcontractor participation through our Bid Resource Program.
- 🌐 DRC has extensive experience managing debris staging and reduction sites (TDSRS) of every size and type with utmost sensitivity to accurate monitoring of debris collection, to local requirements, concerns, and regulations, and to all federal and environmental standards.
- 🌐 DRC has the personnel, equipment, and resources to mobilize response forces immediately upon a Notice to Proceed, if applicable even prior to a predicted disaster event, and to have crews in operation within 24 hours or less.
- 🌐 Equipment will be in good working condition, and if equipment becomes inoperable, it will be repaired within 8 hours or replaced with similar equipment within 1 day. (Only rubber-tired equipment will be used in the performance of loading and hauling debris)
- 🌐 DRC has the resources and demonstrated ability to perform, complete, and close out the response to a disaster event of any scale, including the most catastrophic disasters.



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

PROMINENT CERTIFICATIONS

- FEMA IS-100.b Introduction to Incident Command System, ICS-100
- FEMA IS-100.pwb Introduction to the Incident Command System
- FEMA IS-200.b ICS for Single Resources and Initial Action Incident

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



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
FDOT Temporary Traffic Control - Intermediate Course

NOTABLE PROJECTS

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

Hurricane Charley – 2004

Hurricane Jeanne - 2004

Hurricane Frances – 2004

Hurricane Mitch – 1998

Hurricane Alberto – 1994

Georgia Floods from Alberto - 1994

Hurricane Andrew - 1992

Hurricane Hugo - 1989

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	Midwestern Tornado Outbreak – 2013
Hurricane Harvey – 2017	Super Storm Sandy – 2012
Louisiana Severe Storms and Flooding (DR-4277) – 2016	Hurricane Isaac – 2012
Houston, TX Flood -2015	Hurricane Irene – 2011
Winter Storm Pax – 2014	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	Winter Storm Pax – 2014
Hurricane Irma – 2017	Midwestern Tornado Outbreak – 2013
Hurricane Harvey – 2017	Super Storm Sandy – 2012
Hurricane Matthew -2016	Hurricane Isaac – 2012
Louisiana Severe Storms and Flooding (DR-4277) – 2016	Hurricane Irene – 2011
Winter Storm Jonas – 2015	BP Oil Spill – 2010
Houston, TX Flood -2015	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

AVAILABILITY OF FIRM'S RESOURCES

Availability of Key Personnel

For the past 29 years, the DRC team has responded to major natural or man-made disasters occurring within the continental United States and its territories, in theatres of U.S.-led troop operations, and in Central America. The DRC personnel are trained, motivated and available for immediate deployment in an emergency response. All assigned personnel will be available to the City as needed. Personnel are N.I.M.S-certified and/or have specialized training in safety and asbestos management and are equipped with utility vehicles, digital, handheld, multi-state, two-way radios, cellular communications, and handheld computers. DRC personnel will have the experience and/or training to respond **immediately** to disasters and are provided with a DRC ES supervisor handbook including required reports and forms for successful disaster response and management thereof.

“DRC’s knowledge base, experience, and ability to make experts available in the field were instrumental in the successful completion of this work.”

– Donald G. Donaldson, P.E.,
Engineering Director/County

Regional Managers are assigned to specific geographic locations throughout the United States to assist, monitor and lead the project teams in response to emergency situations. Regional Managers from one region may be assigned to support other Regional Managers as needed and all Regional Managers may be mobilized to one location to support emergency situations. Regional Manager for the City of Coconut Creek is Jay Gunter who is capable of responding to the needs of the City 24 hours a day, 7 days a week.

Available Equipment

DRC has the most expansive collection of rolling stock and equipment in the disaster services industry. The company has 2,568 trucks and 1,657 pieces of support equipment, either owned or under agreement, available for immediate use. As part of the company’s Corporate Mobilization Plan, a monthly inventory of available equipment is performed, recorded, and readily available. DRC has actively demonstrated the ability to quickly amass and mobilize significant quantities of equipment. Most recently, during the 2017 hurricane season, we operated in excess of 2,000 pieces of equipment while simultaneously responding to Hurricanes Irma, Michael, and Maria.

Equipment List

DRC Emergency Services Asset List		
Equipment Type	Description	Quantity
Bucket Trucks	various models with booms	110
Chip Trailers	various models and horse-power	14
Chip Vans	receptacle vehicles	2
Dump Trucks	various models with dual and tri axles	353
End Dump Trailers	various models and capacity	298
Flat Bed Semis	various models for equipment movement	6
Flat Beds	53' equipment trailers	20
Fuel Trucks	multiple model and gallon capacity	46
Low Boys	equipment movement trailers	53
Pickups	half and three quarter ton of various make and model	45

Tab 3: Resources and Availability

Emergency Debris Management Services



Roll Off Trucks	primarily Galbreath 60,000 pound hoist on various makes	82
Rolls Off Containers	20, 30 and 40 cubic yard containers	337
Self Loaders	various makes with buckets ranging from 2-10 cubic yards	343
Semi Dumps	various makes and models with various capacity	240
Semi Tractors	various makes	232
Service Trucks	fully stocked road ready service vehicles	79
Slingers	various models	5
Straight Trucks	various makes and models	8
Sweepers	various models used for DMS operation	3
Tankers	various models	125
Tractor /Trailers Combos	various models	29
Tractors	various makes and models	43
Trailers	25 foot travel trailer	1
Utility Trailers	15 and 20 foot utility trailers	2
Vacuum Trailer	various makes	30
Vacuum Trucks (Wet)	various makes for	13
Walking Floors	48 ft automated trailers	46
Water Trucks	various capacity used for DMS operation	3
Attachments - various	buckets, hoists, slings etc.	157
Back Hoes	various models and capacity	40
Bobcats	skid-steer with multiple attachments	53
Bull Dozers	various makes and sizes	45
Conveyors	used for material movement	2
Crushers	metal compaction and volume reduction	24
Excavator	various makes and models	164
Feller Buncher	various makes and models used for clearing projects	27
Front End Loaders	various makes, models and bucket capacity	127
Generators	various	41
Grinders	horizontal and tub grinders	36
Jarraf Tree Trimmers	high capacity trimming equipment	3
Jersey Barriers	used for highway projects and within DMS	200
Light Plants	various used for nite operation	100
Material Handlers (Tele Boom)	loading equipment	3
Mobile Kitchens	various models	13
Off Road Dumps	Volvo high capacity	2
Pumps	various sizes	5
Safety Signs, Cones and PPE/arrow boards/message boards	used for highway operations	503
skid steers	various sizes with multiple attachments	96

Tab 3: Resources and Availability

Emergency Debris Management Services

Screens	shaker screens and sand screens	4
Water Trucks	various models and capacity	12
Total:		4225
Marine Vessels/Equipment		
Equipment Type		Quantity
Inland Marine Harvester		1
Air Boat		3
Amphibious Aquatic Excavator		1
Tug Boat		14
Underwater ROV		1
Utility Boat		1
Work Boat		15
JON Boats		10
500 CRANE (120 X 54 X 10)		1
510 CRANE (100 X 52 X 9)		1
524 CRANE (250 x 64 x 12)		1
526 CRANE (293 X 80 X 19)		1
527 CRANE (176 X 75 X 13)		1
529 CRANE (250 X 64 X 12)		1
531 CRANE (420 X 98 X 25)		1
532 CRANE (300 X 90 X 19)		1
533 CRANE (310 X 100 X 20)		1
534 CRANE (111 X 45 X 11)		1
535 CRANE (250 x 64 x 12)		1
536 CRANE (250 x 64 x 12)		1
541 CRANE (200 X 60 X 12)		1
566 CRANE (140 X 70 X 12)		1
Hopper Barge (EX NYC DOS)		16
Hopper Barge (260 X 52.5 X 12)		7
Hopper Barge (200 X 40 X 17.75)		2
Hydra Sport		1
Hydraulic Driven propelled pushers		1
Pontoon Boats		9
Poseidon Barges		3
Push Boats		2
Rescue Skiff		2
Sectional Barges		28
Side Scan Sonar		2
Deck Barge		32
Deck Barge with 9' bin walls		2

Tab 3: Resources and Availability

Emergency Debris Management Services



Deck Barge with spuds	7
Deck Barge with steel box rails	19
Go Devil Boat	1
Total:	61

Ability to Manage Multiple Contracts

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 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.

