



801 Arthur Godfrey Road • Suite 401 • Miami Beach, FL 33140



(888) 721-4372



(504) 482-2852

[www.drcusa.com](http://www.drcusa.com)

**FL License No. CRC1331307**

## REQUEST FOR PROPOSAL

**Professional Services for Disaster Response**

**RFP No. 002-21**

**April 9, 2021 • 3:00PM**

**ORIGINAL**

**City of Key West**

**Attn: City Clerk**

**1300 White St.**

**Key West, FL 33040**

**PREPARE ● RESPOND ● RECOVER**

### **Points of Contact:**



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Regional Manager  
[Efancher@drcusa.com](mailto:Efancher@drcusa.com)



**Kristy Fuentes**  
Vice President of Compliance and Administration  
[Kfuentes@drcusa.com](mailto:Kfuentes@drcusa.com)



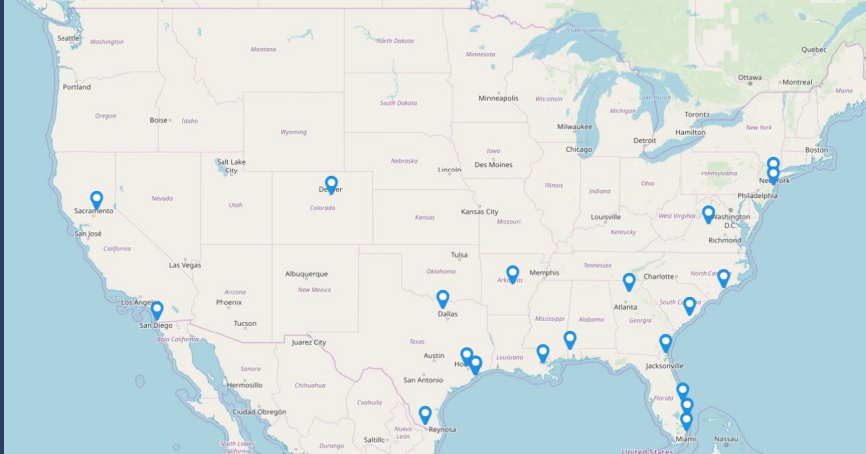




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Galveston, TX 77552  
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### DRC CONTACT ADDRESSES

110 Veterans Blvd., Suite 515  
Metairie, LA 70005



## REGIONAL MANAGER



**Evan Fancher**  
Regional Manager  
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## DRC CONTACTS



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# Table of Contents

## INITIAL DOCUMENTS

A. Proposal Letter .....	1
B. Signing Authority.....	2
C. Florida Secretary of State License .....	4
D. SunBiz.....	5

## **TAB 1 – QUALIFICATIONS/EXPERIENCE .....7**

A. Notable Achievements and Experience.....	8
B. Historic Amounts of Debris Handled.....	9
C. Relevant Work Experience .....	10
D. 10 Year Past Performance.....	12
E. Key Personnel .....	25
F. Employment of Local & Minority Contractors.....	30
G. Affirmative Action/Equal Opportunity Policy.....	34

## **TAB 2 – GENERAL OPERATIONS PLAN .....35**

A. Prepare .....	36
B. Respond.....	50
C. Recover .....	71
D. Organizational Chart.....	74

## **TAB 3 – FINANCIAL STABILITY .....75**

A. Financial Strength & Stability .....	75
B. Background and Capacity.....	76
C. Projects Successfully Completed in the Past 5 Years.....	77
D. Bank Reference Letter .....	85
E. Bonding Capacity Letter .....	86
F. Sample Insurance Certificate.....	87
G. Financial Statements.....	101
H. Net Worth and Working Capital.....	115

## **TAB 4 – PAST PERFORMANCE (REFERENCE VERIFICATION) ..... 116**

A. Experience with FEMA Reimbursement.....	116
B. 5 Year Project History.....	120
C. 5 Year Past Performance .....	121
D. Detailed Project Summaries.....	129
E. Logistic Capabilities.....	136
F. Highlights from Past Projects Involving Logistics .....	137



G. Letters of Recommendation.....	142
H. Past Performance Reference Questionnaires .....	155
<b>TAB 5 – COST PROPOSAL .....</b>	<b>165</b>
A. Attachment A Unit Price Proposal Form.....	166
<b>TAB 6 – REQUIRED DOCUMENTS .....</b>	<b>175</b>
A. Attachment B Sample Load Ticket.....	176
B. Attachment C List of Proposer’s Equipment and Facilities.....	177
C. Attachment D Contractor’s Qualifications Statement .....	182
D. Attachment E Trench Safety Act Form.....	202
E. Attachment F Acknowledgement of Conformance with OSHA Standards.....	203
F. Attachment G Licenses .....	213
G. Attachment H Addendum 1 .....	215
H. Attachment I Insurance and Indemnity .....	217
I. Attachment J MOT License.....	219
J. Attachment L Letter Verifying DRC’s Familiarity with the City’s TDMS Sites.....	221
K. Attachment M Disaster Response Service Provider Draft Contract Documents.....	222
L. Attachment N DRC’s Letter Regarding Experience .....	223
M. Attachment P Public Entity Crimes Certification .....	225
N. Attachment Q Anti-Kickback Affidavit.....	227
O. Attachment R Conflict of Interest Statement .....	228
P. Attachment S Equal Benefits for Domestic Partners Affidavit.....	229
Q. Attachment T Cone of Silence Affidavit .....	230
R. Attachment U Non-Collusion Affidavit .....	231
S. Byrd Anti-Lobbying Amendment.....	232





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April 9, 2021

City of Key West  
Attn: City Clerk  
1300 White St.  
Key West, FL 33040

Re: Professional Services for Disaster Response  
RFP No. 002-21

Dear Sir or Madam,

DRC Emergency Services, LLC, appreciates the opportunity to present to you and the City of Key West our proposal to provide Professional Services for Disaster Response as required in the above referenced RFP. DRC 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 local offices throughout South Florida and enjoys long-standing partnerships with various counties and cities as well as our vast network of subcontractors. After Hurricane Irma, Monroe County relied on DRC for Disaster Response Services. We were proud to step in when called upon to dispose of 654,700 cubic yards for Monroe County. The fact that DRC Emergency Services is the primary contractor for Monroe County presents a distinct advantage for the City of Key West by allowing for economies of scale, sharing of resources, and the alleviation of excess damage to public roadways and infrastructure. That partnership along with our partnerships with Marathon and Key Colony Beach will allow Key West to get immediate service from our prepositioned assets and the alleviation of excess damage to roadways. We are ready to bring Key West back to normalcy quickly, if disaster strikes.

Corporate officers with legal signing authority to bind DRC 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 Regional Manager for the City of Key West is Evan Fancher who can be reached at (888) 721-4372, by cell: (205) 478-6400 or by email: [efancher@drcusa.com](mailto:efancher@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 Key West in the future.

Sincerely,

Kristy Fuentes  
Vice President, Secretary, Treasurer



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

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

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

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

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

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

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

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

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

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

**[SIGNATURE PAGE FOLLOWS]**



Dated effective as of the date first written above.

**DRC EMERGENCY SERVICES LLC**

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



---

By: John R. Sullivan  
Its: President

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

# *State of Florida*

## *Department of State*

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

The document number of this limited liability company is M05000003946.

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

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

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



*Ken Detmer*  
**Secretary of State**

Authentication ID: CU5800449263

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

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





[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

## Detail by Entity Name

Foreign Limited Liability Company  
DRC EMERGENCY SERVICES, LLC

### Filing Information

<b>Document Number</b>	M05000003946
<b>FEI/EIN Number</b>	63-1283729
<b>Date Filed</b>	07/18/2005
<b>State</b>	AL
<b>Status</b>	ACTIVE
<b>Last Event</b>	LC AMENDMENT
<b>Event Date Filed</b>	09/29/2015
<b>Event Effective Date</b>	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 Street  
Suite 4  
Tallahassee, FL 32301

Name Changed: 10/29/2013

Address Changed: 04/16/2019

### Authorized Person(s) Detail

#### **Name & Address**

Title Vice President/ Secretary

FUENTES, KRISTY

6702 Broadway Blvd.  
Galveston, TX 77554

Title President

Sullivan, John R  
6702 Broadway Blvd.  
Galveston, TX 77554

Title Owner

DRC Equity, LLC  
6702 Broadway Blvd.  
Galveston, TX 77554

### Annual Reports

Report Year	Filed Date
2018	04/18/2018
2019	04/16/2019
2020	04/09/2020

### Document Images

<a href="#">04/09/2020 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/16/2019 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/18/2018 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/14/2017 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/28/2016 -- AMENDED ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/25/2016 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/29/2015 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">12/03/2014 -- LC Amendment</a>	<a href="#">View image in PDF format</a>
<a href="#">06/10/2014 -- AMENDED ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">01/13/2014 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">10/29/2013 -- Reg. Agent Change</a>	<a href="#">View image in PDF format</a>
<a href="#">01/21/2013 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/11/2012 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">03/15/2011 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">10/15/2010 -- REINSTATEMENT</a>	<a href="#">View image in PDF format</a>
<a href="#">03/27/2009 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">03/13/2008 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/02/2007 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">08/03/2006 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">03/16/2006 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">07/18/2005 -- Foreign Limited</a>	<a href="#">View image in PDF format</a>



For 32 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. DRC has managed over 500 debris removal projects, including the removal of 156,400,000 cubic yards of debris. 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 32 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
- Infectious Disease Planning and Response
- Beach Restoration
- Canal Bank Stabilization
- Drainage Improvement Projects
- Hazardous Waste Segregation
- Environmental Control
- Traffic Control
- Tree Trimming and Removal
- Emergency Supplies and Support

# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services



## NOTABLE ACHIEVEMENTS AND EXPERIENCE

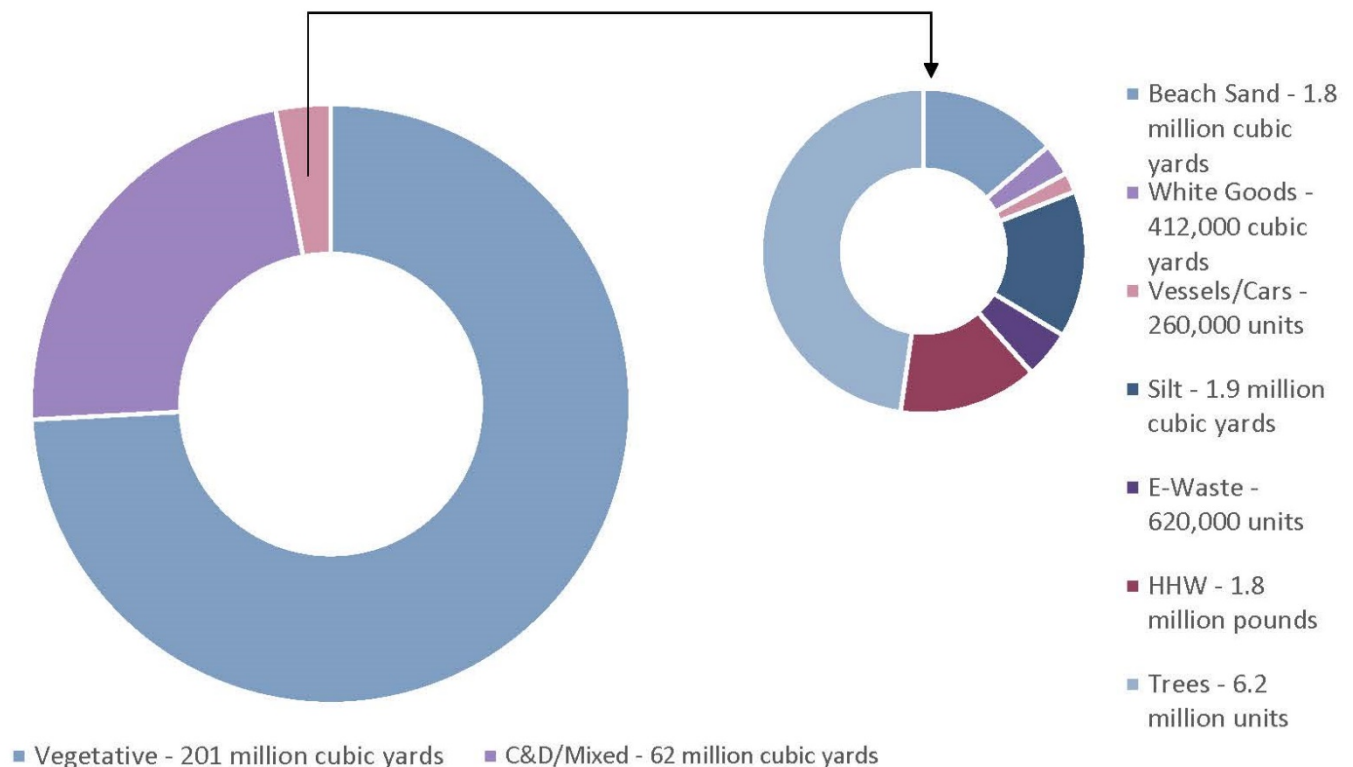
- Most recently in 2020, DRC was activated in **45 jurisdictions, managed 81 debris management sites, and removed and disposed over 6,400,000 cubic yards** of debris.
- Simultaneously mobilized, staffed, and successfully operated **53 individual projects** throughout the Southeastern US during the 2017 Hurricane Season.
- Established a **single-day productivity record** for post-disaster debris removal as recognized by FEMA in 2008 for collecting 440,000 cubic yards.
- Designed, implemented, managed and financed a **150-mile Gulf of Mexico shoreline protection system** in response to the BP oil spill.
- Established industry standards for total volume recycled by **recycling 100% of the 5.6 million cubic yards collected** in Houston, TX following Hurricane Ike.
- **32-year record** of assisting local jurisdictions with FEMA reimbursement **without a single deobligation.**

“The City of Houston set an **all-time, one day record** for debris removal in anything that’s been done in the United States of America. And we’ve **increased significantly the pace of our removal of debris every day.**”

Bill White, Former Mayor of Houston, Texas



## HISTORIC AMOUNTS OF DEBRIS HANDLED



***“To date, DRC has cleared our ROW’s of approximately 1 million cubic yards of debris and removed dangerous learners and hangers. They have proven to be experience and knowledgeable in the storm debris removal process and an invaluable asset in our recuperation effort.”***

— Juan M. Maldonado, Esq., Deputy Secretary, Chief Compliance Officer Fiscal Plan, Gov. of Puerto Rico Department of Transportation and Public Works

# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services



## RELEVANT WORK EXPERIENCE

2020	Activations	Temporary Sites	Cubic Yardage	Contract Value
<b>Hurricane Zeta</b>	<b>Alabama:</b> Alabama DOT, Clarke County, Dauphin Island, Mobile, Mobile County, Selma, Washington County <b>Georgia:</b> Forsyth County <b>Louisiana:</b> New Orleans, Slidell, St. Charles Parish, St. Bernard Parish, Terrebonne Parish, Jefferson Parish, Plaquemines Parish <b>Mississippi:</b> Lucedale, Moss Point, Stone County	32	2,020,000	\$21,743,693
<b>Hurricane Delta</b>	<b>Louisiana:</b> Acadia Parish, Baker, Central, East Baton Rouge Parish, Lafayette Parish, Pointe Coupee Parish, St. Landry Parish, West Feliciana Parish	9	560,000	\$7,047,143
<b>Hurricane Sally</b>	<b>Alabama:</b> Dauphin Island, Mobile, Mobile County, Pritchard, Semmes <b>Florida:</b> Gulf Breeze, Mary Esther, Niceville	11	1,035,146	\$23,029,702
<b>Hurricane Laura</b>	<b>Louisiana:</b> Acadia Parish, Crowley, Grant Parish, Jefferson County Drainage District, Jefferson Davis Parish, Lafayette Parish, Natchitoches, Natchitoches Parish, Ouachita Parish, Vernon Parish, Winn Parish <b>Texas:</b> Matagorda County	27	2,513,185	\$32,667,393
<b>Hurricane Isaias</b>	<b>Florida:</b> Deland, <b>North Carolina:</b> City of Wilmington	2	237,497	\$2,738,159
2019	Activations	Temporary Sites	Cubic Yardage	Contract Value
<b>2019 Hurricane Season</b>	<b>Louisiana:</b> Assumption Parish, Pointe Coupee Parish, Terrebonne Parish, Lafayette Parish, Central, East Baton Rouge Parish/City of Baton Rouge <b>Florida:</b> City of Miami Beach <b>North Carolina:</b> Town of Pine Knoll Shores, Wilmington, Pender County <b>Texas:</b> Jefferson County, City of Liberty, Nederland, and Houston	5	Approximately 445,428	Approximately \$4,410,094
2018	Activations	Temporary Sites	Cubic Yardage	Contract Value
<b>Hurricane Michael</b>	<b>Florida:</b> Holmes County, Jackson County, Florida Department of Transportation, Tyndall Air Force Base, NSA Panama City <b>Georgia:</b> Colquitt	27	5,458,219	\$ 85,415,129
<b>Hurricane Florence</b>	<b>North Carolina:</b> 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 Lejeune	18	2,518,939	\$ 34,572,767.81
<b>Alabama Tornado Outbreaks</b>	<b>Alabama:</b> Calhoun County, St. Clair County, and the City of Jacksonville	2	350,881	\$ 5,009,976.14
2017	Activations	Temporary Sites	Cubic Yardage	Contract Value



# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services

<b>Hurricane Harvey</b>	<b>Texas:</b> 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
<b>Hurricane Irma</b>	<b>Florida:</b> Florida Department of Transportation, Florida Department of Environmental Protection, Monroe County, Citrus County, Miami-Dade County, Coconut Creek, Cutler Bay, Daytona Beach, Debary, 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 <b>Georgia:</b> Brunswick	30	2,159,454.64	\$ 48,775,168
<b>Hurricane Maria</b>	<b>Puerto Rico:</b> Department of Transportation and Public Works	8	1,082,845.80	\$ 78,295,107
2016	Activations	Temporary Sites	Cubic Yardage	Contract Value
<b>Winter Storm Jonas</b>	<b>Maryland:</b> Maryland Department of General Services, State of Maryland, Prince Georges County and City of Baltimore <b>Virginia:</b> Loudoun County	N/A	N/A	\$ 1,002,792
<b>Multiple Severe weather events and flooding</b>	<b>Texas:</b> Harris County, Houston, Texas DOT <b>Louisiana:</b> 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
<b>Hurricane Hermine</b>	<b>Florida:</b> Citrus County, Leon County	N/A	26,694.25	\$1,792,096.93
<b>Hurricane Matthew</b>	<b>Florida:</b> Daytona Beach, Ormond Beach, Deland, Orange City, St. Augustine, Sebastian <b>North Carolina:</b> New Hanover County, Pender County, Hyde County, Greene County, City of Wilmington, City of North Topsail Beach <b>Georgia:</b> Georgia Department of Transportation	14	579,473.65	\$13,572,406.02
2015	Activations	Temporary Sites	Cubic Yardage	Contract Value
<b>Texas Flood Event</b>	<b>Texas:</b> Texas Department of Transportation, City of Houston, and City of Bellaire	N/A	238,463.00	\$ 2,039,329
<b>Louisiana Storm Event</b>	<b>Louisiana:</b> East Baton Rouge Parish and Ascension Parish	N/A	135,977.96	\$ 875,867
2014	Activations	Temporary Sites	Cubic Yardage	Contract Value
<b>Winter Ice Storms</b>	<b>South Carolina:</b> South Carolina Department of Transportation <b>North Carolina:</b> New Hanover County, Pender County, City of Wilmington, City of Thomasville and City of Archdale	15	1,839,119.82	\$ 54,449,473

# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services



## 10 YEAR PAST PERFORMANCE

Please see below for projects performed by DRC over the last decade. Project values below with asterisks (\*) are in progress and amounts are subject to change.