In response to Section 3.B and 3.C

Tab 3: Resources and Availability

Emergency Debris Management Services



PROPOSER'S CURRENT AND FUTURE WORKLOAD

Current Workload

CONTRACTING AGENCY	PROJECT DESCRIPTION	% COMPLETE	END DATE	PERSONNEL ASSIGNED
City of New Orleans, LA	Strategic Demolitions for Economic Recovery	90%	TBD ongoing	Sam Dancer
City of Houston, TX	Debris Removal - Hurricane Harvey (DR-4332)	95%	TBD ongoing	Clif Kennedy
Port Aransas, TX	Debris Removal - Hurricane Harvey (DR-4332)	95%	TBD ongoing	Shawn Meeks
Department of Transportation and Public Works, Puerto Rico (North)	Debris Removal - Hurricane Maria (DR-4339)	90%	TBD ongoing	Joe Newman
Pender County, NC	Debris Removal - Hurricane Florence (DR-4393)	90%	TBD ongoing	Tony Swain
Wilmington, NC	Debris Removal - Hurricane Florence (DR-4393)	80%	TBD ongoing	Jew Newman
Surf City, NC	Debris Removal - Hurricane Florence (DR-4393)	90%	TBD ongoing	Tony Swain
Topsail Beach, NC	Debris Removal - Hurricane Florence (DR-4393)	90%	TBD ongoing	Tony Swain
Holmes County, FL	Debris Removal - Hurricane Michael (DR-4399)	80%	TBD ongoing	Charles Kraft
Jackson county, FL	Debris Removal - Hurricane Michael (DR-4399)	85%	TBD ongoing	Mark Bush
FDOT 3518 Region 3	Debris Removal - Hurricane Michael (DR-4399)	70%	TBD ongoing	Joe Newman, Steve Crawford, Lynn Longley, Jay Gunter
FDOT 3517 Region 2	Debris Removal - Hurricane Michael (DR-4399)	70%	TBD ongoing	Joe Newman, Steve Crawford, Lynn Longley, Jay Gunter

In response to Section 3.B

Future Workload

State of Florida			
Angler's Club Homeowners Association	Gulfport Hernando County Hialeah	Miami-Dade Public Schools Milton Monroe County (2)	Port Orange Port St. Lucie Redington Beach

Tab 3: Resources and Availability

Emergency Debris Management Services

Angler's Homeowners Association	Holmes County	New Smyrna Beach	Santa Rosa County
Atlantic Beach (City of)	Indian Creek Village	North Lauderdale	Santa Rosa County School District
Bay County	Indian Rocks Beach	North Miami	Sarasota (City of)
Belleair Beach	Indiantown	Ocala	Seminole Tribe of FL
Broward County (2)	Inverness	Ocean Reef Club, Inc	Sewall's Point (2)
Cape Coral	Jackson County	Ocean Reef Community Association	South Daytona
Charlotte County (2)	Jupiter Island (2)	Ocean Ridge (Town of)	South Florida Water Management District
Charlotte County School District	Key Colony Beach	Orange City	South Miami
Citrus County	Lake Worth	Orlando	South Pasadena
Coconut Creek (2)	Largo	Ormond Beach	St. Augustine
Daytona Beach	Lauderdale Lakes	Osceola School District	St. Lucie County (2)
Debarry	Lee County (3)	Oviedo	Stuart (City of)
Deland	Leon County	Palm Beach County School District	Surfside
Doral	Lighthouse Point	Palm Beach County Solid Waste Authority	Sunny Isles Beach
Dunedin	Manatee County	Palm Beach (town of)	Tallahassee
Edgewater	Marathon	Palm Beach Gardens (2)	Tampa
Escambia County	Mary Esther	Palm Springs (Village of)	Temple Terrace
FDOT District 2	Martin County	Pembroke Pines	Treasure Island
FDOT District 3	Marion County	Pinellas County	Vero Beach
FDOT District 5	Miami	Polk County	Volusia
FDOT District 7	Miami-Dade County – Debris Removal	Polk County School Board	Washington County
Ferdinana Beach	Miami-Dade County- Hauling & Disposal	Pompano Beach	Weston
Fort Lauderdale	Miami-Dade County – TDSRS		Wellington
Fort Walton Beach			
Fort Myers (4)			