2021	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
January	CalRecycle	2020 Fires, Debris Removal & Hazard Tree Removal Services	\$183,735,350
January	Washington County, AL	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4573</b>	* \$3,000,000
January	Clarke County, AL	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4573</b>	* \$3,500,000
2020	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
November	State of Washington	Town of Malden Fire Clean up	\$4,567,224.89
November	City of Selma, AL	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	*\$200,000
November	Mobile County, AL	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	* \$2,000,000
November	City of Prichard, AL	Disaster Debris Removal Services – <b>Hurricane Sally DR-4563</b>	\$682,861.00
November	Stone County, MS	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4576</b>	* \$1,500,000
November	City of Lucedale, MS	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4576</b>	\$513,307.96
November	City of Moss Point, MS	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4576</b>	\$128,758.93
November	City of Alexander City, AL	Weather Event of April 2020	\$281,101.19
November	Forsyth County, GA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4579</b>	\$49,837.85
October	Plaquemines Parish, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$370,612.8
October	City of Niceville, FL	Disaster Debris Removal Services – <b>Hurricane Sally DR-4564</b>	\$31,410.39
October	ALDOT- Grove Hill District	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4573</b>	* \$6,000,000
October	City of Slidell, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	* \$350,000
October	Jefferson Parish, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$2,937,024.93
October	City of New Orleans, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$391,359.16
October	Terrebonne Parish, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$89,187.06
October	St. Charles Parish, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$97,940.95
October	St. Bernard Parish, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$591,978.10
October	City of Kenner, LA	Food Services – <b>Hurricane Zeta DR-4577</b>	\$23,685
October	Jefferson County, TX	Logistic Services – <b>Hurricane Delta</b>	\$13,530

# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services

October	City of Baker, LA	Disaster Debris Removal Services – <b>Hurricane Delta DR-4570</b>	\$121,977.20
October	East Baton Rouge, LA	Disaster Debris Removal Services – <b>Hurricane Delta DR-4570</b>	\$684,139.37
October	City of Central, LA	Disaster Debris Removal Services – <b>Hurricane Delta DR-4570</b>	\$106,353
October	Pointe Coupee Parish, LA	Disaster Debris Removal Services – <b>Hurricane Delta DR-4570</b>	\$27,000
October	West Feliciana Parish, LA	Disaster Debris Removal Services – <b>Hurricane Delta DR-4570</b>	\$94,143.05
October	Lafayette Parish, LA	Disaster Debris Removal Services – <b>Hurricane Delta DR-4570</b>	* \$4,500,000
October	Acadia Parish, LA	Disaster Debris Removal Services – <b>Hurricane Delta DR-4570</b>	* \$1,500,000
October	City of Semmes, AL	Disaster Debris Removal Services – <b>Hurricane Sally DR-4563</b>	\$77,396
October	Vernon Parish, LA	Disaster Debris Removal – <b>Hurricane Laura DR-4559</b>	* \$12,000,000
October	Natchitoches Parish, LA	Disaster Debris Removal – <b>Hurricane Laura DR-4559</b>	\$793,043.66
September	Jefferson County Drainage District, TX	Logistic Services – <b>Hurricane Laura DR-4559</b>	\$12,886.39
September	City of Mary Esther, FL	Disaster Debris Removal Services – <b>Hurricane Sally DR-4564</b>	\$14,832.68
September	Jackson County, FL	Private Property Debris Removal— <b>Hurricane Michael (DR-4399)</b>	\$459,716.62
September	City of Gulf Breeze, FL	Disaster Debris Removal Services – <b>Hurricane Sally DR-4564</b>	\$1,023,202.02
September	Town of Dauphin Island, AL	Disaster Debris Removal Services – <b>Hurricane Sally</b>	* \$1,200,000
September	Mobile County, AL	Disaster Debris Removal Services – <b>Hurricane Sally DR-4563</b>	* \$5,000,000
September	City of Mobile, AL	Disaster Debris Removal Services – <b>Hurricane Sally</b>	* \$15,000,000
September	Winn Parish, LA	Disaster Debris Removal – <b>Hurricane Laura DR-4559</b>	\$2,184,514.30
September	Natchitoches Parish, LA	Disaster Debris Removal – <b>Hurricane Laura DR-4559</b>	\$793,043.66
September	City of Natchitoches, LA	Disaster Debris Removal – <b>Hurricane Laura DR-4559</b>	\$14,832.68
September	City of Cedar Rapids, IA	Collection of C&D Storm Damaged Household Items – <b>Derecho Severe Storms DR-4557</b>	* \$200,000
September	Grant Parish, LA	Disaster Debris Removal – <b>Hurricane Laura DR-4559</b>	\$11,817,169.83
August	Ouachita Parish, LA	Disaster Debris Removal – <b>Hurricane Laura DR-4559</b>	\$2,239,882.51
August	Jefferson Davis Parish, LA	Disaster Debris Removal – <b>Hurricane Laura DR-4559</b>	\$2,290,672.78
August	Lafayette Parish, LA	Disaster Debris Removal – <b>Hurricane Laura DR-4559</b>	\$397,790.77
August	City of Crowley, LA	Disaster Debris Removal – <b>Hurricane Laura DR-4559</b>	\$282,736.22
August	State of Louisiana	Emergency Support Trailers – <b>Hurricane Laura DR-4559</b>	\$202,000
August	Jefferson County Drainage District	Emergency Disaster Assistance Recovery- <b>Hurricane Laura DR-4559</b>	\$12,886.39



# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services



August	City of Deland, FL	Disaster Debris Removal – <b>Hurricane Isaia</b> s	\$45,606.46
August	City of Wilmington, NC	Debris Management Recovery & Removal Services- <b>Hurricane Isaia</b> s	\$2,692,553.05
July	Matagorda County, TX	Debris Clearance & Removal – <b>Hurricane Hanna</b>	\$411,067
July	City of Central, LA	Debris Removal in response to Weather Event	\$3,400
May	Virginia Department of Emergency Management	COVID-19 Support	\$506,232.04
May	Lafourche Parish, LA	Debris Removal and Recovery Services	\$143,375
May	St. Charles Parish, LA	May 15 Flood Event	\$62,372.41
April	City of Mount Juliet, TN	Tornado Debris Removal (DR-4476)	\$1,258,201.54
April	Puerto Rico Power Authority	Vegetation Management	* \$11,000,000
January	City of Houston, TX	Mechanical Sand and Waterway Debris Removal, Lake Houston	* 15,792,662.59
<b>2019</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CONTRACT AMOUNT</b>
November	City of Port Aransas, TX	Municipal Boat Harbor Debris Removal Disposal Services – <b>Hurricane Harvey (DR-4332)</b>	\$273,428.60
September	Jefferson County, TX	Disaster Debris Management— <b>Tropical Storm Imelda (DR-4466)</b>	\$1,132,923.58
September	City of Liberty, TX	Disaster Debris Management— <b>Tropical Storm Imelda (DR-4466)</b>	\$87,791.50
September	City of Nederland, TX	Disaster Debris Management— <b>Tropical Storm Imelda (DR-4466)</b>	\$12,142.40
September	New Hanover County, NC	Disaster Debris Removal— <b>Hurricane Dorian (DR-4465)</b>	\$151,527.30
September	Town of Pine Knoll Shores, NC	Disaster Debris Removal— <b>Hurricane Dorian (DR-4465)</b>	\$126,898.25
September	City of Wilmington, NC	Pre-Staging Equipment— <b>Hurricane Dorian (DR-4465)</b>	\$26,106.20
August	City of Miami Beach, FL	Logistical Services— <b>Hurricane Dorian (DR-4465)</b>	\$38,400
August	City of Central, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$7,800
August	St. Charles County, MO	Emergency Flood Debris Removal and Disposal	\$650,075.00
August	Village of Plover, WI	<b>Straight-Line Wind</b> – Debris Removal	\$119,427.50
July	Assumption Parish, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$63,886.74
July	Pointe Coupee Parish, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$21,600
July	Terrebonne Parish, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$404,858.94
July	Lafayette Parish, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$225,250.75
July	East Baton Rouge Parish/City Of Baton Rouge, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$398,040.07
June	State of New York	Provide MRE's	\$30,6060.00

# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services

June	State of Louisiana- Sand Activation	Provide Sand per Region	\$2,537.00
June	Puerto Rico's Department of Parks and Recreation	<b>Hurricane Maria Debris Removal (DR-4339)</b>	\$4,890,171.32
June	Monroe County, MS	Tornado Debris Removal and Disposal Services	\$1,756,741.53
June	City of Ruston, LA	Debris Removal and Disposal from Event of April 25, 2019 (Tornado)	\$285,951.44
<b>2018</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CONTRACT AMOUNT</b>
November	Sampson County	Disaster Debris Removal Services— <b>Hurricane Florence (DR-4393)</b>	\$23,484.79
October	Jones County	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$209,953.44
October	GDOT-Colquitt	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	\$326,471.84
October	FDOT	Base Camp— <b>Hurricane Michael (DR-4399)</b>	\$1,888,658.00
October	FDOT Region 3 Bay and Calhoun Counties	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	\$33,539,480.67
October	FDOT Region 2 Gulf, Liberty, Franklin, Gadsden, Wakulla, Leon, and Jefferson Counties	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	\$23,193,485.63
October	Southport, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$467,856.46
October	Greene County, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$12,779.24
October	Jackson County, FL	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	\$40,000,000
October	Holmes County, FL	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	\$2,269,063.94
October	Pamlico County, NC	Veg Disposal— <b>Hurricane Florence (DR-4393)</b>	\$1,107,417.42
September	Carolina Beach, NC	Sand Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$19,158.60
September	Jasper, SC	On Call Tree Trimming and Removal	Maintenance Contract
September	Topsail Beach, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$650,092.07
September	Surf City, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$1,750,794.12
September	Pine Knoll Shores	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$926,151.47
September	Burgaw, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$260,824.92
September	Havelock, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$1,193,356.81
September	Wilmington, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$118,716,164.35
September	Pender County, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$10,819,632.94
September	Pinellas County, FL	Red Tide-Fish Kill	\$6,895,562.29
May	Port of Corpus Christi Authority (POCCA)	Marine Debris Removal Services	\$285,771.03
March	ACCA-Jacksonville	<b>Severe Thunderstorms and Dangerously High Winds (DR-4362)</b>	\$3,889,408.12

# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services



March	Jacinto City, TX	Debris Removal from Temporary Site	\$80,000.00
March	ACCA-Calhoun County	<b>Severe Thunderstorms and Dangerously High Winds (DR-4362)</b>	\$882,966.84
March	ACCA-St. Clair County	<b>Severe Thunderstorms and Dangerously High Winds (DR-4362)</b>	\$237,601.18
September	Florida Department of Environmental Protection	Marine Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$416,444.79
<b>2017</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CONTRACT AMOUNT</b>
November	DTOP-Puerto Rico	Hurricane Maria Debris Removal (DR-4339)	\$78,295,107
October	Miami-Dade County, FL	Site Management and Reduction of Temporary Debris Storage and Reduction Site - <b>Hurricane Irma (DR-4337)</b>	\$5,060,786.86
October	North Miami Beach, FL	Debris Management and Reduction - <b>Hurricane Irma (DR-4337)</b>	\$2,383,018.23
October	Monroe County, FL	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$11,648,125.84
September	Brunswick, GA	Debris Removal - <b>Hurricane Irma (DR-4338)</b>	\$642,298.98
September	Orlando, FL	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$570,879.96
September	Piney Point Village, TX	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$ 30,010.87
September	Debarry, FL	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$ 1,073,891.11
September	Inverness, FL	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$97,056.16
September	Indian Creek Village, FL	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$142,821.03
September	Bellaire, TX	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$ 1,279,672.03
September	Daytona Beach, FL	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$923,524.92
September	Surfside, FL	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$103,132.63
September	Orange City, FL	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$478,643.62
September	St. Augustine, FL	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$469,540.11
September	DeLand, FL	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$1,190,026.81
September	Waller County, TX	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$31,010.87
September	Doral, FL	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$41,121.84
September	Cutler Bay, FL	Emergency Cut & Toss - <b>Hurricane Irma (DR-4337)</b>	\$ 98,530
September	Fernandina Beach, FL	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$835,621.90
September	Coconut Creek, FL	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$1,273,788.48
September	Largo, FL	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$715,802.20
September	Fort Lauderdale, FL	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$8,196,643.97



# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services

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)	\$336,668.94
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)	\$21,854,657.54
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)	\$11,771,717.34
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
<b>2016</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CONTRACT AMOUNT</b>
November	Greene County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$75,870.33
November	GDOT – Chatham County	Emergency Routine Maintenance - Hurricane Matthew (DR-4284)	\$1,390,795.73
November	Pender County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$162,119.60
October	Sebastian, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	\$387,820.47
October	Hyde County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$344,248.99
October	North Topsail Beach, NC	Disaster Debris Removal and Disposal (Push& Load & Haul Operations) - Hurricane Matthew (DR-4285)	\$48,682.78
October	New Hanover County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$912,661.04

# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services



October	City of Wilmington, NC	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4285)</b>	\$918,465.95
October	Palm Beach Gardens, FL	Emergency Food Services - <b>Hurricane Matthew (DR-4283)</b>	\$52,600.00
October	City of DeBary, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$256,463.67
October	City of Ormond Beach, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$3,861,220.75
October	City of DeLand, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$505,777.85
October	Orange City, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$115,245.54
October	City of Daytona Beach, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$3,861,220.75
October	City of St. Augustine, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$856,579.69
September	Leon County, FL	Debris Removal - <b>Hurricane Hermine (DR-4280)</b>	\$1,591,250.93
September	Citrus County, FL	Debris Removal - <b>Hurricane Hermine (DR-4280)</b>	\$200,846.00
August	East Baton Rouge Parish/City of Baton Rouge, LA	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$35,000,000.00
August	Ascension Parish, LA	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$5,903,607.61
August	Lafayette Parish, LA	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$975,792.64
August	Tangipahoa Parish, LA	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$468,387.73
August	St. Martin Parish, LA	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$64,622.94
August	City of Baker, LA	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$413,150.33
August	Iberville Parish/City of St. Gabriel, LA	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$66,153.72
August	Coastal Water Authority Houston, TX	Lake Houston Dam Debris Removal and Road Restoration	\$1,624,328.13
June	City of Desoto, TX	Meadow Creek Park Remediation Resulting - <b>May Tornado</b>	\$1,030,62.00
June	Caldwell Parish, LA	March 2016 Flood - <b>Louisiana Severe Storms and Flooding (DR-4263)</b>	\$16,401.60
June	St. James Parish, LA	Haul Out - <b>February 2016 Tornado</b>	\$91,104.64
June	Parish of East Baton Rouge/City of Baton Rouge, LA	<b>May 2016 Wind Event</b>	\$198,105.72
May	Texas Department of Transportation – Smith & Cherokee County	Debris Removal - <b>April 2016 Tornado</b>	\$558,910.69
May	New Hanover County, NC	Debris Removal - <b>May 2016 Tornado</b>	\$41,351.56
April	Texas Department of Transportation – Hunt County	On-Call Tree Trimming	Maintenance Contract
April	Harris County, TX	Debris Removal - <b>Texas Severe Storm and Flooding DR-4269</b>	\$504,198.86
April	City of Houston, TX	Debris Removal - <b>Texas Severe Storm and Flooding DR-4269</b>	\$2,728,745.37
April	Texas Department of Transportation – Denton County	Tree Trimming & Tree and Brush Removal	Maintenance Contract

# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services

March	Tangipahoa Parish, LA	Debris Removal - <b>Louisiana Severe Storms and Flooding (DR-4263)</b>	\$72,224.79
February	Texas Department of Transportation – Hill County	Tree Trimming and Removal	Maintenance Contract
January	Prince George’s County, MD	Snow Removal - <b>Winter Storm Jonas</b>	\$179,188.75
January	Loudon County, VA	Snow Removal - <b>Winter Storm Jonas</b>	\$223,113.50
January	Maryland Department of General Services	Snow Removal - <b>Winter Storm Jonas</b>	\$12,440.00
January	City of Baltimore, MD	Preston Road Complex Snow Removal - <b>Winter Storm Jonas</b>	\$122,550.00
January	State of Maryland – Highway Authority	Snow Removal - <b>Winter Storm Jonas</b>	\$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
<b>2015</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CONTRACT AMOUNT</b>
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 - <b>Texas Severe Storm and Flooding (DR-4269)</b>	\$87,304.60
May	Cities of Bellaire and Houston, TX	Disaster Debris Removal and Disposal & Base Camps - <b>Texas Severe Storm and Flooding (DR-4269)</b>	\$1,952,025.31
May	Parish of East Baton Rouge and Ascension Parish, LA	Disaster Street Clearing Debris Collection, Removal, Processing, Disposal and Management Services	\$875,867.76
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	\$1,506,550.65
<b>2014</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CONTRACT AMOUNT</b>
December	Texas Department of Transportation – Smith County	Tree Removal	Maintenance Contract
November	Brazos County, TX	Tree Trimming and Removal	\$118,366.25
October	Harris County, TX	South Richey Storm Water Detention Basin Excavation	\$5,395,557.23
August	Alabama Department of Transportation – 2 <sup>nd</sup> Division District 3	Tree Trimming/Canopy Removal- District 3	\$115,842.50



# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services



August	Jefferson Parish, LA Public Works	Stumps and Root Mass Grinding	Maintenance Contract
July	City of Athens, AL	Grinding and Disposal of April 28, 2014 Storm Debris/Green Waste	\$65,552.00
July	Hyde County, NC	Debris Management Services - <b>Hurricane Arthur</b>	\$8,750.00
July	Houston Parks Board	Bayou Greenways Tree pruning and Forestry- Maintenance Contract	Maintenance Contract
July	City of Shreveport, LA	Cross Lake Dam Embankment Vegetation Removal	\$227,287.26
July	City of Center Point, AL	Demolition and Cleanup	\$34,911.00
July	City of Archdale, NC	Winter Storm Debris Easement Removal	\$141,000.00
July	City of Jonesboro, AR	Debris Removal	\$280,000.00
May	City of Archdale, NC	Winter Storm Debris Removal	\$147,203.50
May	Gulf Breeze, FL	Emergency Debris Removal - <b>April Rain Event</b>	\$108,995.46
May	Okaloosa, FL	Emergency Debris Removal	\$5,816.78
April	Thomasville, NC	Debris Removal and Disposal, Debris Management, and Debris Clearance	\$473,222.69
March	City of New Orleans, LA	Strategic Demolitions for Economic Recovery	\$6,685,950.00
February	New Hanover, NC	Emergency Response, Management, and Recovery	\$1,146,756.55
February	Wilmington, NC	C&D Debris Removal and Vegetative Debris Removal and Disposal	\$1,555,223.85
February	Pender County, NC	Debris Management and Site Disposal	\$66,447.07
February	South Carolina Department of Transportation	Clearing Roads, ROW, Debris Hauling due to a hurricane/storm event	\$44,233,669.57
January	Richmond, VA	Snow Removal Services	\$36,855.00
January	Louisiana Department of Transportation and Development – Webster Parish	Tree Removal in Webster Parish	\$458,785.00
<b>2013</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CONTRACT AMOUNT</b>
December	Port St. Lucie, FL	Canal Bank Stabilization Improvements (3 Segments)	\$4,022,930.54
September	Louisiana Department of Transportation and Development – Bienville Parish	I-20 Tree Removal in Bienville Parish	\$348,053.00
July	St. Louis County, MO	Tree Removal & Stump Grinding	Maintenance Contract
June	St. Charles County, MO	Emergency Storm Debris Removal - <b>Midwest Tornado Outbreak</b>	\$923,105.33
June	Bridgeton, MO	Emergency Storm Debris Removal - <b>Midwest Tornado Outbreak</b>	\$38,918.81
June	Pottawatomie County, OK	Emergency Storm Debris Removal - <b>Midwest Tornado Outbreak</b>	\$418,256.75
June	City of Oklahoma City, OK	Emergency Storm Debris Removal - <b>Midwest Tornado Outbreak</b>	\$1,873,206.11
May	Terrebonne Parish Consolidated Government	St. Louis Bayou Cleanout	\$924,950.00

# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services

April	Ocean City, NJ	Marine Debris Removal - <b>Super Storm Sandy</b> Subcontractor to Zehender Disaster Relief, LLC	\$512,750.50
<b>2012</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CONTRACT AMOUNT</b>
November	Piscataway, NJ	Debris Removal - <b>Super Storm Sandy</b>	\$1,498,637.31
November	New York Department of Transportation – Nassau County	Debris Removal - <b>Super Storm Sandy</b>	\$5,190,263.72
November	New York Department of Transportation – Suffolk County	Debris Removal - <b>Super Storm Sandy</b>	\$8,224,716.15
November	New York Department of Transportation – Suffolk County	Debris Removal - <b>Super Storm Sandy</b>	\$3,607,542.53
November	Harford County, MD	Debris Removal - <b>Super Storm Sandy</b>	\$29,671.63
September	Ascension Parish, LA	Debris Removal - <b>Hurricane Isaac</b>	\$279,364.17
September	Louisiana Department of Transportation and Development – District 62	Debris Removal - <b>Hurricane Isaac</b>	\$913,039.39
September	Mandeville, LA	Debris Removal - <b>Hurricane Isaac</b>	\$465,759.22
September	St. John the Baptist, LA	Debris Removal - <b>Hurricane Isaac</b>	\$2,919,975.96
September	Jefferson Parish, LA	ROW Debris Removal - <b>Hurricane Isaac</b>	\$1,713,925.30
September	East Baton Rouge, LA	Disaster Management - <b>Hurricane Isaac</b>	\$2,474,520.78
September	St. Charles Parish, LA	Debris Removal - <b>Hurricane Isaac</b>	\$506,673.33
August	Jefferson Parish, LA	ROW Debris Removal - <b>Hurricane Isaac</b>	\$64,402.51
August	City of New Orleans, LA	Debris Removal - <b>Hurricane Isaac</b>	\$2,576,871.94
August	Downtown Development District – New Orleans, LA	Debris Removal - <b>Hurricane Isaac</b>	\$14,858.79
August	State of Louisiana	Mass Feeding - <b>Hurricane Isaac</b>	\$23,750.00
August	State of Louisiana	Catering Services - <b>Hurricane Isaac</b>	\$21,030.00
August	State of Louisiana	Delivered MRE's to Kenner, LA - <b>Hurricane Isaac</b>	\$4,604.64
August	State of Louisiana	Sand Delivery - <b>Hurricane Isaac</b>	\$19,680.00
August	Florida Department of Transportation – District 7	Cut and Toss Contract Z7023 - <b>Hurricane Isaac</b>	\$17,550.00
July	St. Clair County, AL	PWB #29 Shoal Creek Extension	\$188,864.00
July	VDEM	Logistics / Emergency Supplies	\$96,911.80
July	Corpus Christi, TX	Brush Collection	\$249,070.83
June	Matthews County, VA	Logistics / Emergency Supplies	\$13,109.00
May	Corpus Christi, TX	Debris Removal	\$482,331.96
May	Moody, AL	Storm Debris Removal	\$69,375.00

# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services



May	Limestone County, AL1	Waterway Debris Removal	\$164,605.02
May	St. Clair County, AL	Shoal Creek Debris Removal	\$682,000.00
May	St. Clair County, AL	Kelly Creek Debris Removal	\$173,782.00
April	Tuscaloosa, AL	Forest Lake Debris Removal	\$142,817.00
March	Pendleton County, KY	Tornado debris removal from county road right of ways	\$144,039.22
March	Lafayette Consolidated Government	Emergency Disaster Debris Removal - <b>March 2012 Floods</b>	\$52,767.84
February	Center Point, AL	Disaster Debris Removal, Reduction & Disposal for - <b>January 2012 Tornadoes</b>	\$458,260.06
January	Tuscaloosa, AL	Structural demo, Debris removal and Site cleanup	\$1,369,153.80
<b>2011</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CONTRACT AMOUNT</b>
December	Burgaw, RI	Grinding/Chipping at Site	\$18,620.00
November	Barrington, RI	Tub Grinding at Town Compost Site	\$81,956.92
October	Houston, TX	Debris Removal in City Parks and ROW's	\$3,783,080.94
September	Southern Shores, NC	Debris Removal - <b>Hurricane Irene</b>	\$240,643.61
September	Pamlico County, NC	Veg and C&D Debris Removal - <b>Hurricane Irene</b>	\$1,383,586.23
September	New Hanover County, NC	Veg and C&D Debris Removal and Disposal - <b>Hurricane Irene</b>	\$278,255.70
September	Virginia Department of Transportation – Ashland Residency	L & H Debris Removal – <b>Hurricane Irene</b>	\$4,498,736.62
September	Richmond, VA	Disaster Recovery Services – <b>Hurricane Irene</b>	\$895,762.35
September	Pender County, NC	Site Management at Rocky Pt Convenient / Morris Tract in homestead	\$42,897.68
September	Cranston, RI	Debris Removal - <b>Hurricane Irene</b>	\$1,209,413.46
September	Narragansett, RI	Debris Removal - <b>Hurricane Irene</b>	\$47,826.23
September	Calvert County, MD	L & H Debris Removal – <b>Hurricane Irene</b>	\$143,659.44
September	USACE-Minot, ND	Mobile Home Group – Site Development	\$9,367,899.71
September	North Topsail Beach, NC	Debris Removal - <b>Hurricane Irene</b>	\$4,950.00
September	Cumberland, RI	Debris Removal - <b>Hurricane Irene</b>	\$53,440.00
September	Providence, RI	Debris Removal - <b>Hurricane Irene</b>	\$209,399.00
September	Rhode Island Department of Transportation	Debris Removal - <b>Hurricane Irene</b>	\$17,864.50
August	Holmes County, MS	Debris Removal – <b>2011 Tornadoes</b>	\$36,515.94
August	VDEM	Logistic/Life Support Services due to Hurricane Irene: Portable Showers & Toilets, Bottled Water, Fuel, Generators, Reefer Trucks	\$514,000.00



# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services

August	Harford County, MD	Provided Roll Off containers due to Hurricane Irene	\$66,012.00
August	St. Mary's County, MD	Push / Load and Haul Debris Removal – <b>Hurricane Irene</b>	\$855,323.40
August	Havelock, NC	Debris Removal, Land H - <b>Hurricane Irene</b>	\$213,132.34
August	Suffolk, VA	Emergency Push – <b>Hurricane Irene</b> Subcontractor to TME	\$828.00
August	Virginia Department of Transportation – Hampton Road District	Debris Removal - <b>Hurricane Irene</b>	\$7,701,214.94
July	Durant, MS	Veg Debris Removal, Hauling & Disposal – <b>2011 MS tornado</b>	\$146,745.80
June	City of Birmingham, AL	Debris Removal - <b>April Tornado</b>	\$967,820.03
June	Alabama Department of Transportation – Division 3, Jefferson County	Debris Removal - <b>April Tornado</b>	\$260,979.00
June	Alabama Department of Transportation – Division 3, Shelby County	Removal and Disposal of Storm Debris and Damaged Trees - <b>April Tornado</b>	\$1,688.89
June	Alabama Department of Transportation – Division 3, St. Clair County	Removal and Disposal of Storm Debris and Damaged Trees - <b>April Tornado</b>	\$212,836.34
June	Alabama Department of Transportation – Division 3, Blount County	Removal and Disposal of Storm Debris and Damaged Trees - <b>April Tornado</b>	\$3,255,622.52
June	Plaquemines Parish, LA	Provision of temporary correctional training facility	\$2,049,081.42
June	Clay County, MS	Removal and Disposal of Storm Debris and Damaged Trees	\$47,150.10
June	City of New Orleans, LA	FEMA Demolition Program - <b>Hurricanes Katrina &amp; Rita</b>	\$2,860,893.60
May	Fultondale, AL – Jefferson County	Debris Removal - <b>April Tornado</b>	\$985,685.26
May	Calhoun County, AL	Debris Removal - <b>April Tornado</b>	\$4,652,742.66
May	East Baton Rouge, LA	Recreation and Park Commission Central Community Sports Park - Recreation Facility Construction	\$2,768,672.22
May	City of Trussville, AL	Debris Removal - <b>April Tornado</b>	\$99,620.38
May	Alabama Department of Transportation – Division 1 District 4 (AL 69 and 79 Marshall County)	Debris Removal - <b>April Tornado</b>	\$403,935.00
May	City of Birmingham, AL	Debris Removal - <b>April Tornado</b>	\$5,578,914.05
May	Alabama Department of Transportation – Division 1 District 4 (AL 91 Cullman County, AL)	Debris Removal - <b>April Tornado</b>	\$993,538.00
May	Alabama Department of Transportation – Division 1 District 4 (AL 227 & AL 62 Marshall County)	Debris Removal - <b>April Tornado</b>	\$1,792,201.95
May	Alabama Department of Transportation – Division 1 District 4 (I-65 Cullman County, AL)	Debris Removal - <b>April Tornado</b>	\$1,689,537.00
May	Alabama Department of Transportation – Division 1 District 4	Debris Removal - <b>April Tornado</b>	\$233,334.00
May	Alabama Department of Transportation – Division 1 District 4 (US 278 & US 31 Cullman County, AL)	Debris Removal - <b>April Tornado</b>	\$171,479.00

# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services



May	Alabama Department of Transportation – Division 1 District 3 Jackson County	Debris Removal - <b>April Tornado</b>	\$454,803.00
May	Alabama Department of Transportation – Division 1 District 3 DeKalb County	Debris Removal - <b>April Tornado</b>	\$165,183.00
May	Alabama Department of Transportation – Division 5 District 2 Tuscaloosa	Debris Removal - <b>April Tornado</b>	\$2,950,669.00
May	Town of Phil Campbell, AL	Debris Removal - <b>April Tornado</b>	\$2,343,961.22
May	Franklin County, AL	Debris Removal - <b>April Tornado</b>	\$2,339,722.44
May	Alabama Department of Conservation and Natural Resources (Guntersville State Park)	Debris Removal - <b>April Tornado</b>	\$2,302,133.60
April	USACE – Nashville, TN	Metro Center Levee Improvements-construction of bike path on existing levee	\$1,038,680.57
April	St. Bernard Parish, LA	Roadway restoration project-repairs throughout the Parish	\$262,934.70
April	North Carolina Department of Transportation – Johnston County	ROW debris removal and Disposal - <b>April Tornado</b>	\$98,739.61
April	North Carolina Department of Transportation – Wilson County	ROW debris removal and Disposal - <b>April Tornado</b>	\$46,359.56
April	North Carolina Department of Transportation – Greene County	ROW debris removal and Disposal - <b>April Tornado</b>	\$161,472.00

**“It is without reservation that I wholeheartedly endorse and recommend DRC Emergency Services, LLC to provide vital pre-disaster and post-disaster services to your government. DRC’s management and field personnel have proven time and again to be the most informed and responsive in the area of disaster management services.”**

*— Billy Nungesser*

*Lieutenant Governor, State of Louisiana*

### 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 26 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. Mr. Stafford 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, Mr. Stafford 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

***“The team at DRC has been most professional, engaging, and amenable to the City’s needs during the initial five-year period. We expect nothing less from the next five-year period”***

**— Harry Hayes Director of Solid Waste Management City of Houston**

# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services



## Kristy Fuentes, Vice President of Compliance and Administration

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

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

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.

Ms. Fuentes plays a key administrative role in every project DRC performs. In the wake of Hurricanes Michael and Florence in 2018 she directed 45 simultaneous contract activations while providing oversight of accounting, invoicing, ticket reconciliation and overall administrative management. Ms. Fuentes has provided this kind of oversight on all of DRC’s projects since 2013.

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

## Joe Newman, Vice President of Operations

With more than 13 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. Through the years, he has had many roles 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.

As Vice President of Operations, Mr. Newman provides operational oversight in order to measure progress and adjust processes to ensure the success of the project. Mr. Newman oversees all project managers and works closely with management personnel to maintain efficient team structure during an activation.

Previously, while activated for Hurricane Ike, Mr. Newman oversaw the collection, processing, and recycling/disposal of over 1,000,000 cubic yards of debris. His recent project activations include Hurricanes Michael, Florence, Harvey, Maria, and Irma. Mr. Newman plays a role in every major activation providing overall project management and operational oversight.

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



## Evan Fancher, Regional Manager

Mr. Fancher comes to DRC with over 7 years of relevant experience. He has experience in Economic Management, CRA Management, Marketing and Business Attraction, Intergovernmental Affairs, Land Use and Affordable Housing. Mr. Fancher is originally from Birmingham, Alabama, but he spent most of his career in Miami, Florida and currently resides in Pembroke Pines, Florida. Previously, Mr. Fancher was the Executive Director for the South Miami Community Redevelopment Agency. During this time, he ignited the redevelopment of South Miami including Madison Square and South Miami Gardens and initiated several Comprehensive Master Plan and zoning changes aimed to increase the stock of housing options and facilitate redevelopment.

Mr. Fancher also served as the Redevelopment Administrator for City of Plantation and the Senior Advisor for Miami-Dade County Commissioner Xavier Suarez, where he led Commissioner Suarez's office during Hurricane Irma response. Mr. Fancher's understanding of disaster management stems from his time working in Government, as such, his unique perspective allows him to better understand the City of Key West's needs during an activation. Mr. Fancher has made a career of working with local governments to help them achieve their goals.

Mr. Fancher has a dual Bachelor's degree in Sociology and Political Science from the University of Alabama at Birmingham and a Master's Degree in Applied American Politics and Public Policy from Florida State University.

Awards/Memberships: 2018 Public Policy Advocate of the Year (Miami Association of Realtors); 2016 Community Scholar in Affordable Housing (University of Miami); Citizens Independent Transportation Trust Board Member; Miami New Drama Board Member; American Planning Association; Florida Redevelopment Association; 100 Black Men of South Florida

## Jay Gunter, MOT Specialist

Mr. Gunter comes to DRC with 35 years in the solid waste business. Having started his career in solid waste in 1983, Mr. Gunter has operated nearly every type of waste and/or hauling truck. Additionally, he has held many positions in the solid waste business. Mr. Gunter has served as an incident commander through several hazardous waste events. As a previous Solid Waste Superintendent with Lake County, Florida, Mr. Gunter has a unique understanding of a jurisdiction's needs during a disaster event. Most recently, Mr. Gunter worked as the regional manager in the Southeast region of the United States in response to hurricanes that occurred during the 2020 storm season; these hurricanes include Hurricanes Isaias, Sally, Laura, and Zeta. His previous disaster experience includes coordination or clean up after Hurricanes Hugo, Andrew, Alberto and Mitch as well as many other flood and tornado events. Some of his projects include Hurricane Michael and the 2018 Red Tide Event. During Hurricane Michael, Mr. Gunter worked closely with both Georgia and Florida's Departments of Transportation. Mr. Gunter is MOT certified, which makes him qualified to design and implement temporary traffic control plans to ensure the safety of personnel, motorists, and pedestrians, making him an invaluable asset to all DOT projects. Mr. Gunter has successfully certified over 200 people to meet MOT guidelines for Temporary Traffic Control Flagging Operations during DOT events for years 2020 and 2021.

FEMA Certifications: IS-27, IS-35.20, IS-100.c, IS-200.c, IS-632.a, IS-633, IS-700.b, IS-703.b, IS-800.d  
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, FDOT Temporary Traffic Control-Advanced Course, VDOT Traffic Control Supervisor – Intermediate Course, Introduction to OSHA and the OSHA Act, 10-Hr OSHA Training for the Construction Industry, VDOT Advanced MOT Certification

Please see Florida Department of Transportation MOT Certificate attached in Tab 6- Required Documents.

# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services



## Mark Bush, Project Manager

Mr. Bush is a Texas native who worked previously as Field Service Supervisor/Operations Coordinator for an oilfield services company specializing in water treatment. He served 6 years in the US Army as a Light Wheel Mechanic and also served as a Squad Leader with the 4th Brigade/4th Infantry Division. His prior experience has helped him hone his skills in personnel management, reliability and responsiveness, attention to detail and adaptability to change, and time management. Mr. Bush manages the daily logistical coordination of crews, heavy equipment, and support resources; work flow and future crew movement planning; and daily work site documentation. Additionally, he implements health and safety protocols to ensure that all work was completed safely. Following Hurricane Harvey, Mr. Bush served as the main point of contact to Harris County Engineering. He also worked closely with FDOT in the aftermath of Hurricane Michael. Mr. Bush went to Lamar University in Beaumont, TX.

FEMA Certifications: IS-100.c, IS-200.c

Other Certifications: Hazwoper, TX All-lines Ins. Adjuster (lic#2156078), SafeLand USA, SafeGulf USA, H2S Awareness Training, CPR AED Certified

## 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.

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 -20.19, IS -21.19, IS-29, IS-33.17, IS-36, IS-37.19, IS-42, IS-60.b, IS-75, IS-100.c, IS-100.fda, IS-100.fwa, IS-100.hcb, IS-100.he, IS-100.leb, IS-100.pwb, IS-106.17, IS-200.b, IS-200.hca, IS-201, IS-230.d, IS-240.b, 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-454, IS-546.a, IS-547.a, IS-632.a, IS-633, IS-634, IS-660, IS-700.b, IS-702.a, IS-703.a, IS-706, IS-775, IS-800.b, IS-801, IS-802, IS-803, IS-804, IS-807, IS-807, IS-809, IS-810, IS-811, IS-812, IS-813, IS-906, IS-907, IS-909, IS-912, IS-914, IS-01010, IS-1150, IS-1172, IS -2000, IS-2002, IS -2500, IS -2600, IS-2900.a

OSHA Certifications: OSHA-105, OSHA-107, OSHA-108, OSHA-112, OSHA-113, OSHA-115, OSHA-116, OSHA-121, OSHA-122, OSHA-123, OSHA-144, OSHA-150, OSHA-151, OSHA-152, OSHA-161, OSHA-162, OSHA-602, OSHA-603, OSHA-605, OSHA-612, OSHA-614, OSHA-618, OSHA-700, OSHA-701, OSHA-702, OSHA-704, OSHA-707, OSHA-716, OSHA-718, OSHA-719, OSHA-722, OSHA-750, OSHA-806, OSHA-807, OSHA-808, OSHA-809, OSHA-815, OSHA-852

Other Certifications: 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 Walsh, Contracts Manager

Ms. Garcia Walsh has overseen DRC's contracts since 2010. Her role is to maintain all contractual records and documentation, such as receipt and control of all contract correspondence. She is responsible for applying, renewing, and activating general contractor licenses nationwide as well as other authorizations and pre-qualifications. Additionally, she is responsible for invoicing, ticket reconciliation and coordination with subcontractors, municipalities and monitoring firms regarding accounting procedures. Ms. Garcia Walsh helps ensure data is collected and processed efficiently.

Ms. Garcia Walsh brings experience in data management operations following some of the largest debris generating natural disaster in recent history. She oversaw data collection and processing for state and federally funded projects. She assists with data management, invoice reconciliation, and project closeout.

Ms. Garcia Walsh has provided administrative assistance to DRC's management personnel on all major disasters since 2013. Prior to joining DRC, Ms. Garcia Walsh provided administrative assistance for emergency response projects involving FEMA protocol.

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

# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional 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. DRC proudly promotes community involvement by working closely with local suppliers and vendors when the situation allows. DRC utilizes local vendors to the maximum extent possible to minimize load times, transportation costs, and schedule risk.

Because of its importance, we have developed a vast network of subcontractors that are uniquely qualified and meet all operational requirements envisioned under this RFP. DRC has access to more than 2,000 firms through our prequalified supplier database, including over 1,200 Small Business Firms. This database facilitates our ability to identify firms qualified for specific scopes of work and allows DRC to efficiently sort the firms by type of service and size of business.

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*

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#### T&S Trucking Service, LLC (DBE/WOSB)

T&S Trucking Service, LLC has been in business since 2008. They started as a local and long-haul trucking company hauling general freight, logs, sawdust, chips, and lumber. In 2017, T&S Trucking jumped in the Disaster Cleanup. They started small with the typical hopes of all storm chasers, get in make money and get out. Except they got hooked, and decided we wanted to make a change from general freight to the cleanup work. T&S have gained so many connections, work experience, and learned so much since 2017, that they decided to become certified as a DBE Subcontractor.

#### WORK EXPERIENCE – 2020

T&S hauled the mulch from Michael in Jackson County, FL. They ran 3 of their own trucks as well as 4 subcontractors working under them. On any given day, we can produce 10-20 good subs to come on board with us.

#### WORK EXPERIENCE – 2019

Early in 2019 T&S took on a small job cleaning up after Hurricane Michael, in Georgia. They went in with 2 trucks and 4 pony trailers and hauled 45,000 yards. From Georgia they moved to Jackson County and hauled 22,000 yards and stayed behind when others left and did both phases of stump removal. In between phase 1 and phase 2 of the stump removal, T&S went back to Houston and hauled as needed. Additionally, T&S worked in Dallas after a tornado and Louisiana after Barry went through.

#### WORK EXPERIENCE – 2018

T&S finished their work in Puerto Rico from the previous year, they worked in Houston and worked 2 months in Houston hauling 23,000 yards. In the fall of 2018, they were the first 2 trucks into Wilmington after Hurricane Florence, and we hauled over 65,000 yards.



## WORK EXPERIENCE – 2017

In 2017 T&S worked in Florida in response to Hurricane Irma. From Florida T&S headed to Puerto Rico to work in response to Hurricane Maria.

T&S Equipment Listing		
Type of Equipment	Owned/Leased	Quantity
Self Loader	Owned	1
Self Loader	Leased	20
Skid Steer	Owned	20
Semi Tractor	Owned	2

DRC has no ongoing or prior litigation involving T&S Trucking.

## *Local S/M/WBE Resource Program*

DRC understands that primarily mobilizing staff and equipment from local subcontractors reduces mobilization times and reduces cost. While DRC maintains a current, active subcontractor list, Regional Managers reach out to local subcontractors and small, minority and women-owned business enterprises (S/M/WBE) by utilizing:

- Governmental databases
- Local, regional, and national SBE compliance departments
- Client and vendor references
- Direct mail community outreach
  - Information can be found by contacting: 888-721-4DRC or going on drcusa.com

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.

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.



# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services



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.



DRC Emergency Services, LLC  
110 Veteran Memorial Blvd. Suite 515  
Metairie, Louisiana 70005  
Phone: 504-482-2848 Fax: 504-482-2852

Company Name: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Contact Person#: \_\_\_\_\_

Email: \_\_\_\_\_

Address: \_\_\_\_\_

DBE/WBE: \_\_\_\_\_

Licensing/  
Certifications: \_\_\_\_\_

Equipment: \_\_\_\_\_

Notes: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



DRC Emergency Services, LLC  
110 Veterans Memorial Boulevard, Suite 515  
Metairie, Louisiana 70005  
Phone: (888) 721-4372 Fax: (504) 482-2852  
www.drcusa.com

In the event of a disaster in the Jurisdiction and DRC Emergency Services is tasked with the Debris Removal and Disposal, the following equipment and licensing will be required:

#### EQUIPMENT:

- Hauling Equipment with bed capacity of greater than 30 CY and up to 100 CY is preferred. Self-loading equipment is also preferred, however, pieces of hauling equipment can be coupled with front end loaders with grapples and bobcats with grapples that are capable of loading hauling equipment. All equipment must meet DOT standards for on road travel. All loading equipment must operate with rubber tires.
- Seventy Hour Emergency Push (short term use) – the above equipment applies, however, rubber tire front end loaders, motor graders, telehandlers, backhoes, bobcats with buckets can be used during the first 70 hours.
- Operation of the DMS sites (Debris Management Sites) – Bulldozers, water disbursement trucks, grapple trucks, backhoes can be used for this operation.