In response to Section 3.C

Tab 3: Resources and Availability

Emergency Debris Management Services

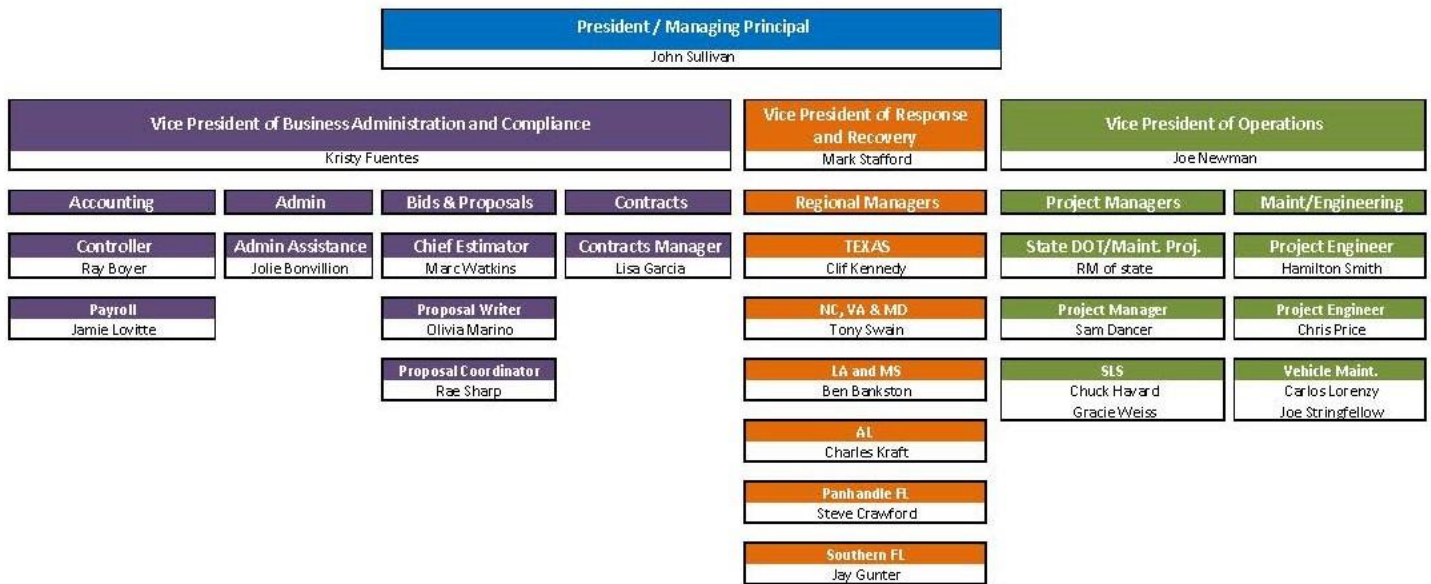


MANAGEMENT PLAN

Staffing Configuration

DRC Emergency Services, LLC

Organizational Chart



Commitment to Compliance & Ethical Business Conduct

DRC strives to provide the most dependable, honest, customer-centric service in the industry while upholding the highest standards of ethical conduct and compliance at all times. To better ensure our continued compliance with all laws, rules, and regulations, DRC’s senior management has established a formal code of business conduct that all contractors and individuals are expected to adhere to.

Kristy Fuentes, DRC’s Vice President of Compliance and Administration, oversees the Corporate Compliance Program. Her responsibilities include:

- 🌐 Evaluating internal and external compliance issues/concerns relating to DRC’s interaction with customers
- 🌐 Ensuring that our management, employees, and customers are in compliance
- 🌐 Serving to form a valuable line of communication between the company and customers
- 🌐 Acting as a conduit to the President by monitoring and reporting results of the ethics practices of the company
- 🌐 Providing guidance to the senior management team



Ms. Fuentes is authorized to implement all necessary actions to insure achievement of the objectives of an effective compliance program.

DRC's Core Values

Be Honest
Work Hard
Be Accountable
Show Courtesy and Respect
Be Prepared
Protect Privacy

Application of Core Values

DRC is committed to upholding our core values in all aspects of business and conduct. We expect all personnel to apply these values:

- 🌐 To our **customers** we place highest priority on our response time to a disaster, our effectiveness, and the quality of our service and solutions.
- 🌐 To our fellow **employees** we look out for their welfare, safety and health. We promote an environment that encourages new ideas, enjoyment of work, and equal opportunity for advancement.
- 🌐 To our **suppliers and subcontractors**, we are fair and professional, honoring our commitments to business partners who hold our same values.

Safety Procedures

Through careful planning, rigorous attention to training and safety procedures, DRC ensures the health and safety for both personnel and the general public. DRC's Corporate Safety Plan includes basic policies, an accident prevention plan and a substance abuse policy.

Key safety plan components include:

1. Providing all personnel with 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. Continuous instruction/monitoring of each contractor, subcontractor, supplier and employee in the safe operation of their work;
3. A reward system for consistent safe operation and performance.

"Your attention to safety is to be commended."

Cynthia Halsey, Environmental Services, Okaloosa County, Florida

This organization's safety goals are to provide and maintain safe work environments and establish procedures which will:

- 🌐 Safeguard public, government personnel, and property
- 🌐 Provide a safe work environment for employees and subcontractors
- 🌐 Avoid interruptions to operations and delays involving project completion
- 🌐 Increase morale
- 🌐 Enhance cost measures through safe practices

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

Employee Performance and Training

As one of the leading disaster response companies in the United States, DRC has developed one of the most comprehensive employee training modules in the industry. Every staff member is continuously trained in:

- 🌐 Online FEMA doctrine
- 🌐 Safety performance and practice
- 🌐 Certifications relative to individual disciplines

Tab 3: Resources and Availability

Emergency Debris Management Services



All personnel records (management, supervisors, foremen and laborers) are reviewed prior to deployment to ensure all personnel have current documentation of training and certification relative to their job assignment. DRC's personnel, subcontractors, associates and reservist receive specialized training in emergency management and are encouraged to further their education and training by attending industry seminars and conferences. Additionally, DRC Emergency Services, LLC is a founding member of DRCA (the industry's trade organization). Through this membership, DRC helps shape policy and legislation for jurisdictions in their efforts to recover from disasters both physically and fiscally. Our additional memberships in other professional organizations (NEMA, APWA and SWANA), provides us with recent industry knowledge necessary to support our client base.

Drug Free Workplace Program

It is the goal of DRC to maintain a drug-free workplace in accordance with the Drug-Free Workplace Act of 1988. DRC has adopted the following policies on a case-by-case basis:

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 her/his supervisor, the Managing Director, or Vice President in writing and within five (5) days of the violation 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 & Educational Services







“Through weekly project meetings, I became increasingly familiar with the organization’s natural abilities and orderly work ethic. As the cleanup effort progressed, I realized that this company’s staff was a perfect fit for working with subcontractors and property owners.”

— Leo T. Lucchesi Director of Public Works Washington Parish Government

DRC Emergency Services, LLC can help local government prepare for almost any contingency with confidence. Our staff is trained to aid local governments with comprehensive planning and support. **We are committed to helping our clients understand the principals of Emergency Management** and have had overwhelming success providing training programs and pre-event planning workshops.

Our personnel are always available to provide the City of Coconut Creek with planning and training exercise. DRC will provide regular training and feedback sessions annually or on a more frequent basis to City as a service at no additional cost.

Typical workshops include:

-  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 jurisdictions by inviting neighboring communities to a combined training session.

In response to Sections 3.A

FINANCIAL STRENGTH & STABILITY

DRC is one of the most **financially sound and stable companies** in the disaster response industry. With a **bonding capacity of over \$1 billion** and access to dedicated cash and credit lines in **excess of \$200 million**, DRC has the ability to manage and complete multiple projects simultaneously without being hindered by a lack of operating capital. During high storm 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), a 24-year-old family owned and capitalized company specializing in disaster response, recovery, and restoration. Prior to the acquisition of DRC, SLS had never failed to meet a financial obligation. 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.

- 🌐 The 2018 hurricane season brought several storms, most notably Hurricanes Florence and Michael. With only two weeks of reprieve between each storm, DRC mobilized in Florida, North Carolina, Virginia and Georgia simultaneously.
- 🌐 Three major hurricanes hit continental North America in 2017, Hurricanes Harvey, Irma, and Maria, consecutively. DRC managed a total of 53 projects simultaneously in the months that followed these disasters, totaling to \$207 million and 6 million cubic yards.
- 🌐 2016 brought several severe flooding events, primarily in Texas and Louisiana. Additionally, Hurricanes Hermine and Mathew wreaked havoc on Florida and the East Coast. DRC was activated in 30 total jurisdictions, DRC picked up a total of 4 million cubic yards of debris, totaling to an estimated amount of \$64.7 million contract value.
- 🌐 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 million.
- 🌐 In 2005-2006, DRC mobilized, performed and completed a contract valued at over \$100 million for the Louisiana Department of Transportation and Development in response to Hurricane Katrina, while still performing other projects across the United States.

DRC has never failed to complete any awarded work, defaulted on a contract, or 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
(Please see attached letter)

Surety

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

Insurance

McGriff, Seibels & Williams
Rob Harrison
818 Town & Country Blvd.
Suite 500
Houston, TX 77024
(713) 940-6544
Rob.harrison@mcgriff.com
(Please see sample insurance certificate attached in Tab 5)



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.