#### INSURANCE REQUIREMENTS:

- General Liability - \$1,000,000.00 / \$1,000,000.00 Aggregate
- Workers Compensation - \$1,000,000.00/\$1,000,000.00/\$1,000,000.00

#### DBE CERTIFICATION

DBE Certificate not required; however, if you are DBE registers with the Jurisdiction, please send a copy of the certification by fax or mail to:

110 Veterans Memorial Boulevard, Suite 515  
Metairie, LA 70005  
FAX: (504) 482-2852

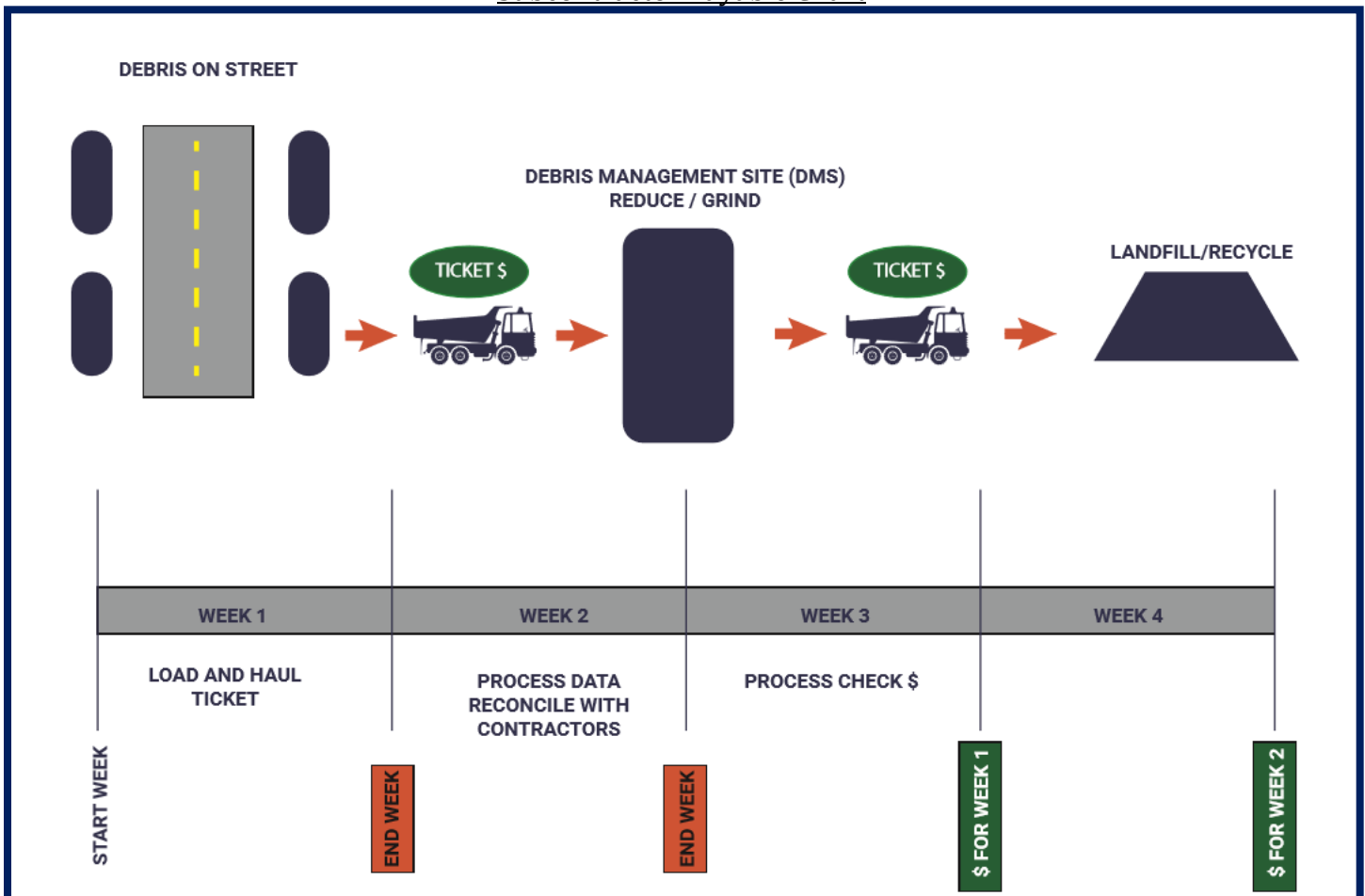
***“Our Mayor's Office, Councilmembers, my office, and other coordinating agencies took great comfort in the "on the ground" presence and access they had to DRC's team throughout this effort, and their commitment to the job until we fully addressed all the recovery needs of our residents was greatly appreciated.”***

– Adam M. Smith, P.E., Chief of Wastewater Operations & Maintenance, City of Baton Rouge/Parish of East Baton Rouge's Department of Environmental Services

## Prompt Payment of S/M/WBEs

In addition to occasionally assisting S/M/WBEs with operating startup costs, DRC has a 20 plus year history of paying subcontractors on a weekly basis. This expedited payment policy is critical to small businesses as they may experience cash flow issues that can impact operations.

### Subcontractor Payable Chart





# Tab 1: Qualifications/Experience

RFP No. 002-21 Professional Services



## 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.







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 City is to protect lives, minimize the loss or degradation of resources, and continue to sustain and restore operational capability following an event. DRC uses a basic three phase approach to help the City of Key West achieve these goals. DRC's approach to **prepare**, **respond**, and **recover** are fundamental to successful disaster management.

PREPARE

RESPOND

RECOVER

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 2: General Operations Plan

RFP No. 002-21 Professional Services



## PREPARE



- *Contract Award*
- *Local Teaming Partners*
- *Availability of Firm's Resources*
- *Quality Control Program*
- *Joint Planning & Training*
- *Forecasting*

### *Contract Award*

Upon award, DRC's Regional Manager Evan Fancher will schedule a meeting with the City of Key West. 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)



### *Local Team Partners, Vendors, and Subcontractors*

DRC maintains a network of hundreds of subcontractors, approximately 30 of which are primary subcontractors that have been a part of DRC's responses in the last 32 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

**"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

### *Availability of Firm's Resources*

#### Availability of Key Personnel

For the past 32 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  
Engineer, Martin County, FL**

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 Key West is Evan Fancher who is capable of responding to the needs of the City 24 hours a day, 7 days a week.

#### Available Equipment

DRC will use owned equipment, subcontractor equipment, or lease/rent equipment based upon the disaster scenario. 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. **During the 2017 hurricane season, DRC operated in excess of 2,000 pieces of equipment while simultaneously responding to Hurricanes Irma, Harvey, and Maria.**

Additionally, DRC has Master Service Agreements in place with national equipment suppliers, such as Hertz, United, Caterpillar, and William Scotsman, to supplement our equipment needs.





# Tab 2: General Operations Plan

RFP No. 002-21 Professional Services



## 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
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



# Tab 2: General Operations Plan

RFP No. 002-21 Professional Services

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
Screens	shaker screens and sand screens	4
Water Trucks	various models and capacity	12
<b>Total:</b>		<b>4225</b>

## 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

# Tab 2: General Operations Plan

RFP No. 002-21 Professional Services



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

## Process for Managing Multiple Contracts

DRC has experience staffing, managing, and executing multiple debris management and emergency response projects nationwide. Our management approach is grounded in using highly qualified operational management teams coupled with area/sector/site managers, who provide strong management control, and a single point of contact for communication, responsibility, and accountability. DRC empowers managers to reassign resources as needed and to resolve project, cost, or schedule issues at the lowest possible level. DRC's management staff is provided state-of-the-art resource planning and forecasting systems.

DRC's process for managing multiple task orders has been successfully applied to more than 500 projects over the course of multiple events. Highlights of this proven management process include:

- ✓ *Assigning a Program Manager with the authority to commit resources to ensure proper levels of staffing*
- ✓ *Conducting quarterly meetings with clients, DRC's Program Manager, and other key staff, to review active task orders and overall implementation of the contract*
- ✓ *Providing autonomous decision-making authority to the Operations Manager at the task order execution level to avoid delays*
- ✓ *Developing a Communication Plan to clarify roles and responsibilities, identify all project stakeholders, provide a set format/time for communications, and clearly show the chain of command structure*
- ✓ *Allowing for consistency across multiple task orders through the use of proven project management and field activity control policies, plans, systems, and procedures*
- ✓ *Identifying critical schedule and quality impacts by holding monthly project review meetings with key subcontractors*
- ✓ *Developing look-ahead schedules that indicate resource requirements*

### Number of Personnel Available by Category

DRC's management personnel and points of contact respond to calls 24 hours per day. In the event DRC's operating facility is called, a 24 hour answering service is utilized, which then contacts the manager on duty. Following the initial call, DRC uses a ring-down system of notification to readied operators and subcontractors.

DRC anticipates having the following personnel available to respond to calls:

- 1,762 Operators
- 200+ Laborers
- 300+ Project Managers
- 500+ Field Supervisors
- 25+ Area Managers
- 10+ Safety Officers
- 10+ Dispatching Staff

Please see Organizational Chart attached.

### Experience Managing 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:

#### 2020 Hurricane Season

- DRC was activated in 45 jurisdictions, managed 81 Temporary Debris Management Site, and removed and disposed over 5,900,000 cubic yards of debris.

#### 2019 Storm Season

- DRC was activated in 14 jurisdictions in the Gulf Coast region as Hurricanes Barry, Dorian, and Tropical Storm Imelda hit the coast back to back over two months. DRC operated and managed 5 Temporary Debris Management Site in total, and removed approximately 140,562 cubic yards of debris.

#### 2018 Hurricane Michael

- DRC was active in 9 jurisdictions, managed 27 debris management sites and removed approximately 5,702,004 cubic yards of debris.

#### 2018 Hurricane Florence

- DRC was concurrently activated in 14 jurisdictions, managed 18 Temporary Debris Management Site and picked up approximately 2,500,000 cubic yards of debris.

#### 2017 Hurricane Maria

- DRC was activated by the Department of Transportation and Public Works in Puerto Rico. During this contract, DRC managed 8 Temporary Debris Management Site and removed over 1,000,000 cubic yards of debris.

#### 2017 Hurricane Irma

- DRC was activated in 26 jurisdictions simultaneously while managing 30 Temporary Debris Management Site. DRC removed and disposed of over 2,000,000 cubic yards of debris.

#### 2017 Hurricane Harvey

- DRC was activated in 17 jurisdictions following Hurricane Harvey and simultaneously ran more than 16 Temporary Debris Management Site during this activation.
- DRC recovered and reduced over 3,500,000 cubic yards during this activation.

#### 2016 Hurricane Hermine

# Tab 2: General Operations Plan

RFP No. 002-21 Professional Services



- 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 1,000,000 cubic yards of debris over the course of 30 days in East Baton Rouge Parish, Louisiana.
- DRC opened and operated two Temporary Debris Management Site 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 Temporary Debris Management Site 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 Temporary Debris Management Site 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 Temporary Debris Management Site 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 TDMS sites in Louisiana, processing debris for the Louisiana DOTD. Also, in 2005, DRC simultaneously operated six Temporary Debris Management Site for the Louisiana DOTD in two districts following Hurricane Katrina.

## *Quality Control Program*

### 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

### 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.



# Tab 2: General Operations Plan

RFP No. 002-21 Professional Services



DRC aspires to be the “**first in response**” for natural and man-made disasters by being prepared, responsive, competent, and demonstrating ethical business conduct. Headed by a team of caring people, we recognize that how we do our work is as important as what work we do. We will not tolerate any short cuts when it comes to our ethical values and standards of conduct.

## Compliance Standards and Procedures

Our senior management and key personnel are committed to the highest standard of ethical conduct and compliance. Our senior management team has also established a very detailed ethics program with procedures to detect some of the obvious and easier ways that fraud occasionally occurs.

### 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 Key West in the wake of a disaster event.

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



Our mission is to provide the most **dependable, honest** and **customer-centric** services in the industry by building **lasting relationships** with the clients we serve.

We are among the leading disaster management and civil construction groups in the United States, specializing in providing emergency preparation, disaster response and recovery from major catastrophes. Our experience covers all facets of a project, including the FEMA reimbursement process.

**At DRC we’re always *striking back* against disaster.**

## Safety Procedures

Through careful planning and 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. Continuous instruction/monitoring of each contractor, subcontractor, supplier and employee in the safe operation of their work;
2. A reward system for consistent safe operation and performance.

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

All personnel records (management, supervisors, foremen and laborers) are maintained to ensure all personnel have current training and certification relative to their job assignment. All of DRC's personnel receive specialized training in emergency management and are encouraged to further their education.

**"Your attention to safety is to be commended."**

Cynthia Halsey, Environmental Services, Okaloosa County, Florida



# Tab 2: General Operations Plan

RFP No. 002-21 Professional Services



## 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. 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.
3. Employees who violate this prohibition or receive such a conviction are subject to corrective or disciplinary action as deemed appropriate, up to and including termination.
4. DRC provides information about drug counseling and treatment.
5. DRC reserves the right to search and inspect for the maintenance of a safe workplace.

## Technical Training & Educational Services

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 Key West with planning and training exercise. DRC will provide regular training and feedback sessions annually or on a more frequent basis to the 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

*"I have been City Manager for over 50 years. DRC is the best hurricane contractor I have had the opportunity to work with."*

Samuel Kissinger, City Manager,  
Indian Creek Village, FL

When requested, DRC can offer a "Regional Debris Readiness Workshop" for smaller jurisdictions by inviting neighboring communities to a combined training session.





## *Joint Planning and Training*

DRC provides the City of Key West 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



# Tab 2: General Operations Plan

RFP No. 002-21 Professional Services



## 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



## Identifying Permanent Disposal Facilities, Transfer and Recycling Facilities

DRC has agreements in place 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.

### Proposed Final Disposal Site

South Dade Landfill  
23707 SW 97TH AVE  
Homestead, FL 33032

### List of Approved Sites

#### Primary Sites:

1. Truman Waterfront Property
2. 5701 College Road
3. Wickers Football Field
4. Rockland Operations, LLC.

#### Secondary Sites:

1. Trumbo Road Property
2. Indigenous Park
3. South Roosevelt Boulevard Bridle Path



## 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

---

### 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. Each activation presents unique circumstances which require a tailored response.

### 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 2: General Operations Plan

RFP No. 002-21 Professional Services



## RESPOND



- *Alert Phase*
- *Disaster Impact*
- *Response Timeline*
- *Initial Damage Assessments*
- *Emergency PUSH Operations*
- *Loading and Hauling Operations*
- *Temporary Debris Management Site Operations*
- *Safety*
- *Prompt Damage Complaint*
- *Accounting and Document Management*
- *Post Event Evaluations*

### *Alert Phase*

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

- 72 hours before impending impact, Evan Fancher will contact the City of Key West 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



## 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 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 is highly capable to meet, sustain, and manage all facets of disaster response, including responding within 24 hours. 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 Key West's Point of Contact
- Roughly 50 percent of required equipment and manpower are in place
- 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
- Initial understanding of crew type and quantity has been established with the City's Point of Contact
- 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

### Within 48 Hours Post Event

- Full Mobilization is complete
- All contractual requirements (bonds, safety plans, dust control, community outreach, 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 2: General Operations Plan

RFP No. 002-21 Professional Services



## *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*

- PUSH routes are predetermined with the help of City, who have a clear understanding of geography of the community
- Debris is “pushed” or cleared from the Public Roadway generally in an order of priority established by the City of Key West
- 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

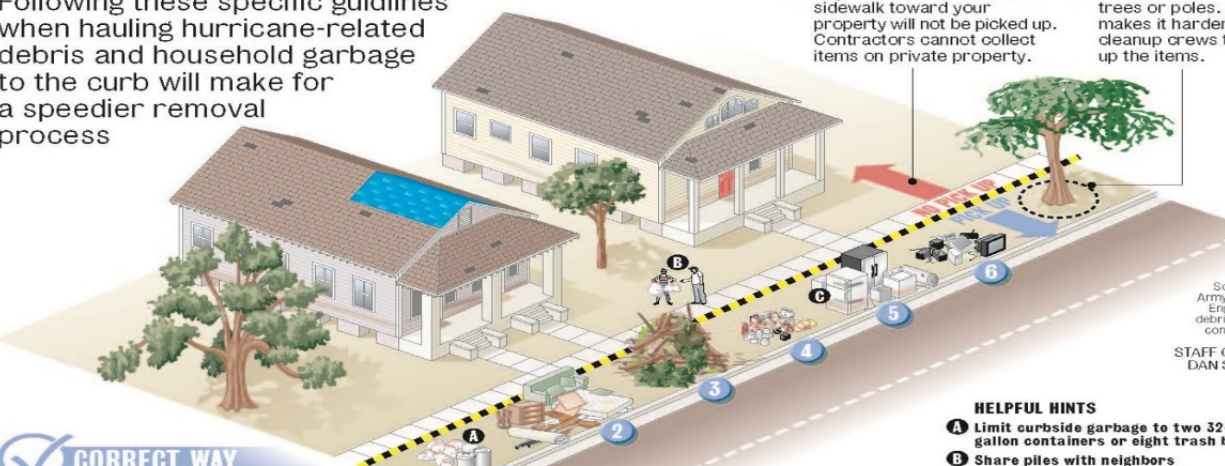
Within 24-48 hours of a Notice to Proceed (or a reasonable amount of time agreed upon by the City) DRC will commence debris removal operations with multiple Debris Removal Crews. Debris Removal Crews will many times consist of three to five hauling vehicles of 30 to 150 cubic yard capacity with operators, 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 Key West or its designated representative and closed out.

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



### ✓ CORRECT WAY

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

<b>1 HOUSEHOLD GARBAGE</b> <ul style="list-style-type: none"> <li>Bagged trash</li> <li>Discarded food</li> <li>Packaging, papers</li> <li>All garbage should be placed curbside the night before the scheduled weekly pickup.</li> </ul>	<b>2 CONSTRUCTION DEBRIS</b> <ul style="list-style-type: none"> <li>Building materials</li> <li>Drywall</li> <li>Lumber</li> <li>Carpet</li> <li>Furniture</li> <li>Mattresses</li> <li>Plumbing</li> </ul>	<b>3 VEGETATION DEBRIS</b> <ul style="list-style-type: none"> <li>Tree branches</li> <li>Leaves</li> <li>Logs</li> </ul>	<b>4 HOUSEHOLD HAZARDOUS WASTE</b> <ul style="list-style-type: none"> <li>Oils</li> <li>Batteries</li> <li>Pesticides</li> <li>Paints</li> <li>Cleaning supplies</li> <li>Compressed gas</li> </ul>	<b>5 'WHITE' GOODS</b> <ul style="list-style-type: none"> <li>Refrigerators</li> <li>Washers, dryers</li> <li>Freezers</li> <li>Air conditioners</li> <li>Stoves</li> <li>Water heaters</li> <li>Dishwashers</li> </ul>	<b>6 ELECTRONICS</b> <ul style="list-style-type: none"> <li>Televisions</li> <li>Computers</li> <li>Radios</li> <li>Stereos</li> <li>DVD players</li> <li>Telephones</li> </ul>
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### ✗ 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.

**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

## Multiple Scheduled Passes

In order to allow citizens to return to their properties and bring debris to the right-of-way as recovery progresses, DRC ES adheres to FEMA's guideline of three scheduled collections or passes.

In rare cases, particularly following major flooding, additional collections may be warranted.

# Tab 2: General Operations Plan

RFP No. 002-21 Professional Services



## 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 generated directly by the event or as a result of the event and is in the public Right of Way; for private property debris to be eligible, Private Property Debris Removal has to be authorized:

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



## 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





# Tab 2: General Operations Plan

RFP No. 002-21 Professional Services



## 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, 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



## Private Property Debris Removal

FEMA may extend public assistance to private property debris removal when it poses a threat to the public. Under the request and direction of the City of Key West or its representative, the contractor will initiate and manage a Right of Entry (ROE) program to remove debris on private property and/or demolish private structures that are a public safety hazard. The property owner must grant access prior to any work, unless there is an immediate threat to the lives, health, and safety to the City's citizens.



## Hazardous Tree and Limb Removal

A tree is considered "hazardous" if its condition was caused by the disaster and public health and safety are 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 Key West'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





# Tab 2: General Operations Plan

RFP No. 002-21 Professional Services



## Removal of Hazardous Stumps

Stump removal usually takes place late in the debris removal process and is generally determined eligible by the City's 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

Canal 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 operations plan. Debris often consists 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:

- 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 Key West. 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 (City 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



# Tab 2: General Operations Plan

RFP No. 002-21 Professional 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 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 Key West. 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.

## Emergency Cleaning of Storm Water Catch Basins

As directed by the City, DRC will provide all labor, equipment, transportation, traffic control, signage and other incidentals required to provide emergency cleaning of storm water catch basins. Service will include the disposal of the water at Public Works facility or the Wastewater Treatment Plant.

Debris collected from storm water appurtenances shall be placed at the curb for pick up by the ROW debris management program.

## Mold Remediation of Buildings

DRC will provide all personnel vehicles, equipment and supplies for the planning of mold remediation services, removal and disposal of mold contaminated materials, and other mold remediation measures necessary for affected public buildings. DRC will comply with all Federal guidelines on mold remediation, and ensure compliance with all applicable health, safety and environmental protection standards. The City will designate the buildings or other structures to be remediated. The City will approve DRC's mold remediation plan.

## 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.



### 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.

### Generators

DRC will provide mobile electric power generation units for facilities and locations within the State. 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 State.

### Fire Suppression Standby Support Water

In the event of a water system failure in the City, DRC will provide filled water trucks of a minimum capacity of 1500 gallons, and equipped with outlet valves compatible with fire hose connections meeting national standards of the National Fire Protection Association, or as otherwise specified by the City. The City will direct DRC regarding the location(s) for the truck(s) to be positioned, and the City will provide a fully qualified and licensed driver. If the initial water supply is used, the City will be responsible for refilling the truck. Delivery will be accomplished within 48 hours of request by the City.

### Temporary Housing and Subsistence Support

DRC headquarters personnel will secure temporary housing by the following priority of choice:

- Rental Property
- Efficiency lodging rooms
- Non-efficiency lodging rooms
- DRC or rental motor homes and/or travel trailers

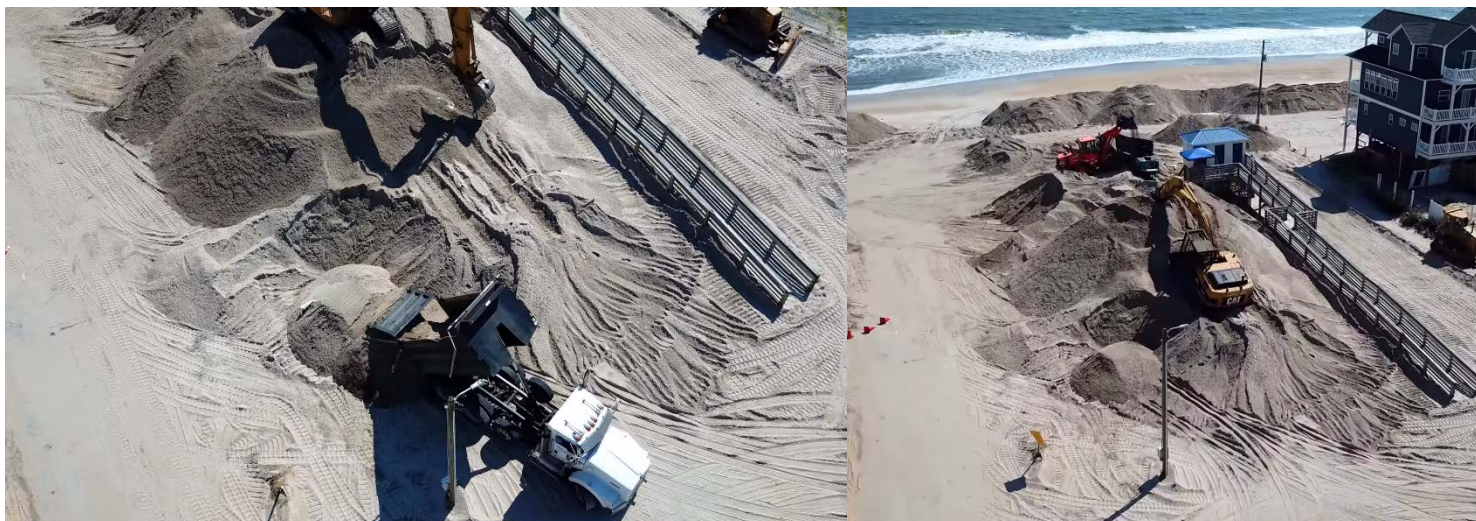
DRC headquarters personnel will secure temporary sanitary facilities in the event such facilities are inoperable in the affected area. DRC headquarters personnel will assure a reliable and safe supply of food and potable water for consumption by all personnel assigned to the field. DRC headquarters personnel establish and maintain an "Emergency Contact List", to include key medical information for all field personnel to ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan.

### Decontamination of Buildings and Facilities

DRC will provide for chemical and/or biological decontamination of buildings, facilities or other structures as directed by the City. DRC will comply with all applicable health, safety and environmental protection standards. The City will approve DRC's decontamination plan.

# Tab 2: General Operations Plan

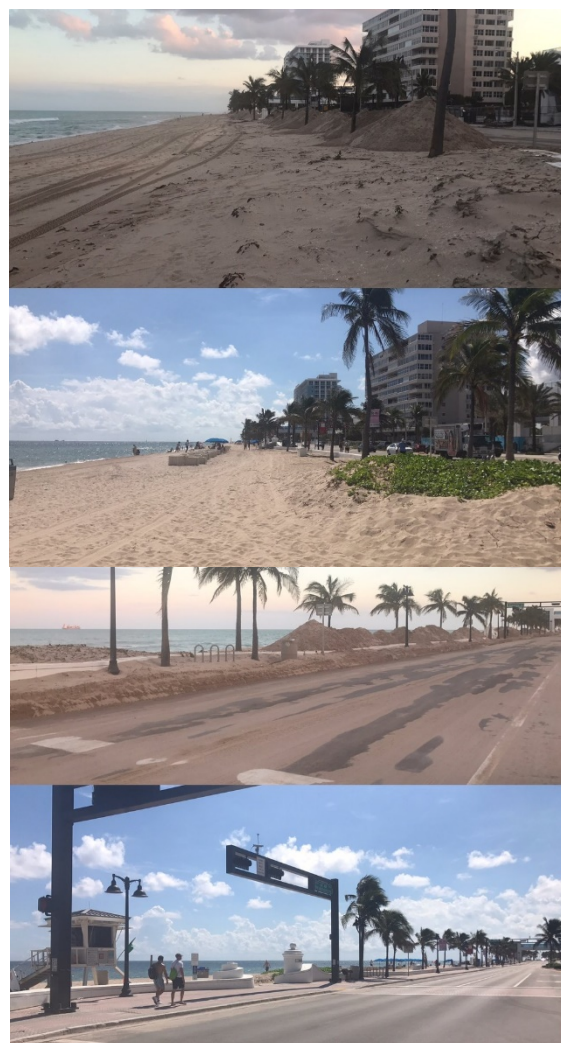
RFP No. 002-21 Professional Services



## 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



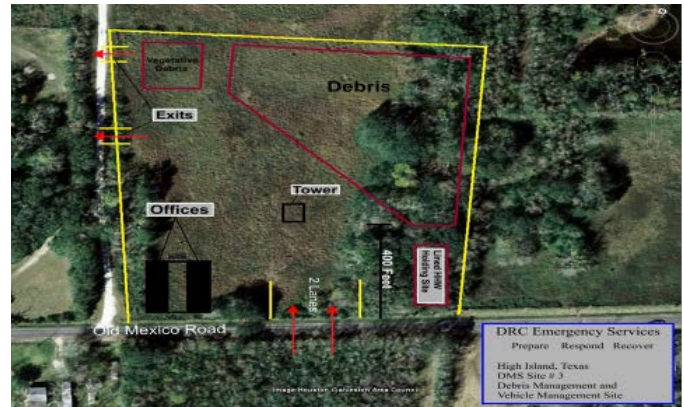


## Temporary Debris Management Site Operations

### 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.



# Tab 2: General Operations Plan

RFP No. 002-21 Professional Services



## Typical On-site Equipment, Supplies and Manpower Needs

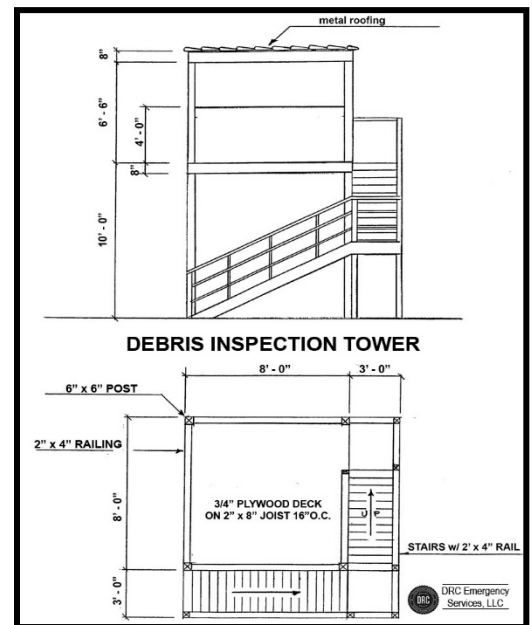
Signage	Inspection Tower(s)
Perimeter Fencing (if required)	Site Manager
Equipment Operators	Traffic Control Personnel
Security Personnel	Traffic Control devices
Front-end loader with thumb	Bulldozer
Grinder- horizontal or Tub	Excavator
Water Truck	Sweeper
Air curtain Incinerator or above ground incinerator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



## 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.

- Reduction by grinding provides opportunity for recycling, re-use and consumption as a fuel source

**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.

- Reduction by burning provides for the most cost- effective processing, if burning is an option

**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.



# Tab 2: General Operations Plan

RFP No. 002-21 Professional Services



## 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.



**“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



### 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 Key West and/or Landowner

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





# Tab 2: General Operations Plan

RFP No. 002-21 Professional 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



### *Prompt Damage Complaint*

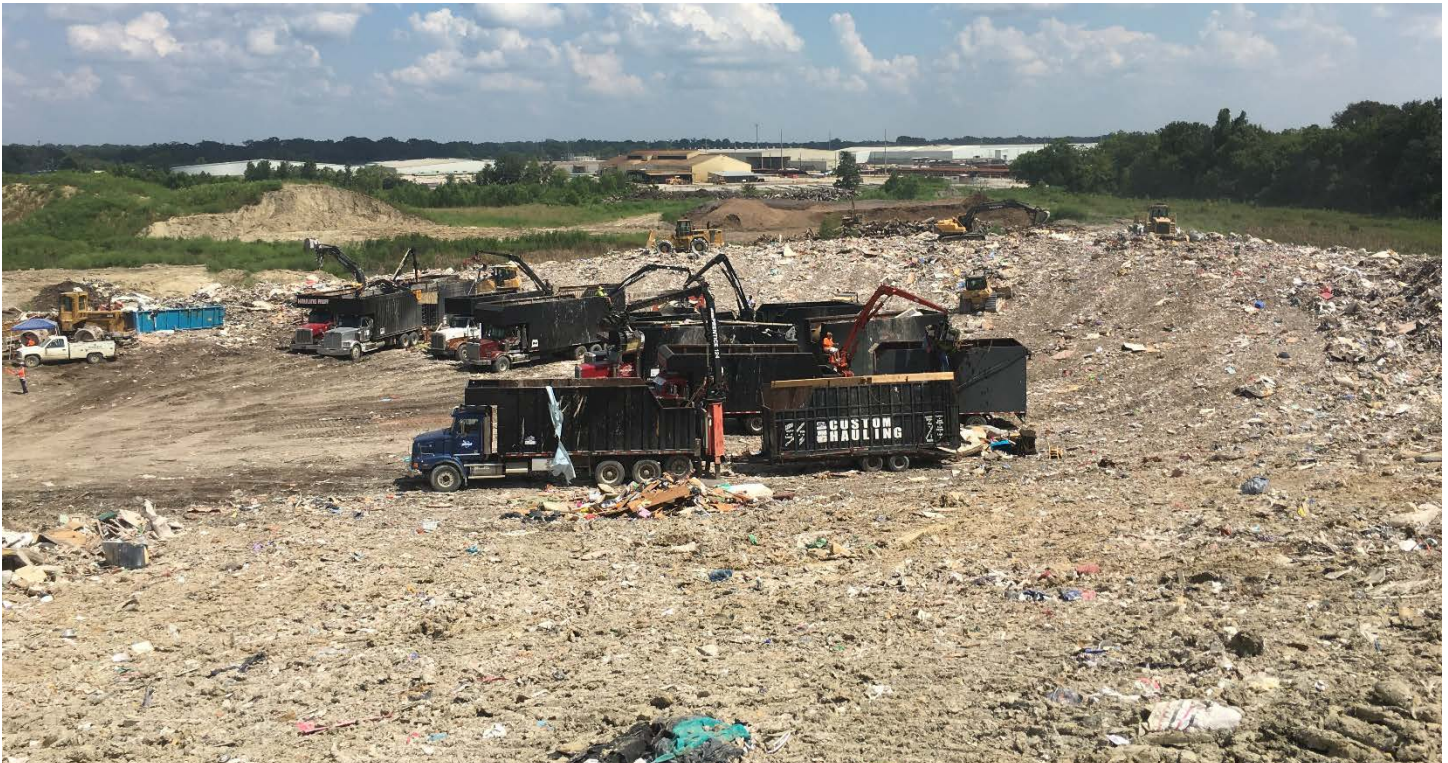
- DRC maintains a damage hotline (888-721-4DRC) for all projects. A complaint manager is assigned to the project and is responsible for tracking all damage and repair.
- DRC will investigate all damages and complaints within 24 hours and will propose a resolution to the damaged party within 48 hours.

### *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.





# Tab 2: General Operations Plan

RFP No. 002-21 Professional Services




## Post Event Evaluations

### Hot Wash Meetings

DRC holds a Hot Wash with each jurisdiction post event. A Hot Wash is an after-action evaluation that occurs between DRC and the client. This post activation meeting serves as a forum for the client to discuss the project as a whole, the processes that were implemented, and any potential improvements. Additionally, DRC has an internal meeting to discuss development strategies and innovative concepts for future activations.

### Subcontractor Evaluation

DRC has a large network of subcontractors and maintains long standing relationships with trained and exclusively committed key subcontractors. Additionally, DRC strongly believes the use of local resources is vitally important to a successful disaster recovery operation. For over 32 years, DRC has been building relationships with subcontractors across the nation. DRC utilizes a 55-point Post Event Subcontractor Evaluation Form to aid in building our reliable network of subcontractors.



6702 Broadway Street • Galveston, TX 77554 • (888) 721-4372 • Fax: (504) 482-2852  
[www.drcusa.com](http://www.drcusa.com)

**POST EVENT SUBCONTRACTOR EVALUATION RATING FORM**

Subcontractor \_\_\_\_\_

Event \_\_\_\_\_

Jurisdiction \_\_\_\_\_

Date Reviewed \_\_\_\_\_

	5 = Excellent	4 = Good	3 = Satisfactory	2 = Unsatisfactory	1 = Poor
1	Subcontractor mobilized within the timeframe required				
2	Subcontractor mobilized job with the required pieces of equipment				
3	Rate the appearance of equipment utilized				
4	Rate the reliability of equipment utilized				
5	Rate subcontractor's overall customer service (number of complaints)				
6	Rate subcontractor's cooperation and interaction with monitoring firm				
7	Subcontractor left each collection point neat (rake ready)				
8	Rate subcontractor's overall productivity				
9	Rate subcontractor's response to repairing damages				
10	Rate subcontractor's timeliness and accuracy of invoicing				
11	Did subcontractor hold adequate equipment to the contract's conclusion?				
<b>TOTAL SCORE</b>					



## 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.



# Tab 2: General Operations Plan

RFP No. 002-21 Professional 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.



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.

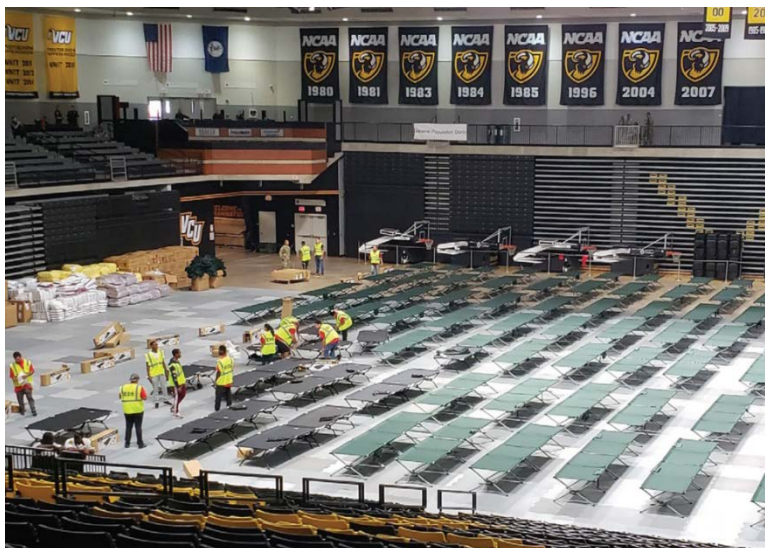
## **Project specs:**

**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:

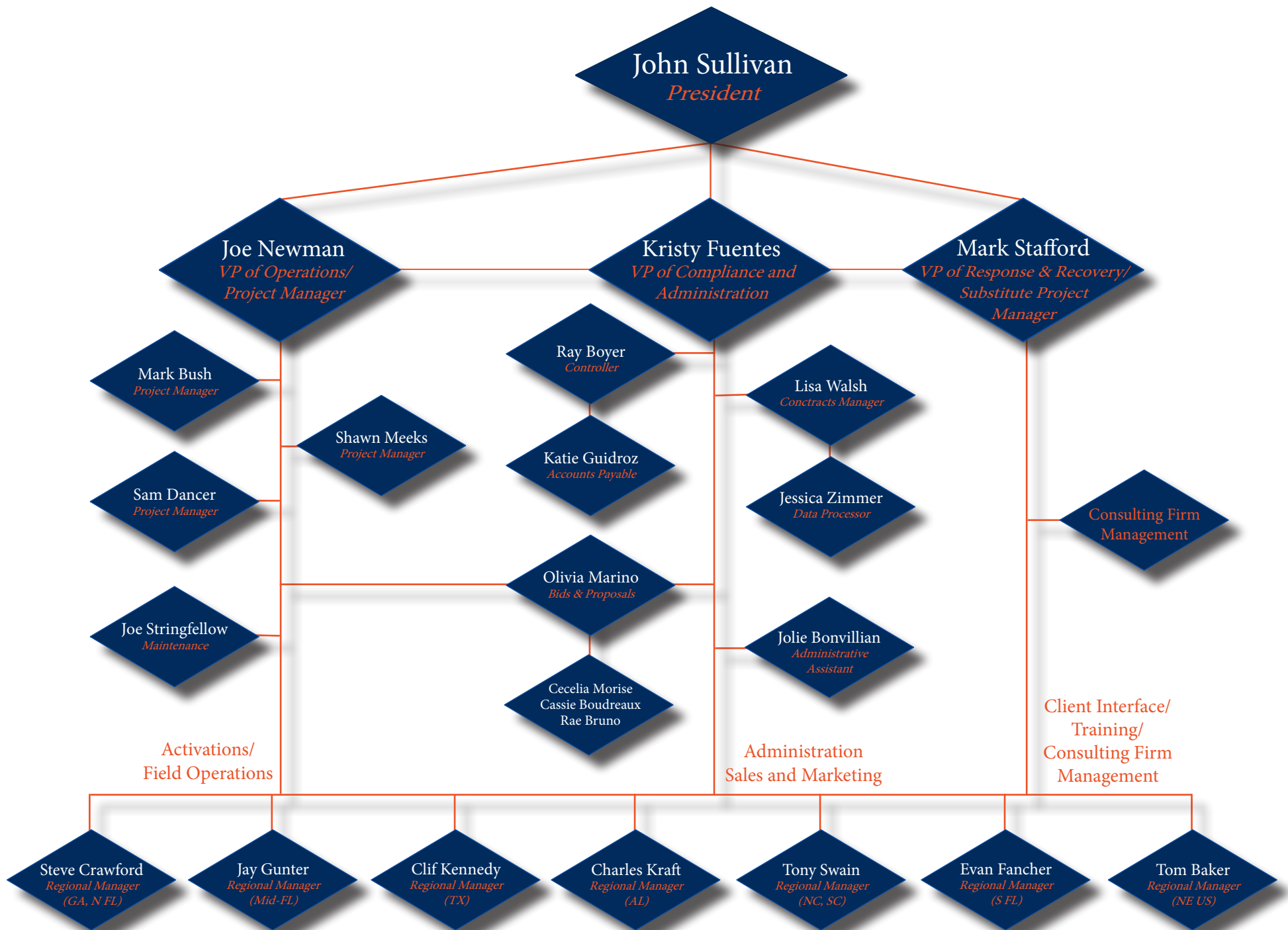
- Marine debris management and removal
- Offshore and inland dredging
- Shoreline protection
- Beach re-nourishment
- Port/Dock facility construction
- Wetlands construction
- Marine protection mitigation and improvements



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







## 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.

- The 2020 hurricane season consisted of numerous hurricanes including Hurricanes Hanna, Laura, Isaias, Sally, Delta, and Zeta; DRC was mobilized in Alabama, Georgia, Louisiana, Mississippi, Florida, Texas, and North Carolina and removed and disposed of over 5,900,000 cubic yards of debris. for contracts totaling over \$305 million.
- 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.
- The winter of 2014 wreaked havoc on the eastern seaboard. Working primarily in South Carolina and North Carolina, DRC managed the debris removal for 5 counties in North Carolina and 8 counties for SCDOT. Removing over 225,000 trees and 1,400,000 cubic yards, the contract value is \$54,449,473.
- DRC successfully performed in at least 9 contracts that were directly related to the British Petroleum Deepwater Horizon oil spill in the Gulf of Mexico which flowed for three months in 2010. The company's depth of knowledge with debris handling in ecologically sensitive environments was a significant asset to the regions affected. The total contract value is \$185,334,469.
- 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.

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. **The attached financial records of DRC Emergency Services are confidential and trade secret pursuant to F.S. §812.081 and §815.045.**

### Banking

Texas Capital Bank  
Mike Chryssikos  
Senior Vice President  
One Riverway, Suite 2100  
Houston, TX 77056  
(832) 308-7109  
[michael.chryssikos@texascapitalbank.com](mailto: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  
[Tmichlette@bmbinc.com](mailto:Tmichlette@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](mailto:Rob.harrison@mcgriff.com)  
(Please see sample insurance certificate attached)

# Tab 3: Financial Stability

RFP No. 002-21 Professional Services



## BACKGROUND AND CAPACITY

The company traces its origins back to 1989 providing disaster recovery work in response to Hurricane Hugo. In 2001 the company began operating as DRC Emergency Services, LLC. Since its inception, 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.**

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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.

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# PROJECTS SUCCESSFULLY COMPLETED IN THE PAST 5 YEARS

Project values below with asterisks (\*) are in progress and amounts are subject to change.