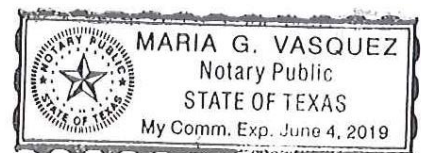
Sincerely,

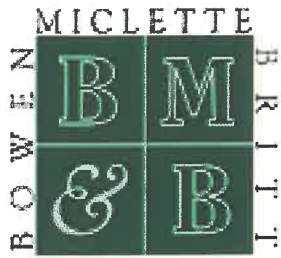
Bennett Douglas
EVP – Regional Group Manager
IberiaBank

STATE OF TEXAS
COUNTY OF HARRIS

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

- Maria Vasquez





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

October 11, 2018

DRC Emergency Services, LLC
6702 Broadway
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 \$150,000,000 as long as these projects fit within a \$300,000,000 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

David T. Miclette
Senior Vice President

DT/rg



Tab 4: References and Past Performance

Emergency Debris Management Services

6 YEAR PAST PERFORMANCE

In the Dade, Broward and Palm Beach county regions, DRC has approximately 20 contracts for debris removal services. DRC has approximately 233 contracts in the Southeast United States. DRC maintains a database of key subcontractors who work only as subcontractors and therefore do not have contractual commitments of their own. DRC's subcontractor reach is nationwide and in the case of a large scale event, DRC has access to thousands of hauling containers and pieces of specialty equipment.

Please see DRC's activations for the past 6 years below. All work performed in the State of Florida is highlighted.

In response to Sections 4.B and 4.C

Do we want to include this blurb still?? It was in our last submittal.

2018	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
November	Sampson County	Hurricane Florence (DR-4393) – Disaster Debris Removal Services	\$23,484.79
October	Jones County	Hurricane Florence (DR-4393)	\$209,953.44
October	GDOT-Colquitt	Hurricane Michael (DR-4399)	Work In Progress
October	FDOT Region 3 Bay and Calhoun Counties	Hurricane Michael (DR-4399)	Work In Progress
October	FDOT Region 2 Gulf, Liberty, Franklin, Gadsden, Wakulla, Leon, and Jefferson Counties	Hurricane Michael (DR-4399)	Work In Progress
October	Southport, NC	Hurricane Florence (DR-4393)	\$467,856.46
October	Greene County, NC	Hurricane Florence (DR-4393)	\$12,779.24
October	Jackson County, FL	Hurricane Michael (DR-4399)	Work In Progress
October	Holmes County, FL	Hurricane Michael (DR-4399)	Work In Progress
October	Pamlico County, NC	Hurricane Florence Veg Disposal (DR-4393)	Work In Progress
September	Carolina Beach, NC	Hurricane Florence Sand Debris Removal	\$19,158.60
September	Jasper, SC	On Call Tree Trimming and Removal	Work In Progress
September	Topsail Beach, NC	Hurricane Florence (DR-4393)	Work In Progress
September	Surf City, NC	Hurricane Florence (DR-4393)	Work In Progress
September	Pine Knoll Shores	Hurricane Florence (DR-4393)	\$926,151.47
September	Burgaw, NC	Hurricane Florence (DR-4393)	Work In Progress
September	Havelock, NC	Hurricane Florence (DR-4393)	\$1,193,356.81
September	Wilmington, NC	Hurricane Florence (DR-4393)	Work In Progress
September	Pender County, NC	Hurricane Florence (DR-4393)	Work In Progress

Tab 4: References and Past Performance

Emergency Debris Management Services



June	Pinellas County, FL	Red Tide-Fish Kill	Est. \$6,500,000
May	Port of Corpus Christi Authority (POCCA)	Marine Debris Removal Services	Est. \$300,000
March	ACCA-Jacksonville	Severe Thunderstorms and Dangerously High Winds (DR-4362)	\$3,889,408.12
March	Jacinto City, TX	Debris Removal from Temporary Site	\$80,000.00
March	ACCA-Calhoun County	Severe Thunderstorms and Dangerously High Winds (DR-4362)	\$882,966.84
March	ACCA-St. Clair County	Severe Thunderstorms and Dangerously High Winds (DR-4362)	\$237,601.18
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)	\$5,060,786.86
October	North Miami Beach, FL	Debris Management and Reduction - Hurricane Irma (DR-4337)	\$2,383,018.23
October	Monroe County, FL	Debris Removal - Hurricane Irma (DR-4337)	\$11,648,125.84
September	Florida Department of Environmental Protection	Marine Debris Removal - Hurricane Irma (DR-4337)	\$416,444.79
September	Brunswick, GA	Debris Removal - Hurricane Irma (DR-4338)	\$642,298.98
September	Orlando, FL	Debris Removal - Hurricane Irma (DR-4337)	\$570,879.96
September	Piney Point Village, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$ 30,010.87
September	Debary, FL	Debris Removal - Hurricane Irma (DR-4337)	\$ 1,073,891.11
September	Inverness, FL	Debris Removal - Hurricane Irma (DR-4337)	\$97,056.16
September	Indian Creek Village, FL	Debris Removal - Hurricane Irma (DR-4337)	\$142,821.03
September	Bellaire, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$ 1,279,672.03
September	Daytona Beach, FL	Debris Removal - Hurricane Irma (DR-4337)	\$923,524.92
September	Surfside, FL	Debris Removal - Hurricane Irma (DR-4337)	\$103,132.63
September	Orange City, FL	Debris Removal - Hurricane Irma (DR-4337)	\$478,643.62
September	St. Augustine, FL	Debris Removal - Hurricane Irma (DR-4337)	\$469,540.11
September	DeLand, FL	Debris Removal - Hurricane Irma (DR-4337)	\$1,190,026.81
September	Waller County, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$31,010.87
September	Doral, FL	Debris Removal - Hurricane Irma (DR-4337)	\$41,121.84
September	Cutler Bay, FL	Emergency Cut & Toss - Hurricane Irma (DR-4337)	\$ 98,530
September	Fernandina Beach, FL	Debris Removal - Hurricane Irma (DR-4337)	\$835,621.90
September	Coconut Creek, FL	Debris Removal - Hurricane Irma (DR-4337)	\$1,273,788.48



Tab 4: References and Past Performance

Emergency Debris Management Services

September	Largo, FL	Debris Removal - Hurricane Irma (DR-4337)	\$715,802.20
September	Fort Lauderdale, FL	Debris Removal - Hurricane Irma (DR-4337)	\$8,196,643.97
September	Citrus County, FL	Debris Removal - Hurricane Irma (DR-4337)	\$1,648,345.56
September	North Miami, FL	Debris Removal - Hurricane Irma (DR-4337)	\$2,383,018.23
September	Miami, FL	Debris Removal - Hurricane Irma (DR-4337)	\$9,851,246.94
September	FDOT – District 2	Emergency Cut & Toss - Hurricane Irma (DR-4337)	\$563,069.00
September	Coconut Creek, FL	Food Activation - Hurricane Irma (DR-4337)	\$16,839.99
September	Palm Beach Gardens, FL	Food Activation - Hurricane Irma (DR-4337)	\$55,125.00
September	Taylor Lake Village, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$17,246.1
September	Humble, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$173,411.09
August	Cities of Port Neches, Nederland and Groves, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$1,062,849.32
August	Port Arthur, TX	Emergency Supplies - Hurricane Harvey (DR-4332)	Est. \$300,000
August	Harris County, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$33,677,520.71
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)	\$400,000
August	Jefferson County, TX	Emergency Supplies and Debris Removal - Hurricane Harvey (DR-4332)	\$5,027,062.72
August	City of Port Aransas, TX	Debris Removal - Hurricane Harvey (DR-4332)	Est. \$15,000,000
August	City of Aransas Pass, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$7,595,915.65
August	City of Pasadena, TX	Food Services - Hurricane Harvey (DR-4332)	\$20,000
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

Tab 4: References and Past Performance

Emergency Debris Management Services



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 Debarry, 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



Tab 4: References and Past Performance

Emergency Debris Management Services

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

No job was sought after as a Joint Venture and worked as the primary contractor.