2021	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
January	CalRecycle	2020 Fires, Debris Removal & Hazard Tree Removal Services	\$183,735,350
January	Washington County, AL	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4573</b>	* \$3,000,000
January	Clarke County, AL	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4573</b>	* \$3,500,000
2020	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
November	State of Washington	Town of Malden Fire Clean up	\$4,567,224.89
November	City of Selma, AL	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	*\$200,000
November	Mobile County, AL	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	* \$2,000,000
November	City of Prichard, AL	Disaster Debris Removal Services – <b>Hurricane Sally DR-4563</b>	\$682,861.00
November	Stone County, MS	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4576</b>	* \$1,500,000
November	City of Lucedale, MS	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4576</b>	\$513,307.96
November	City of Moss Point, MS	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4576</b>	\$128,758.93
November	City of Alexander City, AL	Weather Event of April 2020	\$281,101.19
November	Forsyth County, GA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4579</b>	\$49,837.85
October	Plaquemines Parish, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$370,612.8
October	City of Niceville, FL	Disaster Debris Removal Services – <b>Hurricane Sally DR-4564</b>	\$31,410.39
October	ALDOT- Grove Hill District	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4573</b>	* \$6,000,000
October	City of Slidell, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	* \$350,000
October	Jefferson Parish, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$2,937,024.93
October	City of New Orleans, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$391,359.16
October	Terrebonne Parish, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$89,187.06
October	St. Charles Parish, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$97,940.95
October	St. Bernard Parish, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$591,978.10
October	City of Kenner, LA Heather Hilliard (504) 468-6148	Food Services – <b>Hurricane Zeta DR-4577</b>	\$23,685

# Tab 3: Financial Stability

RFP No. 002-21 Professional Services



October	Jefferson County, TX	Logistic Services – Hurricane Delta	\$13,530
October	City of Baker, LA	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	\$121,977.20
October	East Baton Rouge, LA	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	\$684,139.37
October	City of Central, LA	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	\$106,353
October	Pointe Coupee Parish, LA	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	\$27,000
October	West Feliciana Parish, LA	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	\$94,143.05
October	Lafayette Parish, LA	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	* \$4,500,000
October	Acadia Parish, LA	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	* \$1,500,000
October	City of Semmes, AL	Disaster Debris Removal Services – Hurricane Sally <b>DR-4563</b>	\$77,396
October	Vernon Parish, LA	Disaster Debris Removal – Hurricane Laura <b>DR-4559</b>	* \$12,000,000
September	City of Mary Esther, FL	Disaster Debris Removal Services – Hurricane Sally <b>DR-4564</b>	\$14,832.68
September	Jackson County, FL	Private Property Debris Removal—Hurricane Michael <b>(DR-4399)</b>	\$459,716.62
September	City of Gulf Breeze, FL	Disaster Debris Removal Services – Hurricane Sally <b>DR-4564</b>	\$1,023,202.02
September	Town of Dauphin Island, AL	Disaster Debris Removal Services – Hurricane Sally <b>DR-4563</b>	* \$1,200,000
September	Mobile County, AL	Disaster Debris Removal Services – Hurricane Sally <b>DR-4563</b>	* \$5,000,000
September	City of Mobile, AL	Disaster Debris Removal Services – Hurricane Sally <b>DR-4563</b>	* \$15,000,000
September	Winn Parish, LA	Disaster Debris Removal – Hurricane Laura <b>DR-4559</b>	\$2,184,514.30
September	Natchitoches Parish, LA	Disaster Debris Removal – Hurricane Laura <b>DR-4559</b>	\$793,043.66
September	City of Natchitoches, LA	Disaster Debris Removal – Hurricane Laura <b>DR-4559</b>	\$446,697.22
September	City of Cedar Rapids, IA	Collection of C&D Storm Damaged Household Items – <b>Derecho Severe Storms DR-4557</b>	* \$200,000
September	Grant Parish, LA	Disaster Debris Removal – Hurricane Laura <b>DR-4559</b>	\$11,817,169.83
August	Ouachita Parish, LA	Disaster Debris Removal – Hurricane Laura <b>DR-4559</b>	\$2,239,882.51
August	Jefferson Davis Parish, LA	Disaster Debris Removal – Hurricane Laura <b>DR-4559</b>	\$2,290,672.78
August	Lafayette Parish, LA	Disaster Debris Removal – Hurricane Laura <b>DR-4559</b>	\$397,790.77
August	City of Crowley, LA	Disaster Debris Removal – Hurricane Laura <b>DR-4559</b>	\$282,736.22
August	State of Louisiana	Emergency Support Trailers – Hurricane Laura <b>DR-4559</b>	\$202,000
August	Jefferson County Drainage District, TX	Emergency Disaster Assistance Recovery- Hurricane <b>Laura DR-4559</b>	\$12,886.39
August	City of Deland, FL	Disaster Debris Removal – Hurricane Isaias	\$45,606.46

# Tab 3: Financial Stability

RFP No. 002-21 Professional Services

August	City of Wilmington, NC	Debris Management Recovery & Removal Services- <b>Hurricane Isaias</b>	\$2,692,553.05
July	Matagorda County, TX	Debris Clearance & Removal – <b>Hurricane Hanna</b>	\$411,067
July	City of Central, LA	Debris Removal in response to Weather Event	\$3,400
May	Virginia Department of Emergency Management	COVID-19 Support	\$506,232.04
May	Lafourche Parish, LA	Debris Removal and Recovery Services	\$143,375
May	St. Charles Parish, LA	May 15 Flood Event	\$62,372.41
April	City of Mount Juliet, TN	Tornado Debris Removal (DR-4476)	\$1,258,201.54
April	Puerto Rico Power Authority	Vegetation Management	* \$11,000,000
January	City of Houston, TX	Mechanical Sand and Waterway Debris Removal, Lake Houston	* 15,792,662.59
<b>2019</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CONTRACT AMOUNT</b>
November	City of Port Aransas, TX	Municipal Boat Harbor Debris Removal Disposal Services – <b>Hurricane Harvey (DR-4332)</b>	\$273,428.60
September	Jefferson County, TX	Disaster Debris Management— <b>Tropical Storm Imelda (DR-4466)</b>	\$1,132,923.58
September	City of Liberty, TX	Disaster Debris Management— <b>Tropical Storm Imelda (DR-4466)</b>	\$87,791.50
September	City of Nederland, TX	Disaster Debris Management— <b>Tropical Storm Imelda (DR-4466)</b>	\$12,142.40
September	New Hanover County, NC	Disaster Debris Removal— <b>Hurricane Dorian (DR-4465)</b>	\$151,527.30
September	Town of Pine Knoll Shores, NC	Disaster Debris Removal— <b>Hurricane Dorian (DR-4465)</b>	\$126,898.25
September	City of Wilmington, NC	Pre-Staging Equipment— <b>Hurricane Dorian (DR-4465)</b>	\$26,106.20
August	City of Miami Beach, FL	Logistical Services— <b>Hurricane Dorian (DR-4465)</b>	\$38,400
August	City of Central, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$7,800
August	St. Charles County, MO	Emergency Flood Debris Removal and Disposal	\$650,075.00
August	Village of Plover, WI	<b>Straight-Line Wind</b> – Debris Removal	\$119,427.50
July	Assumption Parish, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$63,886.74
July	Pointe Coupee Parish, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$21,600
July	Terrebonne Parish, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$404,858.94
July	Lafayette Parish, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$225,250.75
July	East Baton Rouge Parish/City Of Baton Rouge, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$398,040.07
June	State of New York Division Of Military & Naval Affairs	Provide MRE's	\$30,6060.00
June	State of Louisiana- Sand Activation	Provide Sand per Region	\$2,537.00



# Tab 3: Financial Stability

RFP No. 002-21 Professional Services



	Governor's Office of Homeland Security and Emergency		
June	Puerto Rico's Department of Parks and Recreation	<b>Hurricane Maria Debris Removal (DR-4339)</b>	\$4,890,171.32
June	Monroe County, MS	Tornado Debris Removal and Disposal Services	\$1,756,741.53
June	City of Ruston, LA	Debris Removal and Disposal from Event of April 25, 2019 (Tornado)	\$285,951.44
<b>2018</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CONTRACT AMOUNT</b>
November	Sampson County, NC	Disaster Debris Removal Services— <b>Hurricane Florence (DR-4393)</b>	\$23,484.79
October	Jones County, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$209,953.44
October	GDOT-Colquitt	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	\$327,987.80
October	FDOT	Base Camp— <b>Hurricane Michael (DR-4399)</b>	\$1,888,658.00
October	FDOT Region 3 Bay and Calhoun Counties	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	\$33,539,480.67
October	FDOT Region 2 Gulf, Liberty, Franklin, Gadsden, Wakulla, Leon, and Jefferson Counties	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	\$23,193,485.63
October	Southport, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$467,856.46
October	Greene County, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$12,779.24
October	Jackson County, FL	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	\$40,000,000
October	Holmes County, FL	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	\$2,269,063.94
October	Pamlico County, NC	Veg Disposal— <b>Hurricane Florence (DR-4393)</b>	\$1,107,417.42
September	Carolina Beach, NC	Sand Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$19,158.60
September	SCDOT—Jasper, SC	On Call Tree Trimming and Removal	Maintenance Contract
September	Topsail Beach, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$650,092.07
September	Surf City, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$1,750,794.12
September	Pine Knoll Shores	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$926,151.47
September	Burgaw, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$260,824.92
September	Havelock, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$1,193,356.81
October	Wilmington, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$118,716,164.35
September	Pender County, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$10,819,632.94
September	Pinellas County, FL	Red Tide-Fish Kill	\$6,895,562.29
May	City of Houston, TX	Waterway Debris Removal	* \$21,385,13200
May	Port of Corpus Christi Authority (POCCA)	Marine Debris Removal Services	\$285,771.03

# Tab 3: Financial Stability

RFP No. 002-21 Professional Services

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
February	Florida Department of Environmental Protection	Marine Debris Removal - Hurricane Irma (DR-4337)	\$416,444.79
<b>2017</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CONTRACT AMOUNT</b>
November	DTOP-Puerto Rico	Hurricane Maria Debris Removal (DR-4339)	\$78,295,107
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	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
September	Largo, FL	Debris Removal - Hurricane Irma (DR-4337)	\$715,802.20

# Tab 3: Financial Stability

RFP No. 002-21 Professional Services



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	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
September	Groves, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$783,766.98
September	Nederland, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$235,353.81
September	Port Neches, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$73,828.92
September	Port Arthur, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$336,668.94
September	Harris County, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$33,677,520.71
September	Texas City, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$217,981.17
September	Houston, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$21,854,657.54
September	Jefferson County, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$5,027,062.72
September	City of Port Aransas, TX	Debris Removal - Hurricane Harvey (DR-4332)	11,771,717.34
August	City of Aransas Pass, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$7,595,915.65
August	TXGLO, TX	Beach Restoration - Hurricane Harvey (DR-4332)	\$400,000
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
<b>2016</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CONTRACT AMOUNT</b>
November	Greene County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$75,870.33
November	GDOT – Chatham County	Emergency Routine Maintenance - Hurricane Matthew (DR-4284)	\$1,390,795.73
November	Pender County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$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 3: Financial Stability

RFP No. 002-21 Professional Services

October	North Topsail Beach, NC	Disaster Debris Removal and Disposal (Push& Load & Haul Operations) - <b>Hurricane Matthew (DR-4285)</b>	\$48,682.78
October	New Hanover County, NC	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4285)</b>	\$912,661.04
October	City of Wilmington, NC	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4285)</b>	\$918,465.95
October	City of Debary, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$256,463.67
October	City of Ormond Beach, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$3,861,220.75
October	City of DeLand, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$505,777.85
October	Orange City, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$115,245.54
October	City of Daytona Beach, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$3,861,220.75
October	City of St. Augustine, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$856,579.69
September	Leon County, FL	Debris Removal - <b>Hurricane Hermine (DR-4280)</b>	\$1,591,250.93
September	Citrus County, FL	Debris Removal - <b>Hurricane Hermine (DR-4280)</b>	\$200,846.00
August	East Baton Rouge Parish/City of Baton Rouge	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$35,000,000.00
August	Ascension Parish	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$5,903,607.61
August	Lafayette Parish	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$975,792.64
August	Tangipahoa Parish	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$468,387.73
August	St. Martin Parish	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$64,622.94
August	City of Baker, LA	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$413,150.33
August	Iberville Parish/City of St. Gabriel, LA	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$66,153.72
August	Coastal Water Authority Houston, TX	Lake Houston Dam Debris Removal and Road Restoration	\$1,624,328.13
June	City of Desoto, TX	Meadow Creek Park Remediation Resulting - <b>May Tornado</b>	\$1,030,62.00
June	Caldwell Parish, LA	March 2016 Flood - <b>Louisiana Severe Storms and Flooding (DR-4263)</b>	\$16,401.60
June	St. James Parish, LA	Haul Out - <b>February 2016 Tornado</b>	\$91,104.64
June	Parish of East Baton Rouge/City of Baton Rouge	<b>May 2016 Wind Event</b>	\$198,105.72
May	TXDOT Smith/Cherokee County	Debris Removal - <b>April 2016 Tornado</b>	\$558,910.69
May	New Hanover County	Debris Removal - <b>May 2016 Tornado</b>	\$41,351.56
April	TXDOT Hunt County	On-Call Tree Trimming	Maintenance Contract
April	Harris County, TX	Debris Removal - <b>Texas Severe Storm and Flooding DR-4269</b>	\$504,198.86
April	City of Houston, TX	Debris Removal - <b>Texas Severe Storm and Flooding DR-4269</b>	\$2,728,745.37

# Tab 3: Financial Stability

RFP No. 002-21 Professional Services



April	TXDOT Denton County	Tree Trimming & Tree and Brush Removal	Maintenance Contract
March	Tangipahoa Parish, LA	Debris Removal - <b>Louisiana Severe Storms and Flooding (DR-4263)</b>	\$72,224.79
February	TXDOT Hill County	Tree Trimming and Removal	Maintenance Contract
January	Prince George's County, MD	Snow Removal - <b>Winter Storm Jonas</b>	\$179,188.75
January	Loudon County, VA	Snow Removal - <b>Winter Storm Jonas</b>	\$223,113.50
January	Maryland Department of General Services	Snow Removal - <b>Winter Storm Jonas</b>	\$12,440.00
January	City of Baltimore, MD	Preston Road Complex Snow Removal - <b>Winter Storm Jonas</b>	\$122,550.00
January	State of Maryland – Highway Authority	Snow Removal - <b>Winter Storm Jonas</b>	\$465,500.00
January	State of Louisiana Sand Activation	Delivery of Sand to Krotz Springs, LA	\$28,991.76
January	TXDOT McLennan County	Tree Trimming and Removal	Maintenance Contract



February 19, 2021

DRC Emergency Services, LLC  
6702 Broadway  
Galveston, Texas 77554

To Whom It May Concern:

DRC Emergency Services, LLC has the financial resources to perform the requested work for the jurisdiction and the ability to obtain additional resources if needed. The company has a multi-year syndicated revolving credit facility in the amount of \$600,000,000 led by Texas Capital Bank. DRC Emergency Services, LLC has the financial capability to finance a multi-million dollar volume of work without interference or a slow-down of work.

In addition to the Line of Credit with our bank, the owners of DRC Emergency Services, LLC keep ample levels of Working Capital available at moments notice.

I've personally banked the owners of the company for over 15 years and they have been a valued client of the bank, have always paid as agreed and are one of the highest valued clients in the bank. I've witnessed them work on multiple projects and coordinate large scale efforts with excellent execution.

Please feel free to contact me should you need additional information.

*Mike Chryssikos*

Mike Chryssikos  
Senior Vice President  
Texas Capital Bank  
832-308-7109





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

January 7, 2021

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 Travelers Casualty and Surety Company of America (Travelers), which has an A.M. Best Rating of A++ Superior with a Financial Size Category of XV. Travelers has agreed to support performance and payment bonds for single projects up to \$500,000,000 as long as these projects fit within a \$1 Billion aggregate work program.

Please note that the decision to issue performance and payment bonds is a matter between DRC Emergency Services, LLC, and Travelers, 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 Travelers 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



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

06/30/2020

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

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

**PRODUCER**  
MCGRIFF, SEIBELS & WILLIAMS OF TEXAS, INC.  
10100 Katy Freeway, #400  
Houston, TX 77043

CONTACT NAME: Julia Becvar

PHONE (A/C, No, Ext): 713-877-8975

FAX (A/C, No): 713-877-8974

E-MAIL ADDRESS: jbecvar@mcgriff.com

**INSURER(S) AFFORDING COVERAGE**

NAIC #

INSURER A :Crum &amp; Forster Specialty Insurance Company

44520

INSURER B :The Travelers Indemnity Company of Connecticut

25682

INSURER C :Texas Mutual Insurance Company

22945

INSURER D :Argonaut Insurance Company

19801

INSURER E :

INSURER F :

**INSURED**  
DRC Emergency Services, LLC  
P.O. Box 17017  
Galveston, TX 77552

**COVERAGES**

CERTIFICATE NUMBER:53CM84CD

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"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			ECG105066	06/30/2020	06/30/2021	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 5,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000 \$
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			810-6P127610-20-26-G	05/26/2020	05/26/2021	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$			EFX115482	06/30/2020	06/30/2021	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
C D	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y / N <input checked="" type="checkbox"/> N N / A			0001307608 TX WC928628471754	05/26/2020	05/26/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000 \$ \$ \$ \$ \$

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

**CERTIFICATE HOLDER**

City of Key West  
1300 White St  
Key West, FL 33040

**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

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

## **ADDITIONAL INSURED – OWNERS, LESSEES OR CONTRACTORS**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART  
CONTRACTORS POLLUTION LIABILITY COVERAGE PART

### **SCHEDULE**

<b>Name Of Additional Insured Person(s) or Organization(s)</b>
Blanket when specifically required in a written contract with the named insured.

**SECTION III – WHO IS AN INSURED** within the Common Provisions is amended to include as an additional insured the person(s) or organization(s) indicated in the Schedule shown above, but only with respect to liability caused, in whole or in part, by “your work” for that insured which is performed by you or by those acting on your behalf.

ALL OTHER TERMS AND CONDITIONS OF THE POLICY REMAIN UNCHANGED.



**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

## **ADDITIONAL INSURED – OWNERS, LESSEES OR CONTRACTORS – COMPLETED OPERATIONS**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

### **SCHEDULE**

<b>Name of Additional Person(s) or Organization(s):</b>	<b>Location And Description Of Completed Operations</b>
Blanket when specifically required in a written contract with the named insured.	Blanket when specifically required in a written contract with the named insured.
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.	

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

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

**PRIMARY AND NON-CONTRIBUTORY ADDITIONAL INSURED  
WITH WAIVER OF SUBROGATION**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART  
CONTRACTORS POLLUTION LIABILITY COVERAGE PART  
ERRORS AND OMISSIONS LIABILITY COVERAGE PART  
THIRD PARTY POLLUTION LIABILITY COVERAGE PART

**SCHEDULE**

<b>Name Of Additional Insured Person(s) or Organization(s)</b>
Blanket when specifically required in a written contract with the named insured.

- A. **SECTION III – WHO IS AN INSURED** within the Common Provisions is amended to include as an additional insured the person(s) or organization(s) indicated in the Schedule shown above, but solely with respect to “claims” caused in whole or in part, by “your work” for that person or organization performed by you, or by those acting on your behalf.

This insurance shall be primary and non-contributory, but only in the event of a named insured’s sole negligence.

- B. We waive any right of recovery we may have against the person(s) or organization(s) indicated in the Schedule shown above because of payments we make for “damages” arising out of “your work” performed under a designated project or contract with that person(s) or organization(s).
- C. This Endorsement does not reinstate or increase the Limits of Insurance applicable to any “claim” to which the coverage afforded by this Endorsement applies.

**ALL OTHER TERMS AND CONDITIONS OF THE POLICY REMAIN UNCHANGED.**

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

**AMENDED WAIVER OF TRANSFER OF RIGHTS  
OF RECOVERY AGAINST OTHERS TO US**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART  
CONTRACTORS POLLUTION LIABILITY COVERAGE PART  
ERRORS AND OMISSIONS LIABILITY COVERAGE PART  
THIRD PARTY POLLUTION LIABILITY COVERAGE PART  
ONSITE CLEANUP COVERAGE PART

**SCHEDULE**

Name of Person(s) or Organization(s)
Blanket when specifically required in a written contract with the named insured.

**SECTION VI – COMMON CONDITIONS, item 17. Transfer Of Rights of Recovery Against Others To Us** within the Common Provisions is amended by the addition of the following:

Solely as respects the person(s) or organization(s) indicated in the Schedule shown above, we waive any right of recovery we may have against the person(s) or organization(s) indicated in the Schedule shown above because of payments we make for “damages” arising out of your ongoing operations or “your work” performed under a written contract with that person(s) or organization(s) and included in the “products-completed operations hazard”.

However, this waiver shall not apply to “damages” resulting from the sole negligence of the person(s) or organization(s) indicated in the Schedule shown above.

**ALL OTHER TERMS AND CONDITIONS OF THE POLICY REMAIN UNCHANGED.**



**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

## **LIMITED NOTICE OF CANCELLATION ENDORSEMENT**

This endorsement modifies insurance provided under the following:

**COMMERCIAL GENERAL LIABILITY COVERAGE PART  
CONTRACTORS POLLUTION LIABILITY COVERAGE PART  
ERRORS AND OMISSIONS LIABILITY COVERAGE PART  
ONSITE CLEANUP COVERAGE PART  
THIRD PARTY POLLUTION LIABILITY COVERAGE PART**

In consideration of the premium charged and solely with respect to the coverage parts shown above, it is hereby agreed that the **Common Provisions**, Section **VI – Common Conditions** is amended by the addition of the following:

### **Limited Notice Of Cancellation**

In the event that we cancel this Policy for any reason other than non-payment of premium and;

- a.** The effective date of cancellation is prior to the expiration date of this Policy; and
- b.** You are under an existing written contractual obligation to notify a certificate holder when this Policy is cancelled and have provided to us, either directly or through your broker of record, the email address of a contact at each such certificate holder; and
- c.** We received this information after you received notice of cancellation of this Policy and prior to the effective date of cancellation, via an electronic spreadsheet that is acceptable to us,

We will provide notice of cancellation via email to each such certificate holder within thirty (30) days of your providing such information to us. Proof of our emailing the notice of cancellation, using the information provided by you, will serve as evidence that we have satisfied our obligations under this condition.

**ALL OTHER TERMS AND CONDITIONS OF THE POLICY REMAIN UNCHANGED.**

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

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

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE FORM

### PROVISIONS

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

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

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

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

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

## **BUSINESS AUTO EXTENSION ENDORSEMENT**

This endorsement modifies insurance provided under the following:

### **BUSINESS AUTO COVERAGE FORM**

**GENERAL DESCRIPTION OF COVERAGE** – This endorsement broadens coverage. However, coverage for any injury, damage or medical expenses described in any of the provisions of this endorsement may be excluded or limited by another endorsement to the Coverage Part, and these coverage broadening provisions do not apply to the extent that coverage is excluded or limited by such an endorsement. The following listing is a general coverage description only. Limitations and exclusions may apply to these coverages. Read all the provisions of this endorsement and the rest of your policy carefully to determine rights, duties, and what is and is not covered.