In response to Section 4 and 4.E

Tab 4: References and Past Performance

Emergency Debris Management Services



Completed Services

Two contract completion dates from two similar projects:

- 🌐 City of Orlando, Florida (Debris Removal)—10/2/2017-1/12/2018
 - Population: 280,257
- 🌐 Harris County, Texas (Debris Removal)—9/4/2017-2/1/2018
 - Population: 4.653 million

In response to Section 4.D

REFERENCES

OWNER & TIMELINE	DESCRIPTION OF WORK	CONTRACT VALUE	CUBIC YARDS	POINT OF CONTACT
Miami, FL September 2017 – Present	Debris Removal Hurricane Irma (DR-4337)	\$9,851,246.94	Estimated 314,000	Mario Nunez, <i>Director</i> Mfnunez@miamigov.com Phone: (305) 960-2804 Fax: (305) 960-2850 1290 NW 20 th Street Miami, FL 33142
City of Daytona Beach, FL October 2016 – December 2016	Disaster Debris Removal and Disposal Hurricane Matthew (DR-4283)	\$3,861,220.75	310,124	David Waller, <i>Deputy Director of Public Works</i> Phone: (386) 671-8681 Wallerd@codb.us 950 Bellevue Avenue Daytona Beach, FL 32114
City of DeLand, FL October 2016 – November 2016	Disaster Debris Removal and Disposal Hurricane Matthew (DR-4283)	\$505,777.85	39,445	Demetris Pressley, <i>Public Works Director</i> Phone: (386) 626-7194 Fax: (386) 736-5366 Pressleyd@deland.org 1102 South Garfield Avenue DeLand, FL 32724
Leon County, FL September 2016 – October 2016	Disaster Debris Removal Services Hurricane Hermine (DR-4280)	\$1,591,250.93	14,175.25	Tony Park, <i>P.E., Director</i> Phone: (850) 606-1500 Fax: (850) 606-1501 Parkt@leoncountyfl.gov 2280 Miccosukee Road Tallahassee, FL 32308
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



Tab 4: References and Past Performance

Emergency Debris Management Services

In response to Section 4.H

Monitoring References

MONITORING FIRM	POINT OF CONTACT
True North	Kingsley McCallum <i>Debris Data Specialist</i> Phone: (817) 870-2422 Kmccallum@truenorthem.com 2501 Avenue J, Suite 120, Arlington, TX
Thompson Consulting Services	Jon Hoyle <i>President</i> Phone: (407) 792-0018 Jhoyle@thompsoncs.net 1135 Townpark Avenue, #2101, Lake Mary, FL 32746
Witt/O'Briens	Kevan Parker <i>Senior Project Manager</i> Phone: (850) 877-6700 Kparker@wittobriens.com 1882 Capital Circle NE, Unit 205, Tallahassee, FL 33208
Tetra Tech	Oliver Yao <i>Deputy Director, Post Disaster Programs</i> Phone: (321) 441-8507 Oliver.yao@tertatech.com 3475 E. Foothill Boulevard, Pasadena, CA 91107

In response to Section 4.A

Tab 4: References and Past Performance

Emergency Debris Management Services



LITIGATION

DRC Emergency Services, LLC Pending Matters

Active Pending Matters:

Hershewe v. DRC Emergency Servs., No. 17-181, Jasper County, MO Cir. Court.
Contreras v. v. Terrence, et al, #18-3519, 134th JDC, Dallas County, TX
Hernandez v. Cruz, No. c-3445-17-F, 332rd JDC Hidalgo County, TX
Hills v. Tap Out, et al, No. 18-627, 16th JDC Monroe County, Florida
IceX Systems Management, LLC v. DRC Emer. Servs., USDC W.D. LA No. 18-1295
Yester Avila, et al. vs. SLSCO, Ltd., et al., No.18-cv-00426, USDC SDTX.

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.

Most of the cases below are subject to dismissal based on the U.S. District Court's February 2016 ruling. 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.
Frellich 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.



Tab 4: References and Past Performance

Emergency Debris Management Services

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.

DRC has no judgement from lawsuits in the last three (3) years involving corporation, partnership or individuals.

In response to Section 4.F and 4.G

Please see the following documents attached:

- 🌐 Proposal Requirement Checklist
- 🌐 Proposer Information
- 🌐 Addendum 1
- 🌐 Addendum 2
- 🌐 Proposal Confirmation
- 🌐 Indemnification Clause
- 🌐 Non-Collusive Affidavit
- 🌐 Proposer's Qualification Statement
- 🌐 Acknowledgement Proposer's Qualification Statement
- 🌐 3 Year Pending Litigation
- 🌐 Drug-Free Workplace Form
- 🌐 Sworn Statement on Public Entity Crimes
- 🌐 Exceptions to the RFP
- 🌐 Scrutinized Company Certification
- 🌐 Insurance Certificate
- 🌐 Florida State Contractor's License
- 🌐 Florida Secretary of State Certificate
- 🌐 SunBiz Registration

SECTION IV REQUIRED DOCUMENTS

Proposal Requirements Checklist

Proposer has completed the required documents listed in the checklist below. The required documents shall be executed, notarized (if applicable), and submitted as a condition to this Request for Proposals.

Proposer shall electronically submit all required documents and any other pertinent information electronically through the eBid System.

Required Documents	Yes	No
Proposer Information	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Proposal Confirmation	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Indemnification Clause	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Non-Collusive Affidavit	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Proposer's Qualification Statement	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Acknowledgement Proposer's Qualification Statement	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Drug-Free Workplace Form	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sworn Statement on Public Entity Crimes	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Exceptions to the RFP	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Scrutinized Company Certification	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Scope of Services Proposed: (1) Operational Plan for the City (2) Qualifications and Experience (3) Resources and Availability (4) References and Past Performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Submitted Pricing through the eBid System "Line Items" Tab	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Certificate of Insurance	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business Tax Receipt	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Copies of Valid Licenses	<input checked="" type="checkbox"/>	<input type="checkbox"/>

PROPOSER INFORMATION

Communications concerning this proposal shall be addressed to:

Company Name: DRC Emergency Services, LLC
 Social Security/Federal Tax I.D. No.: 63-1283729
 Proposer's Name (Print): Kristy Fuentes Title: VP/ Secretary/ Treasurer
 Address: 110 Veterans Boulevard,
Suite 515
 City/State/Zip: Metairie, LA 70005
 Phone: (888) 721-4372 Fax: (504) 482-2852
 Email: Kfuentes@drcusa.com

ACKNOWLEDGEMENT OF ADDENDA

Instructions: Complete Part I or Part II, Whichever Applies

Part I:

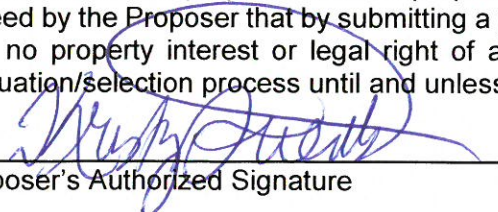
Proposer has examined copies of all the Contract Documents and of the following Addenda (receipt of all which is hereby acknowledged).