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li><b>A. BROAD FORM NAMED INSURED</b></li> <li><b>B. BLANKET ADDITIONAL INSURED</b></li> <li><b>C. EMPLOYEE HIRED AUTO</b></li> <li><b>D. EMPLOYEES AS INSURED</b></li> <li><b>E. SUPPLEMENTARY PAYMENTS – INCREASED LIMITS</b></li> <li><b>F. HIRED AUTO – LIMITED WORLDWIDE COVERAGE – INDEMNITY BASIS</b></li> <li><b>G. WAIVER OF DEDUCTIBLE – GLASS</b></li> </ul> | <ul style="list-style-type: none"> <li><b>H. HIRED AUTO PHYSICAL DAMAGE – LOSS OF USE – INCREASED LIMIT</b></li> <li><b>I. PHYSICAL DAMAGE – TRANSPORTATION EXPENSES – INCREASED LIMIT</b></li> <li><b>J. PERSONAL PROPERTY</b></li> <li><b>K. AIRBAGS</b></li> <li><b>L. NOTICE AND KNOWLEDGE OF ACCIDENT OR LOSS</b></li> <li><b>M. <b>BLANKET WAIVER OF SUBROGATION</b></b></li> <li><b>N. UNINTENTIONAL ERRORS OR OMISSIONS</b></li> </ul> |
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### **PROVISIONS**

#### **A. BROAD FORM NAMED INSURED**

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

Any organization you newly acquire or form during the policy period over which you maintain 50% or more ownership interest and that is not separately insured for Business Auto Coverage. Coverage under this provision is afforded only until the 180th day after you acquire or form the organization or the end of the policy period, whichever is earlier.

#### **B. BLANKET ADDITIONAL INSURED**

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

Any person or organization who is required under a written contract or agreement between you and that person or organization, that is signed and executed by you before the "bodily injury" or "property damage" occurs and that is in effect during the policy period, to be named as an additional insured is an "insured" for Covered Autos Liability Coverage, but only for damages to which

this insurance applies and only to the extent that person or organization qualifies as an "insured" under the Who Is An Insured provision contained in Section II.

#### **C. EMPLOYEE HIRED AUTO**

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

An "employee" of yours is an "insured" while operating an "auto" hired or rented under a contract or agreement in an "employee's" name, with your permission, while performing duties related to the conduct of your business.

- 2.** The following replaces Paragraph **b.** in **B.5., Other Insurance**, of **SECTION IV – BUSINESS AUTO CONDITIONS**:

- b.** For Hired Auto Physical Damage Coverage, the following are deemed to be covered "autos" you own:

- (1)** Any covered "auto" you lease, hire, rent or borrow; and
- (2)** Any covered "auto" hired or rented by your "employee" under a contract in an "employee's" name, with your

## COMMERCIAL AUTO

permission, while performing duties related to the conduct of your business.

However, any "auto" that is leased, hired, rented or borrowed with a driver is not a covered "auto".

### D. EMPLOYEES AS INSURED

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

Any "employee" of yours is an "insured" while using a covered "auto" you don't own, hire or borrow in your business or your personal affairs.

### E. SUPPLEMENTARY PAYMENTS – INCREASED LIMITS

1. The following replaces Paragraph **A.2.a.(2)**, of **SECTION II – COVERED AUTOS LIABILITY COVERAGE**:

(2) Up to \$3,000 for cost of bail bonds (including bonds for related traffic law violations) required because of an "accident" we cover. We do not have to furnish these bonds.

2. The following replaces Paragraph **A.2.a.(4)**, of **SECTION II – COVERED AUTOS LIABILITY COVERAGE**:

(4) All reasonable expenses incurred by the "insured" at our request, including actual loss of earnings up to \$500 a day because of time off from work.

### F. HIRED AUTO – LIMITED WORLDWIDE COVERAGE – INDEMNITY BASIS

The following replaces Subparagraph (5) in Paragraph **B.7., Policy Period, Coverage Territory**, of **SECTION IV – BUSINESS AUTO CONDITIONS**:

(5) Anywhere in the world, except any country or jurisdiction while any trade sanction, embargo, or similar regulation imposed by the United States of America applies to and prohibits the transaction of business with or within such country or jurisdiction, for Covered Autos Liability Coverage for any covered "auto" that you lease, hire, rent or borrow without a driver for a period of 30 days or less and that is not an "auto" you lease, hire, rent or borrow from any of your "employees", partners (if you are a partnership), members (if you are a limited liability company) or members of their households.

(a) With respect to any claim made or "suit" brought outside the United States of America, the territories and possessions of the United States of America, Puerto Rico and Canada:

(i) You must arrange to defend the "insured" against, and investigate or settle any such claim or "suit" and keep us advised of all proceedings and actions.

(ii) Neither you nor any other involved "insured" will make any settlement without our consent.

(iii) We may, at our discretion, participate in defending the "insured" against, or in the settlement of, any claim or "suit".

(iv) We will reimburse the "insured" for sums that the "insured" legally must pay as damages because of "bodily injury" or "property damage" to which this insurance applies, that the "insured" pays with our consent, but only up to the limit described in Paragraph **C., Limits Of Insurance**, of **SECTION II – COVERED AUTOS LIABILITY COVERAGE**.

(v) We will reimburse the "insured" for the reasonable expenses incurred with our consent for your investigation of such claims and your defense of the "insured" against any such "suit", but only up to and included within the limit described in Paragraph **C., Limits Of Insurance**, of **SECTION II – COVERED AUTOS LIABILITY COVERAGE**, and not in addition to such limit. Our duty to make such payments ends when we have used up the applicable limit of insurance in payments for damages, settlements or defense expenses.

(b) This insurance is excess over any valid and collectible other insurance available to the "insured" whether primary, excess, contingent or on any other basis.

(c) This insurance is not a substitute for required or compulsory insurance in any country outside the United States, its territories and possessions, Puerto Rico and Canada.



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

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

#### **G. WAIVER OF DEDUCTIBLE – GLASS**

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

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

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

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

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

#### **I. PHYSICAL DAMAGE – TRANSPORTATION EXPENSES – INCREASED LIMIT**

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

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

#### **J. PERSONAL PROPERTY**

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

##### **Personal Property**

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

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

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

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

No deductibles apply to this Personal Property coverage.

#### **K. AIRBAGS**

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

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

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

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

#### **L. NOTICE AND KNOWLEDGE OF ACCIDENT OR LOSS**

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

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

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

#### **M. BLANKET WAIVER OF SUBROGATION**

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

##### **5. Transfer Of Rights Of Recovery Against Others To Us**

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

## COMMERCIAL AUTO

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

### **N. UNINTENTIONAL ERRORS OR OMISSIONS**

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

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

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

## DESIGNATED ENTITY – NOTICE OF CANCELLATION PROVIDED BY US

This endorsement modifies insurance provided under the following:

ALL COVERAGE PARTS INCLUDED IN THIS POLICY

## SCHEDULE

**CANCELLATION:**

Number of Days Notice of Cancellation: 30

## PERSON OR

**ORGANIZATION:** ANY PERSON OR ORGANIZATION TO WHOM YOU  
HAVE AGREED IN A WRITTEN CONTRACT THAT  
NOTICE OF CANCELLATION OF THIS POLICY  
WILL BE GIVEN, BUT ONLY IF:

1. YOU SEND US A WRITTEN REQUEST TO PROVIDE SUCH NOTICE, INCLUDING THE NAME AND ADDRESS OF SUCH PERSON OR ORGANIZATION, AFTER THE FIRST NAMED INSURED RECEIVES NOTICE FROM US OF THE CANCELLATION OF THIS POLICY; AND
2. WE RECEIVE SUCH WRITTEN REQUEST AT LEAST 14 DAYS BEFORE THE BEGINNING OF THE APPLICABLE NUMBER OF DAYS SHOWN IN THIS SCHEDULE.

**ADDRESS:**

THE ADDRESS FOR THAT PERSON OR ORGANIZATION INCLUDED IN SUCH WRITTEN REQUEST FROM YOU TO US.

**PROVISIONS:**

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

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

## TEXAS WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

This endorsement applies only to the insurance provided by the policy because Texas is shown in item 3.A. of the Information Page.

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule, but this waiver applies only with respect to bodily injury arising out of the operations described in the schedule where you are required by a written contract to obtain this waiver from us.

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

The premium for this endorsement is shown in the Schedule.

### Schedule

1. ☐ Specific Waiver

Name of person or organization

☒ Blanket Waiver

Any person or organization for whom the Named Insured has agreed by written contract to furnish this waiver.

2. Operations: ALL TEXAS OPERATIONS

3. Premium:

The premium charge for this endorsement shall be **2.00** percent of the premium developed on payroll in connection with work performed for the above person(s) or organization(s) arising out of the operations described.

4. Advance Premium: Included, see Information Page

This endorsement changes the policy to which it is attached effective on the inception date of the policy unless a different date is indicated below.  
(The following "attaching clause" need be completed only when this endorsement is issued subsequent to preparation of the policy.)

This endorsement, effective on 5/26/20 at 12:01 a.m. standard time, forms a part of:

Policy no. 0001307608 of Texas Mutual Insurance Company effective on 5/26/20

Issued to: DRC EMERGENCY SERVICES LLC

This is not a bill



Authorized representative

NCCI Carrier Code: 29939

5/22/20



## TEXAS NOTICE OF MATERIAL CHANGE ENDORSEMENT

This endorsement applies only to the insurance provided by the policy because Texas is shown in Item 3.A. of the Information Page.

In the event of cancellation or other material change of the policy, we will mail advance notice to the person or organization named in the Schedule. The number of days advance notice is shown in the Schedule.

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

### Schedule

1. Number of days advance notice: 30
2. Notice will be mailed to: PER LIST ON FILE

This endorsement changes the policy to which it is attached effective on the inception date of the policy unless a different date is indicated below.  
(The following "attaching clause" need be completed only when this endorsement is issued subsequent to preparation of the policy.)

This endorsement, effective on 5/26/20 at 12:01 a.m. standard time, forms a part of:

Policy no. 0001307608 of Texas Mutual Insurance Company effective on 5/26/20

Issued to: DRC EMERGENCY SERVICES LLC

This is not a bill



Authorized representative

NCCI Carrier Code: 29939

5/22/20

DRC EMERGENCY SERVICES, LLC

FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2019  
AND INDEPENDENT AUDITOR'S REPORT



MELTON & MELTON, L.L.P.  
CERTIFIED PUBLIC ACCOUNTANTS

**DRC EMERGENCY SERVICES, LLC****TABLE OF CONTENTS**

	<b><u>Page</u></b>
Independent Auditor's Report	1
Balance Sheet	2
Statement of Income and Members' Equity	3
Statement of Cash Flows	4
Notes to Financial Statements	6



**MELTON & MELTON, L.L.P.**  
CERTIFIED PUBLIC ACCOUNTANTS

## INDEPENDENT AUDITOR'S REPORT

To the Members of  
**DRC Emergency Services, LLC**

### Report on the Financial Statement

We have audited the accompanying financial statements of DRC Emergency Services, LLC, which comprise the balance sheet as of December 31, 2019, and the related statements of income and members' equity and cash flows for the year then ended, and the related notes to the financial statements.

### Management's Responsibility for the Financial Statements

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

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of DRC Emergency Services, LLC as of December 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

*Melton & Melton, L.L.P.*

Houston, Texas  
March 27, 2020



**DRC EMERGENCY SERVICES, LLC**  
**BALANCE SHEET**  
**December 31, 2019**

**ASSETS**

**Current Assets:**

Cash and cash equivalents	\$ 1,485,541
Accounts receivable, net	20,236,867
Prepaid expenses and other current assets	<u>97,288</u>
Total current assets	21,819,696

<b>Property and Equipment, net</b>	<u>1,669,416</u>
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**\$ 23,489,112**

**LIABILITIES AND MEMBERS' EQUITY**

**Current Liabilities:**

Accounts payable	\$ 2,220,640
Accrued and other liabilities	<u>4,218,652</u>
Total current liabilities	<u>6,439,292</u>

**Long-Term Liabilities:**

Long-term debt	<u>(358,946)</u>
Total long-term liabilities	<u>(358,946)</u>

**Commitments and Contingencies**

<b>Members' Equity</b>	<u>17,408,766</u>
------------------------	-------------------

**\$ 23,489,112**

(See Notes to Financial Statements)

**DRC EMERGENCY SERVICES, LLC**  
**STATEMENT OF INCOME AND MEMBERS' EQUITY**  
**For the Year Ended December 31, 2019**

<b>Service Revenues</b>		\$ 76,413,146
<b>Cost of Service Revenues</b>		<u>54,810,730</u>
Gross margin		21,602,416
<b>Selling, General, and Administrative Expenses</b>		<u>7,173,446</u>
Income from operations		14,428,970
<b>Other Income (Expense):</b>		
Interest expense	\$ (351,667)	
Loss on sale of property and equipment	(69,068)	
Other income	<u>14,053</u>	<u>(406,682)</u>
Income before state income tax provision		14,022,288
<b>State Income Tax Provision</b>		<u>2,132,851</u>
Net income		11,889,437
<b>Members' Equity:</b>		
Balance, beginning of year		37,971,950
Contributions		11,010,449
Distributions		<u>(43,463,070)</u>
Balance, end of year		<u><b>\$ 17,408,766</b></u>

(See Notes to Financial Statements)

**DRC EMERGENCY SERVICES, LLC**  
**STATEMENT OF CASH FLOWS**  
**For the Year Ended December 31, 2019**

**Cash Flows from Operating Activities:**

Net income	\$ 11,889,437
Adjustments to reconcile net income to net cash provided by operating activities:	
Depreciation	216,328
Amortization of debt issuance costs	93,607
Loss on sale of property and equipment	69,068
Changes in operating assets and liabilities:	
Accounts receivable	77,108,201
Prepaid expenses and other current assets	12,152
Accounts payable	(15,184,418)
Accrued and other liabilities	(10,389,306)
Total adjustments	<u>51,925,632</u>
Net cash provided by operating activities	<u>63,815,069</u>

**Cash Flows from Investing Activities:**

Collections on notes receivable	29,080
Purchase of property and equipment	(56,311)
Proceeds from sale of property and equipment	<u>12,000</u>
Net cash used in investing activities	<u>(15,231)</u>

**Cash Flows from Financing Activities:**

Advances on line of credit	14,000,000
Payments on line of credit	(31,535,300)
Advances on long-term debt	17,293,067
Payments on long-term debt	(33,293,067)
Contributions	11,010,449
Distributions	<u>(43,463,070)</u>
Net cash used in financing activities	<u>(65,987,921)</u>
Net decrease in cash and cash equivalents	(2,188,083)

**Cash and Cash Equivalents, beginning of year** 3,491,448

**Cash and Cash Equivalents, end of year** \$ 1,303,365

(See Notes to Financial Statements)

**DRC EMERGENCY SERVICES, LLC**  
**STATEMENT OF CASH FLOWS (CONTINUED)**  
**For the Year Ended December 31, 2019**

**Supplemental Cash Flows Information:**

Cash paid for interest	<b><u>\$ 444,096</u></b>
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Cash paid for state income taxes	<b><u>\$ 689,995</u></b>
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(See Notes to Financial Statements)



**DRC EMERGENCY SERVICES, LLC**  
**NOTES TO FINANCIAL STATEMENTS**  
**December 31, 2019**

**NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Organization and Nature of Business**

DRC Emergency Services, LLC (the “Company”) provides disaster response and recovery services from major catastrophes. The Company is headquartered in Galveston, Texas.

**Cash and Cash Equivalents**

The Company considers cash and cash equivalents to include all highly liquid investments purchased with an original maturity of three months or less.

**Accounts Receivable**

Accounts receivable from performing disaster and recovery services are based on contracted prices and are recorded when contracts are billed. Management periodically reviews all accounts receivable to determine if any are considered delinquent based upon the age of the receivable and the creditworthiness of the parties involved. An allowance for doubtful accounts is recorded for the amount management estimates as uncollectible. Accounts receivable are written off when they are determined to be uncollectible. Unbilled receivables are related to revenue earned but not yet invoiced due to milestones that must be met.

**Property and Equipment**

Property and equipment is recorded at cost. Improvements or betterments of a permanent nature are capitalized. Expenditures for maintenance and repairs are charged to expense as incurred. The cost of assets retired or otherwise disposed of and the related accumulated depreciation are eliminated from the accounts in the year of disposal. Gains or losses resulting from property disposals are credited or charged to operations currently. Depreciation is computed on a straight-line basis over the estimated useful lives of the assets.

**Estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. Management believes that these estimates and assumptions provide a reasonable basis for the fair presentation of the financial statements.

**Presentation of Sales Taxes**

Various states impose a sales tax on the Company’s sales to nonexempt customers. The Company collects that sales tax from customers and remits the entire amount to the state. The Company’s accounting policy is to exclude the tax collected and remitted to the state from service revenues and cost of service revenues.

**DRC EMERGENCY SERVICES, LLC**  
**NOTES TO FINANCIAL STATEMENTS**  
**December 31, 2019**

**NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Income Taxes**

For federal income tax purposes, the Company is treated as a partnership. In accordance with federal income tax regulations, no federal income taxes are levied on a partnership, but rather on the individual members. Consequently, no provision or liability for federal income taxes has been reflected in the accompanying financial statements.

The Company is subject to the State of Texas gross margin tax, which is included in the state income tax provision in the statement of income and members' equity.

Management evaluated the Company's tax positions and concluded that the Company had taken no uncertain tax positions that require adjustment to the financial statements. The Company has no tax-related interest or penalties. With few exceptions, the Company is no longer subject to income tax examinations by the U.S. federal or state tax authorities for years before 2016.

**Revenue Recognition**

*Service Contracts*

The Company recognizes revenue from disaster and recovery service contracts. Under these contracts, the Company has the right to consideration from the customer in an amount that corresponds directly with the value to the customer of the Company's performance completed to date, revenue is recognized when services are performed and contractually billable. Revenue recognized on service contracts that have not been billed to clients is classified as a current asset under accounts receivable (unbilled receivables) in the balance sheet. Customer payments on service contracts are typically due within 30 to 90 days of billing, depending on the contract.

*Contract Assets and Liabilities*

Contract assets represent revenue recognized in excess of amounts billed and are reflected as unbilled receivables. Unbilled receivables represent an unconditional right to payment subject only to the passage of time, and are reclassified to accounts receivable trade when they are billed under the terms of the contract. Contract assets totaled \$1,039,928 and \$23,781,415 at December 31, 2019 and 2018, respectively. Contract liabilities represent amounts billed to clients in excess of revenue recognized to date. The Company had no contract liabilities at December 31, 2019 or 2018.

**Advertising Costs**

The Company expenses advertising costs as they are incurred. Advertising expense for the year ended December 31, 2019 was \$36,828.

**DRC EMERGENCY SERVICES, LLC**  
**NOTES TO FINANCIAL STATEMENTS**  
**December 31, 2019**

**NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Recent Accounting Pronouncements**

*Adopted*

In May 2014, and in subsequent updates, the Financial Accounting Standards Board (FASB) issued guidance (“Topic 606”) to clarify the principles for recognizing revenue. Topic 606 replaced Topic 605, which was the revenue recognition standard in effect through December 31, 2018. Topic 606 includes the required steps to achieve the core principle that an entity should recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. We adopted Topic 606 on January 1, 2019, using the modified retrospective method. The adoption of Topic 606 did not result in any significant changes to our historic revenue accounting under Topic 605. No cumulative change to members’ equity was required upon adoption of Topic 606.

We applied the Topic 606 practical expedient that allows entities to not restate contracts that begin and are completed within the same annual reporting period. No other practical expedients associated with the adoption of Topic 606 were applied.

Under Topic 606, revenue from contracts with customers is measured based on the consideration specified in the contract with the customer, and excludes any sales incentives and amounts collected on behalf of third parties. A performance obligation is a promise in a contract to transfer a distinct good or service to a customer, and is the unit of accounting under Topic 606. We recognize revenue when the services are performed for each of our customers. The amount of revenue recognized reflects the consideration we expect to be entitled to in exchange for such products or services. Management has assessed and concluded that the adoption of Topic 606 has no impact on revenue for the year ended December 31, 2019.

*Pending*

In February 2016, the FASB issued ASU 2016-02, *Leases* (Topic 842) which amends the existing guidance on accounting for leases. Topic 842 was further clarified and amended within ASU 2017-13, ASU 2018-01, ASU 2018-10, ASU 2018-11, ASU 2018-20, and ASU 2019-10. The new guidance requires the recognition of right-of-use assets and lease liabilities on the balance sheet for leases with terms greater than twelve months or leases that contain a purchase option that is reasonably certain to be exercised. Lessees will classify leases as either finance or operating leases. This classification will determine whether lease expense is recognized based on an effective interest method or on a straight-line basis over the terms of the lease. Topic 842 is effective for annual reporting periods beginning after December 15, 2020. Early adoption is permitted. The Company will adopt Topic 842 during the first quarter of 2021 using the modified retrospective method that could result in a cumulative effect adjustment to members’ equity as of the date of adoption. The new guidance will be applied to leases that exist or are entered into on or after

**DRC EMERGENCY SERVICES, LLC**  
**NOTES TO FINANCIAL STATEMENTS**  
**December 31, 2019**

**NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Recent Accounting Pronouncements (Continued)**

January 1, 2021. The Company expects to utilize the package of practical expedients in Accounting Standards Codification (ASC) 842-10-65-1(f) that, upon adoption of Topic 842, allows entities to (1) not reassess whether any expired or existing contracts are or contain leases, (2) retain the classification of leases (e.g., operating or finance lease) existing as of the date of adoption and (3) not reassess initial direct costs for any existing leases. Management is currently evaluating the impact of adopting ASU 2016-02 on the Company's financial position, results of operations and cash flows, however management does not expect the adoption of Topic 842 to have a material impact on the Company's financial results.