Addendum No: <u>1</u>	Dated: <u>3/12/19</u>
Addendum No: <u>2</u>	Dated: <u>3/12/19</u>
Addendum No: _____	Dated: _____
Addendum No: _____	Dated: _____
Addendum No: _____	Dated: _____

Part II:

No Addendum was received in connection with this RFP.

It is understood and agreed by Proposer that the City reserves the right to reject any and all proposals, to make awards on all items or any items according to the best interest of the City, and to waive any irregularities in the proposal or in the proposals received as a result of the RFP. It is also understood and agreed by the Proposer that by submitting a proposal, Proposer shall be deemed to understand and agree that no property interest or legal right of any kind shall be created at any point during the aforesaid evaluation/selection process until and unless a contract has been agreed to and signed by both parties.


 Proposer's Authorized Signature

3/12/19
 Date

Kristy Fuentes, Vice President/ Secretary/ Treasurer
 Proposer's Printed Name



CITY OF COCONUT CREEK

**FINANCE AND ADMINISTRATIVE SERVICES
PURCHASING DIVISION**

4800 WEST COPANS ROAD
COCONUT CREEK, FLORIDA 33063

ADDENDUM NO. 1

March 12, 2019

RFP No.: 03-20-19-10
RFP Name: Emergency Debris Management Services
Due Date/Time: March 20, 2019 at 10:00 a.m. EST

Our records indicate that your firm is in receipt of proposal documents for Emergency Debris Management Services. This Addendum is hereby made part of the specifications and shall be included with all contract documents.

- REPLACE PAGE(S): 47 with 47(a)
Note: Words underlined and **bold** are additions, words ~~marked through~~ are deletions

This addendum acknowledgment sheet must be submitted electronically with your response through the eBid System by the due date and time indicated above. Failure to return this sheet may disqualify Proposer.



Proposer's Signature

3/12/19

Date

DRC Emergency Services, LLC

Company Name

110 Veterans Boulevard, Suite 515, Metairie, LA 70005

Company Address

(888) 721-4372

Phone Number

(504) 482-2852

Fax Number

Lorie Messer
Purchasing Analyst
Lmesser@coconutcreek.net



CITY OF COCONUT CREEK

FINANCE AND ADMINISTRATIVE SERVICES
PURCHASING DIVISION

4800 WEST COPANS ROAD
COCONUT CREEK, FLORIDA 33063

ADDENDUM NO. 2

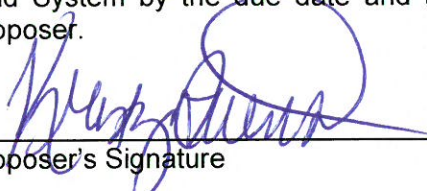
March 12, 2019

RFP No.: 03-20-19-10
RFP Name: Emergency Debris Management Services
Due Date/Time: March 20, 2019 at 10:00 a.m. EST

Our records indicate that your firm is in receipt of proposal documents for Emergency Debris Management Services. This Addendum is hereby made part of the specifications and shall be included with all contract documents.

- To revise eBid line items to reflect changes made to page 47(a) "All Inclusive Services".

This addendum acknowledgment sheet must be submitted electronically with your response through the eBid System by the due date and time indicated above. Failure to return this sheet may disqualify Proposer.


Proposer's Signature

3/12/19
Date

DRC Emergency Services, LLC
Company Name

110 Veterans Boulevard, Suite 515, Metairie, LA 70005
Company Address

(888) 721-4372
Phone Number

(504) 482-2852
Fax Number

Lorie Messer
Purchasing Analyst
Lmesser@coconutcreek.net

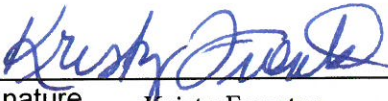
INDEMNIFICATION CLAUSE

(Page 1 of 1)

The parties agree that one percent (1%) of the total compensation paid to Contractor for the work of the Contract shall constitute specific consideration to Contractor for the indemnification to be provided under the Contract. The Contractor shall indemnify and hold harmless the City Commission, the City of Coconut Creek, and its agents and employees from and against all claims, damages, losses and expenses including attorney's fees arising out of or resulting from the performance of the work provided that any such claim, damage, loss or expense (1) is attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property (other than the work itself) including the loss of use resulting therefrom, and (2) is caused in whole or in part by any negligent act or omission of the Contractor, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, regardless of whether or not it is caused in part by a party indemnified hereunder.

In any and all claims against the City, or any of their agents or employees by any employee of the Contractor, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation under this Paragraph shall not be limited in any way by any limitation on this amount or type of damages compensation or benefits payable by or for the Contractor or any subcontractor under Workers' Compensation Acts, Disability Benefit Acts or other Employee Benefit Acts. Nothing in this section shall affect the immunities of the City pursuant to Chapter 768, Florida Statutes.

DRC Emergency Services, LLC
Contractor's Name



Signature Kristy Fuentes,
VP/ Secretary/ Treasurer

3/8/19
Date

State of: Louisiana

County of: Orleans

The foregoing instrument was acknowledged before me this 8 day of March, 2019, by Kristy Fuentes, who is (who are) personally known to me or who has produced Danni's license as identification and who did (did not) take an oath.


Notary Public Signature

Joseph D. Helant, LIT
Notary Name, Printed, Typed or Stamped

Commission Number: LSBA# 18983

My Commission Expires: at death

NON-COLLUSIVE AFFIDAVIT

State of Louisiana)
)ss.
County of Jefferson Parish)

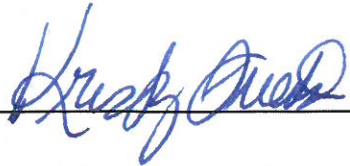
Kristy Fuentes being first duly sworn, deposes and says that:

- (1) He/she is the Vice President/ Secretary/ Treasurer
(Owner, Partner, Officer, Representative or Agent)
of DRC Emergency Services, LLC the Proposer that has submitted the attached proposal;
- (2) He/she is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal;
- (3) Such proposal is genuine and is not a collusive or sham proposal;
- (4) Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other Proposer, firm, or person to submit a collusive or sham proposal in connection with the work for which the attached proposal has been submitted; or to refrain from bidding in connection with such work; or have in any manner, directly or indirectly, sought by agreement or collusion, or communication, or conference with any Proposer, firm or person to fix the price or prices in the attached proposal of any other Proposer, or to fix an overhead, profit, or cost elements of the proposal price or the proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the proposed work;
- (5) The price or prices quoted in the attached proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or any other of its agents, representatives, owners, employees or parties in interest, including this affiant.

Signed, sealed and delivered
in the presence of:

Alicia Marino

Olivia Marino

By: 

Kristy Fuentes
(Printed Name)

Vice President/ Secretary/ Treasurer
(Title)


ACKNOWLEDGEMENT

State of Louisiana

County of Orleans

The foregoing instrument was acknowledged before me this 8 day of March, 2019,
by Kristy Fuentes, who is personally known to me or who has produced
driver's license as identification and who did (did not) take an oath.

WITNESS my hand and official seal


NOTARY PUBLIC

Joseph D. Hebert, EA
(Name of Notary Public: Print, Stamp, or
Type as Commissioned.)
LSBA # 18543

PROPOSER'S QUALIFICATION STATEMENT

In order to properly evaluate the proposal submittals, Proposers are expected to complete the questionnaire and include the following documentation. By attesting to this submittal, Proposer guarantees the truth and accuracy of all statements and answers herein contained.

SUBMITTED TO: City of Coconut Creek
 Purchasing Division
 4800 West Copans Road
 Coconut Creek, FL 33063

Submitted By: DRC Emergency Services, LLC
 Name: Kristy Fuentes
 Address: 110 Veterans Boulevard, Suite 515
 City, State, Zip Metairie, LA 70005
 Telephone No. (888) 721-4372
 Fax No. (504) 482-2852

Check One

- Corporation
- Partnership
- Individual
- Other

1. State the true, exact, correct and complete name of the partnership, corporation, trade or fictitious name under which you do business and the address of the place of business.

The correct name of the Proposer is: DRC Emergency Services, LLC

 The address of the principal place of business is: 6702 Broadway Street, Galveston, TX 77554

2. If Proposer is a corporation, answer the following: N/A - DRC is a limited liability company.

- a. Date of Incorporation: _____
- b. State of Incorporation: _____
- c. President's Name: _____
- d. Vice President's Name: _____
- e. Secretary's Name: _____
- f. Treasurer's Name: _____
- g. Name and Address of Resident Agent: _____

3. If Proposer is an individual or a partnership, answer the following: N/A - DRC is a limited liability company.

- a. Date of Organization: _____
- b. Name, Address and Ownership Units of all Partners: _____

- c. State whether general or limited partnership: _____

4. If Proposer is other than an individual, corporation or partnership, describe the organization and give the name and address of principals:

DRC Emergency Services is a Limited Liability Company. DRC Emergency Services, LLC is owned by DRC Equity, LLC. DRC Emergency Services, LLC is managed by SLSCO, Ltd., which is owned by John Sullivan, William Sullivan, and Todd Sullivan.

5. If Proposer is operating under a fictitious name, submit evidence of compliance with the Florida Fictitious Name Statute. N/A

6. How many years has your organization been in business under its present business name? 14

a. Under what other former name has your organization operated?

Emergency Communications and Logistics, LLC

7. Indicate registration, license numbers or certificate numbers for the businesses or professions, which are the subject of this proposal. Please attach certificate of competency and/or state registration.

Contractors License: CRC1331307

8. Litigation/Judgments/Settlements/Debarments/Suspensions:
Submit information on any pending litigation and any judgments and settlements of court cases relative to providing the Emergency Debris Management Services that have occurred within the last three (3) years. Also indicate if your firm has been debarred or suspended from bidding or proposing on a procurement project by any government during the last five (5) years.

Please see attached.

9. Have you ever failed to complete any work awarded to you? If so, state when, where and why?

No.

10. List the pertinent experience of the key individuals of your organization (continue on insert sheet, if necessary).

Please see Tab 2

11. State the name of the individual(s) and titles who will personally supervise the work:

Jay Gunter, Regional Manager and Joe Newman, Vice President of Operations

13. State the names and addresses of all businesses and/or individuals who own an interest of more than five percent (5%) of the Proposer's business and indicate the percentage owned of each such business and/or individual:

DRC Equity, LLC owns 100% of DRC Emergency Services, LLC.

Address: 6702 Broadway Street, Galveston, TX 77554

14. State the names, addresses and the type of business of all firms that are partially or wholly owned by Proposer:

None.

15. State the name of Surety Company which will be providing the bond (if applicable), and the name and address of agent:

N/A

16. List the following information concerning all Proposer's Contracts in progress as of the date of submission and completed projects over the last five (5) years. (In case of any co-venture, list the information for all co-ventures.) Proposer(s) may limit their listings to the Gulf States (Florida, Alabama, Mississippi, Louisiana and Texas).

<u>Name of Project</u>	<u>Owner</u>	<u>Total Contract Value</u>	<u>Contracted Date of Completion</u>	<u>% of Completion to Date</u>
------------------------	--------------	-----------------------------	--------------------------------------	--------------------------------

Please see Tab 4

17. Have you personally inspected the site of the proposed work?

Yes No

18. Do you have a complete set of documents, including drawings and addenda, if applicable?

Yes No

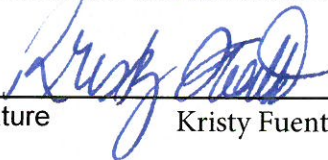
19. Did you attend the pre-proposal conference if any such conference was held?

Yes No No Conference Held

20. Bank References:

Bank	Address/City/State/Zip	Telephone
Iberia Bank	11 East Greenway Plaza, 29th Floor, Houston, TX 77046	(713) 624-7716

The Proposer acknowledges and understands that the information contained in response to this Qualification Statement shall be relied upon by City in awarding the Contract and such information is warranted by Proposer to be true. The discovery of any omission or misstatement that materially affects the Proposer's qualifications to perform under the Contract shall cause the City to reject the proposal, and if after the award, to cancel and terminate the award and /or Contract.



Proposer's Signature Kristy Fuentes, VP/ Secretary/ Treasurer Date 3/12/19

REMAINDER OF PAGE INTENTIONALLY LEFT BLANK

ACKNOWLEDGEMENT
PROPOSER'S QUALIFICATION STATEMENT

State of Louisiana

County of Orleans

Kristy Fuent

On this the 8 day of March, 2019, before me, the undersigned Notary Public of the State of Florida, Personally appeared

Kristy Fuentes And
(Name(s) of individual(s) who appeared before notary)

whose name(s) is/are Subscribed to within the instrument, and he/she/they acknowledge that he/she/they executed it.

WITNESS my hand and official seal.

NOTARY PUBLIC

SEAL OF OFFICE:

J D LSKA # 18943
NOTARY PUBLIC, STATE OF ~~FLORIDA~~ LOUISIANA

Joseph D. Hebert, IFT
(Name of Notary Public: Print, Stamp, or Type as Commissioned)

- Personally known to me, or
- Produced identification

driver's license
(Type of Identification Produced)

- DID take an oath, or
- DID NOT take an oath

DRC EMERGENCY SERVICES, LLC PENDING MATTERS

ACTIVE PENDING MATTERS:

Hershewe v. DRC Emergency Servs., No. 17-181, Jasper County, MO Cir. Court.
Contreras v. v. Terrence, et al, #18-3519, 134th JDC, Dallas County, TX
Hernandez v. Cruz, No. c-3445-17-F, 332rd JDC Hidalgo County, TX
Hills v. Tap Out, et al, No. 18-627, 16th JDC Monroe County, Florida
IceX Systems Management, LLC v. DRC Emer. Servs., USDC W.D. LA No. 18-1295
Yester Avila, et al. vs. SLSCO, Ltd., et al., No.18-cv-00426, USDC SDTX.

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.

Most of the cases below are subject to dismissal based on the U.S. District Court's February 2016 ruling. 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.
Frellich 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.

DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with *Florida Statutes*, Chapter 287, Section 287.087 hereby certifies that DRC Emergency Services, LLC does:
(Name of Business)

- 1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- 2) Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
- 3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
- 4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of *Florida Statutes*, Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
- 5) Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
- 6) Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

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


 Proposer's Signature
 Kristy Fuentes, VP/ Secretary/ Treasurer

DRC Emergency Services, LLC
 Company Name

3/20/19
 Date

**SWORN STATEMENT
ON PUBLIC ENTITY CRIMES
UNDER FLORIDA STATUTES CHAPTER 287.133(3)(a).**

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with RFP No. for Emergency Debris Management Services.
2. This sworn statement is submitted by DRC Emergency Services, LLC (name of entity submitting sworn statement) whose business address is 110 Veterans Blvd, Suite 515, Metairie, LA 70005 and (if applicable) its Federal Employer Identification Number (FEIN) is 63-1283729. (If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement: N/A.)
3. My name is Kristy Fuentes and my
(Please print name of individual signing)
relationship to the entity named above is Vice President/ Secretary/ Treasurer.
4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid or Contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
5. I understand that a "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, includes but is not limited to:
 1. A predecessor or successor of a person convicted of a public entity crime: or
 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The Ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding thirty-six (36) months shall be considered an affiliate.
7. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding Contract and which bids or applies to bid on Contracts for the provision

of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, who are active, or who have been active, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity within the last five (5) years of this sworn statement.

8. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. **Please check all statements that are applicable.**
- Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.
 - The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989, AND (Please indicate which additional statement applies.)
 - There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)
 - The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)
9. Based on information and belief, the statement that I have marked below is true in relation to the entity submitting this sworn statement. **Please check if statement is applicable.**
- The person or affiliate has not been placed on the convicted vendor list.
(If this box is not checked, please describe any action taken by or pending with the Department of General Services.)
10. The herein sworn statement shall be subject to and incorporate all the terms and conditions contained in Section 287.133 of the Florida Statutes.
11. Conviction of a public entity crime shall be cause for disqualification.

DRC Eergency Services, LLC
Proposer's Name

[Handwritten Signature]
Signature

Date: 3/8/19

State of: Louisiana

County of: Orleans

The foregoing instrument was acknowledged before me this 8 day of March, 2019, by Kristy Fuentesp, who is (who are) personally known to me or who has produced driver's license as identification and who did (did not) take an oath.

[Handwritten Signature]
Notary Public Signature

Joseph D Hebert III
Notary Name, Printed, Typed or Stamped

Commission Number: LSOA # 18943

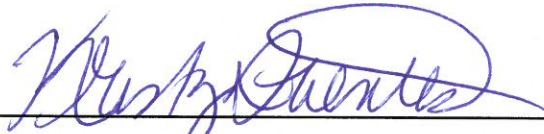
My Commission Expires: at death

**SCRUTINIZED COMPANIES
CERTIFICATION PURSUANT TO
FLORIDA STATUTE § 215.4725 AND § 215.473**

I, Kristy Fuentes, on behalf of DRC Emergency Services, LLC,
Print Name Company Name

certifies that DRC Emergency Services, LLC does not:
Company Name

1. Participate in a boycott of Israel; and
2. Is not on the Scrutinized Companies that Boycott Israel list; and
3. Is not on the Scrutinized Companies with Activities in Sudan List; and
4. Is not on the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List; and
5. Has not engaged in business operations in Cuba or Syria.



Signature

Kristy Fuentes

Vice President/ Secretary/ Treasurer

Title

(888) 721-4372

Phone

3/20/19

Date



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

03/11/2019

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 E-MAIL ADDRESS: jbecvar@mcgriff.com	FAX (A/C, No): 713-877-8974
	INSURER(S) AFFORDING COVERAGE	
INSURED DRC Emergency Services, LLC P.O. Box 17017 Galveston, TX 77554	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 :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** BPBXZ9BN **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:		X	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		X	810-9J994734-18-26-G	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) \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB DED RETENTION \$						<input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE EACH OCCURRENCE \$ AGGREGATE \$
C D	<input type="checkbox"/> 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	0001307608 TX WC928318471754	05/26/2018	05/26/2019	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Re: RFP 03-20-19-10 Emergency Debris Mgmt. Services

Certificate Holder is included as an Additional Insured, where required by written contract on the General Liability and Automobile Liability policies. Coverage is primary and non-contributory as respects to the General Liability and Automobile Liability policies as required by written contract. Additional Insured and Primary and non-contributory wording is limited to the extent of the policy terms, conditions and exclusions. In the event of cancellation by the insurance companies, the policies have been endorsed to provide (30) days' Notice of Cancellation (except for non-payment) to the certificate holder shown below.

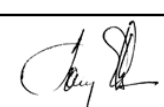
CERTIFICATE HOLDER

City of Coconut Creek
 4800 West Copans Road
 Coconut Creek, FL 33063

CANCELLATION

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

AUTHORIZED REPRESENTATIVE





RICK SCOTT, GOVERNOR

JONATHAN ZACHEM, SECRETARY



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

THE RESIDENTIAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

SMITH, HAMILTON BEVERIDGE

DRC EMERGENCY SERVICES, LLC
P.O. Box 170 P.O. BOX 17017
GALVESTON TX 36608

LICENSE NUMBER: CRC1331307

EXPIRATION DATE: AUGUST 31, 2020

Always verify licenses online at MyFloridaLicense.com



Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.



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

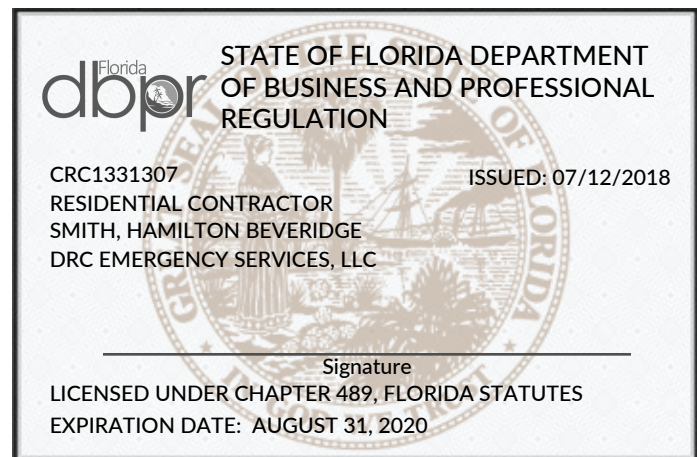
CONSTRUCTION INDUSTRY LICENSING BOARD
2601 BLAIR STONE ROAD
TALLAHASSEE FL 32399-0783

(850) 487-1395

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!



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 Detzner
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

6702 BROADWAY STREET
Galveston, TX 77554

Changed: 11/13/2018

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
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
2017	04/14/2017
2018	04/18/2018

Document Images

04/18/2018 -- ANNUAL REPORT	View image in PDF format
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