**NOTE 2 - ACCOUNTS RECEIVABLE**

Accounts receivable at December 31, 2019 consist of the following:

Contracts	\$12,988,650
Retainage	6,386,925
Unbilled	1,039,928
Related parties	20,620
Other	<u>2,351</u>
	20,438,474
Less: Allowance for doubtful accounts	<u>201,607</u>
	<u>\$20,236,867</u>

**NOTE 3 - PROPERTY AND EQUIPMENT**

A summary of property and equipment and related accumulated depreciation at December 31, 2019 is as follows:

<u>Asset Description</u>	<u>Useful Lives</u>	
Land		\$1,500,000
Buildings	3 - 39 years	884,099
Furniture and fixtures	3 - 5 years	82,598
Machinery and equipment	3 - 5 years	133,726
Automobiles and trucks	3 - 5 years	<u>571,684</u>
		3,172,107
Less: Accumulated depreciation		<u>1,502,691</u>
		<u>\$1,669,416</u>

Depreciation expense for the year ended December 31, 2019 amounted to \$216,328 and is included in selling, general, and administrative expenses in the accompanying statement of income and members' equity.



**DRC EMERGENCY SERVICES, LLC**  
**NOTES TO FINANCIAL STATEMENTS**  
**December 31, 2019**

**NOTE 4 - ACCOUNTS PAYABLE**

Accounts payable at December 31, 2019 consist of the following:

Contracts	\$ 591,614
Retainage	1,544,980
Related parties	83,768
Other	<u>278</u>
	<u>\$2,220,640</u>

**NOTE 5 - CREDIT AGREEMENT**

The Company along with three other entities under common control have entered into a credit agreement with a financial institution syndication, which contains a Revolving loan facility of \$75,000,000 and a Term loan facility of \$225,000,000, expandable to \$100,000,000 and \$300,000,000, respectively. Management can elect to either lock in a LIBOR rate based loan or have the loan default to a Base rate loan. Base rate loans are calculated based on the higher of Prime rate (4.75% as of December 31, 2019) plus 0.25%, or the sum of the Federal Funds rate plus 0.50%, or the Adjusted LIBOR rate (defined as LIBOR multiplied by the Statutory Reserve Rate) plus 1.00%. The LIBOR rate loans have a margin adjustment from 1.75% to 3.00%, based on the entities' leverage ratio. Base rate loans have an additional fee of .25% to 0.50%, based on the entities' leverage ratio. Additionally, the Company is charged each quarter an unused fee for any unused amounts on both the Revolving loan and Term loan of 0.25% to 0.50%, based on the entities' leverage ratio. Interest is payable on a quarterly basis with principal due at maturity. The total amount borrowed against the Term loan facility by all companies under common control is \$76,500,000 as of December 31, 2019 and is collateralized by all assets of the companies. The credit agreement matures on November 20, 2023.

The Company has no outstanding borrowings against the Revolving loan facility or the Term loan facility as of December 31, 2019. Unamortized debt issuance costs as of December 31, 2019 were \$358,946.

On January 31, 2020, the Company, along with four other entities under common control amended the credit agreement with a financial institution syndication. The loan is solely a Revolving loan facility of \$400,000,000, expandable to \$500,000,000. Management will elect to either lock in a LIBOR based rate loan or have the loan default to a Base rate loan. Base rate loans are calculated based on the higher of Prime rate (4.75% as of December 31, 2019) plus 0.25%, or the sum of the Federal Funds rate plus 0.50%, or the Adjusted LIBOR rate (defined as LIBOR multiplied by the Statutory Reserve Rate) plus 1.00%. Additionally, the Company is charged each quarter an unused fee for any unused amount, based on the entities' leverage ratio. Interest is payable on a quarterly basis with principal due at maturity. The credit agreement matures on January 31, 2025.

**DRC EMERGENCY SERVICES, LLC**  
**NOTES TO FINANCIAL STATEMENTS**  
**December 31, 2019**

**NOTE 6 - COMMITMENTS AND CONTINGENCIES**

**Concentrations of Credit Risk**

The Company has a concentrated credit risk for cash and cash equivalents because it maintains deposits and temporary cash investments with financial institutions. At times, such deposits and investments are in excess of federally insured limits. Management feels exposure of loss is minimal and any actual loss is unlikely.

The Company controls its credit risk associated with accounts receivable by maintaining credit policies, which include credit evaluations and monitoring procedures. The Company has no formal policy requiring collateral or other security to support its accounts receivable, although it has statutory rights to file liens on real property for amounts owed the Company for which amounts due are not paid.

The Company received approximately 84% of revenue from three customers for the year ended December 31, 2019. The Company has 73% of its accounts receivable outstanding from five customers at December 31, 2019.

**Operating Leases**

The Company rents office space from third-party lessors. These leases expire at various times through September 2022. Total rent expense for the year ended December 31, 2019 was \$211,156.

Future minimum lease payments at December 31, 2019 are as follows:

<u>For the Year Ending December 31:</u>	
2020	\$ 49,900
2021	49,900
2022	<u>37,425</u>
	<u>\$137,225</u>

**Employee Benefit Plan**

The Company has a 401(k) Plan (the "Plan") that covers substantially all employees of the Company and certain other related participating employers. Covered employees are eligible to participate in the Plan upon completion of one year of service and the attainment of age 21. Participating employees may elect to contribute an amount up to the limited dollar amount set by law. Employer matching and profit sharing contributions are discretionary. For 2019, the employer matching contribution was 100% up to 3% and 50% for the next 2% of the participant's eligible compensation. The Company's contribution to the Plan for the year ended December 31, 2019 was \$48,075.

**DRC EMERGENCY SERVICES, LLC**  
**NOTES TO FINANCIAL STATEMENTS**  
**December 31, 2019**

**NOTE 6 - COMMITMENTS AND CONTINGENCIES (CONTINUED)**

**Litigation**

The Company has been named a defendant in certain lawsuits arisen from the ordinary course of business. Management does not believe such litigation will have a material adverse impact on the financial statements.

**NOTE 7 - RELATED-PARTY TRANSACTIONS**

The Company performs services for a related party through common ownership. Total revenues with this related party totaled \$286,353 for the year ended December 31, 2019.

The Company paid \$791,500 in management fees to a related party through common ownership and incurred interest expense on related party debt through common ownership of approximately \$180,000.

**NOTE 8 - FAIR VALUE**

The Company has a number of financial instruments, mainly cash, accounts receivable, and accounts payable, none of which are held for trading purposes. Management estimates that the fair value of all financial instruments at December 31, 2019 approximates carrying value due to the short maturities of the financial instruments.

**NOTE 9 - SUBSEQUENT EVENTS**

Management has evaluated subsequent events through March 27, 2020, the date the financial statements were available to be issued.

# NET WORTH AND WORKING CAPITAL

## Net Worth

17,408,766

## Working Capital

15,380,404



## EXPERIENCE WITH FEMA REIMBURSEMENT

Having participated in every major disaster for the past 32 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. **DRC has a 32-year record of assisting local jurisdictions with FEMA reimbursement without a single deobligation.**

### *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. 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 recovery process. Our additional memberships in other professional organizations (NEMA, APWA and SWANA), provides us with recent industry knowledge necessary to support our client base.

### *Major Disaster Recovery Projects*

DRC has extensive experience working with FEMA on major disaster recovery projects. With over 32 years of experience, DRC has developed an inherent understanding of how to direct emergency response and recovery.

Date	Event	State	Declaration Number
2021	Texas Severe Winter Storms	TX	DR-4586
2020	Hurricane Zeta	LA, MS, GA, AL	EM-3549, EM-3550
	Hurricane Delta	LA	DR-4570
	Hurricane Sally	AL, FL	DR-4563, DR-4564
	Washington BABB Fire	WA	FM-5355
	Hurricane Laura	LA	DR-4559
	Iowa Severe Storms (Derecho)	IA	DR-4557
	Hurricane Isaias	FL, NC	EM-3533, DR-4568
	Hurricane Hanna	TX	EM-3530

# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services



2019

Tropical Depression Imelda	TX	DR-4466
Hurricane Dorian	NC	DR-4465
Hurricane Barry	LA	DR-4462

2018

Hurricane Michael	FL, GA	DR-4399, DR-4400
Hurricane Florence	NC	DR-4393
Severe Thunderstorms and Dangerously High Winds	AL	DR-4362

2017

Hurricane Maria	PR	DR-4339
Hurricane Irma	FL, GA	DR-4337, DR-4338
Hurricane Harvey	TX	DR-4332

2016

Hurricane Matthew	NC, GA, FL	DR-4285, DR-4284, DR-4283
Hurricane Hermine	FL	DR-4393
LA Severe Storms & Flooding	LA	DR-4277
Winter Storm Jonas	MD, VA	DR-4261, DR-4262

2015

TX Severe Storms & Flooding	TX	DR-4269
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2014

Ice Storm Pax	SC, NC	DR-4166, DR-4167
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2012

Hurricane Sandy	NY, MD,	DR-4085, DR-4091,
	NJ, MO	DR-4086, DR-4098
Hurricane Isaac	LA	DR-4080

2011

Hurricane Irene	VA MD,	DR-4024, DR-4034,
	NC, RI	DR-4019, DR-4027,

# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services

2010	TN Severe Flooding	TN	DR-1909
2009	Ice Storms	MD, VA	DR-1875, DR-1874
2008	Hurricane Ike	TX	DR-1791
	Hurricane Gustav	LA	DR-1786
	Mother's Day Tornadoes	GA	DR-1750
	F5 Tornado	IA	DR-1763
2007	Ice Storms	MO	DR-1736
2006	Ice Storms	NY	EM-3268
2005	Hurricane Katrina	FL, LA, MS	DR-1602, DR-1603 DR-1604
	Hurricane Wilma	FL	DR-1609
	Hurricane Rita	TX, LA	DR-1606, DR-1607
	Hurricane Ophelia	NC	DR-1608
	Hurricane Dennis	FL	DR-1595
2004	Tropical Storm Gaston	SC	DR-1547
	Hurricane Charley, Francis, Jeanne, and Ivan	FL	DR-1539, DR-1545 DR-1561, DR-1551
2003	Hurricane Isabel	VA	DR-1491

# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services



2002

Hurricane Lili	LA	DR-1437
Emergency Tire Fire	VA	FSA-2397
Hurricane Isadore	LA	DR-1435
Severe Floods	VA	DR-1406
Snow Storm	NY	DR-1404

2001

Ice Storm	KS, MO	DR-1366, DR-1412
Tropical Storm Gabrielle	FL	DR-1393
Tropical Storm Allison	LA	DR-1380
Severe Flooding	WV	DR-1378
Severe Flooding	TX	DR-1379
Ice Storms	OK, LA	DR-1355, DR-1357
	TX	DR-1356

2000

Catastrophic Flood	NJ	DR-1337
F4 Tornado	TX	DR-1323
Ice Storm	NC	DR-1312
Ice Storm	GA	DR-1311

1999

Hurricane Floyd	FL, SC	DR-1300, DR-1299
	NC	DR-1292
F5 Tornado	OK	DR-1272
Hurricane Irene	FL	DR-1306
Tropical Storm	TX	DR-1274



## 5 Year Project History



# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services



## 5 YEAR PAST PERFORMANCE

Project values below with asterisks (\*) are in progress and amounts are subject to change.

2021	CONTRACTING AGENCY	DESCRIPTION OF WORK	CUBIC YARDS
January	CalRecycle	2020 Fires, Debris Removal & Hazard Tree Removal Services	TBD
January	Washington County, AL	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4573</b>	209,077
January	Clarke County, AL	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4573</b>	232,087
2020	CONTRACTING AGENCY	DESCRIPTION OF WORK	CUBIC YARDS
November	State of Washington	Town of Malden Fire Clean up	3,324
November	City of Selma, AL	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	49,410
November	Mobile County, AL	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	66,449
November	City of Prichard, AL	Disaster Debris Removal Services – <b>Hurricane Sally DR-4563</b>	45,412
November	Stone County, MS	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4576</b>	83,705
November	City of Lucedale, MS	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4576</b>	29,457
November	City of Moss Point, MS	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4576</b>	9,072.8
November	City of Alexander City, AL	Weather Event of April 2020	18,046
November	Forsyth County, GA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4579</b>	4391
October	Plaquemines Parish, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	18,736.38
October	City of Niceville, FL	Disaster Debris Removal Services – <b>Hurricane Sally DR-4564</b>	3807.32
October	ALDOT- Grove Hill District	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4573</b>	428,089
October	City of Slidell, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	Hourly
October	Jefferson Parish, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	138,882
October	City of New Orleans, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	20,516
October	Terrebonne Parish, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	10,836
October	St. Charles Parish, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	10,500
October	St. Bernard Parish, LA	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	47,247
October	City of Kenner, LA Heather Hilliard (504) 468-6148	Food Services – <b>Hurricane Zeta DR-4577</b>	Logistics
October	Jefferson County, TX	Logistic Services – <b>Hurricane Delta</b>	Logistics

# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services

October	City of Baker, LA	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	8,051.3
October	East Baton Rouge, LA	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	56,123
October	City of Central, LA	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	15,236.85
October	Pointe Coupee Parish, LA	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	Hourly
October	West Feliciana Parish, LA	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	8,223
October	Lafayette Parish, LA	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	387,760.95
October	Acadia Parish, LA	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	85,508.75
October	City of Semmes, AL	Disaster Debris Removal Services – Hurricane Sally <b>DR-4563</b>	6,592.55
October	Vernon Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	665,086
September	City of Mary Esther, FL	Disaster Debris Removal Services – Hurricane Sally <b>DR-4564</b>	1797.9
September	Jackson County, FL	Private Property Debris Removal—Hurricane Michael (DR-4399)	41,862.6
September	City of Gulf Breeze, FL	Disaster Debris Removal Services – Hurricane Sally <b>DR-4564</b>	81,656
September	Town of Dauphin Island, AL	Disaster Debris Removal Services – Hurricane Sally <b>DR-4563</b>	30,939
September	Mobile County, AL	Disaster Debris Removal Services – Hurricane Sally <b>DR-4563</b>	200,745
September	City of Mobile, AL	Disaster Debris Removal Services – Hurricane Sally <b>DR-4563</b>	664,196.3
September	Winn Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	141,171
September	Natchitoches Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	18,077
September	City of Natchitoches, LA	Disaster Debris Removal – Hurricane Laura DR-4559	30,400
September	City of Cedar Rapids, IA	Collection of C&D Storm Damaged Household Items – <b>Derecho Severe Storms DR-4557</b>	3,632.12 Tons
September	Grant Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	1,146,281.3
August	Ouachita Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	245,324.15
August	Jefferson Davis Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	213,022
August	Lafayette Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	31,222.05
August	City of Crowley, LA	Disaster Debris Removal – Hurricane Laura DR-4559	22,602.15
August	State of Louisiana	Emergency Support Trailers – Hurricane Laura DR- <b>4559</b>	Logistics
August	Jefferson County Drainage District, TX	Emergency Disaster Assistance Recovery- Hurricane <b>Laura DR-4559</b>	Logistics
August	City of Deland, FL	Disaster Debris Removal – Hurricane Isaias	7452.04
August	City of Wilmington, NC	Debris Management Recovery & Removal Services- <b>Hurricane Isaias</b>	230,044.99

# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services



July	Matagorda County, TX	Debris Clearance & Removal – <b>Hurricane Hanna</b>	5,235
July	City of Central, LA	Debris Removal in response to Weather Event	Hourly
May	Virginia Department of Emergency Management	COVID-19 Support	Logistics
May	Lafourche Parish, LA	Debris Removal and Recovery Services	573.50 Hourly
May	St. Charles Parish, LA	May 15 Flood Event	6,049.7
April	City of Mount Juliet, TN	Tornado Debris Removal (DR-4476)	86,913
April	Puerto Rico Power Authority	Vegetation Management	60,760.23
January	City of Houston, TX	Mechanical Sand and Waterway Debris Removal, Lake Houston	520,923.65
<b>2019</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CUBIC YARDS</b>
November	City of Port Aransas, TX	Municipal Boat Harbor Debris Removal Disposal Services – <b>Hurricane Harvey (DR-4332)</b>	770
September	Jefferson County, TX	Disaster Debris Management— <b>Tropical Storm Imelda (DR-4466)</b>	57,429.65
September	City of Liberty, TX	Disaster Debris Management— <b>Tropical Storm Imelda (DR-4466)</b>	3,755
September	City of Nederland, TX	Disaster Debris Management— <b>Tropical Storm Imelda (DR-4466)</b>	111.5
September	New Hanover County, NC	Disaster Debris Removal— <b>Hurricane Dorian (DR-4465)</b>	18,108
September	Town of Pine Knoll Shores, NC	Disaster Debris Removal— <b>Hurricane Dorian (DR-4465)</b>	14,842
September	City of Wilmington, NC	Pre-Staging Equipment— <b>Hurricane Dorian (DR-4465)</b>	N/A
August	City of Miami Beach, FL	Logistical Services— <b>Hurricane Dorian (DR-4465)</b>	N/A
August	City of Central, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	N/A
August	St. Charles County, MO	Emergency Flood Debris Removal and Disposal	4,578
August	Village of Plover, WI	<b>Straight-Line Wind – Debris Removal</b>	N/A
July	Assumption Parish, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	6,515
July	Pointe Coupee Parish, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	N/A
July	Terrebonne Parish, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	50,451
July	Lafayette Parish, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	18,339
July	East Baton Rouge Parish/City Of Baton Rouge, LA	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	32,310
June	State of New York Division Of Military & Naval Affairs	Provide MRE's	N/A
June	State of Louisiana- Sand Activation Governor's Office of Homeland Security and Emergency	Provide Sand per Region	N/A
June	Puerto Rico's Department of Parks and Recreation	<b>Hurricane Maria Debris Removal (DR-4339)</b>	33,337.20



# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services

June	Monroe County, MS	Tornado Debris Removal and Disposal Services	152,815
June	City of Ruston, LA	Debris Removal and Disposal from Event of April 25, 2019 (Tornado)	30,689
<b>2018</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CUBIC YARDS</b>
November	Sampson County, NC	Disaster Debris Removal Services— <b>Hurricane Florence (DR-4393)</b>	154.12 tons
October	Jones County, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	1,992.24 tons
October	GDOT-Colquitt	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	10,668
October	FDOT	Base Camp— <b>Hurricane Michael (DR-4399)</b>	N/A
October	FDOT Region 3 Bay and Calhoun Counties	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	1,262,921.2
October	FDOT Region 2 Gulf, Liberty, Franklin, Gadsden, Wakulla, Leon, and Jefferson Counties	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	1,235,024.65
October	Southport, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	36,000
October	Greene County, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	1,771.95
October	Jackson County, FL	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	2,346,830.4
October	Holmes County, FL	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	168,179.11
October	Pamlico County, NC	Veg Disposal— <b>Hurricane Florence (DR-4393)</b>	78,262.70
September	Carolina Beach, NC	Sand Debris Removal— <b>Hurricane Florence (DR-4393)</b>	863
September	SCDOT—Jasper, SC	On Call Tree Trimming and Removal	Maintenance Contract
September	Topsail Beach, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	28,419.56
September	Surf City, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	58,609.52
September	Pine Knoll Shores	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	100,167.71
September	Burgaw, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	20,766.97
September	Havelock, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	80,582.15
October	Wilmington, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	1,370,557.25
September	Pender County, NC	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	717,077.90
September	Pinellas County, FL	Red Tide-Fish Kill	N/A
May	City of Houston, TX	Waterway Debris Removal	20,532,884.50
May	Port of Corpus Christi Authority (POCCA)	Marine Debris Removal Services	N/A
March	ACCA-Jacksonville	<b>Severe Thunderstorms and Dangerously High Winds (DR-4362)</b>	267,396
March	Jacinto City, TX	Debris Removal from Temporary Site	N/A

# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services



March	ACCA-Calhoun County	Severe Thunderstorms and Dangerously High Winds (DR-4362)	59,000
March	ACCA-St. Clair County	Severe Thunderstorms and Dangerously High Winds (DR-4362)	21,485.6
February	Florida Department of Environmental Protection	Marine Debris Removal - Hurricane Irma (DR-4337)	1,297.4
<b>2017</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CUBIC YARDS</b>
November	DTOP-Puerto Rico	Hurricane Maria Debris Removal (DR-4339)	1,082,845.80
October	Miami-Dade County, FL	Site Management and Reduction of Temporary Debris Storage and Reduction Site - Hurricane Irma (DR-4337)	577,743.86
October	North Miami Beach, FL	Debris Management and Reduction - Hurricane Irma (DR-4337)	N/A
October	Monroe County, FL	Debris Removal - Hurricane Irma (DR-4337)	654,728.03
September	Brunswick, GA	Debris Removal - Hurricane Irma (DR-4338)	35,000
September	Orlando, FL	Debris Removal - Hurricane Irma (DR-4337)	29,584
September	Piney Point Village, TX	Debris Removal - Hurricane Harvey (DR-4332)	1,631
September	DeBary, FL	Debris Removal - Hurricane Irma (DR-4337)	84,411.35
September	Inverness, FL	Debris Removal - Hurricane Irma (DR-4337)	10,238
September	Indian Creek Village, FL	Debris Removal - Hurricane Irma (DR-4337)	9,162
September	Bellaire, TX	Debris Removal - Hurricane Harvey (DR-4332)	61,800
September	Daytona Beach, FL	Debris Removal - Hurricane Irma (DR-4337)	100,608
September	Surfside, FL	Debris Removal - Hurricane Irma (DR-4337)	6,510
September	Orange City, FL	Debris Removal - Hurricane Irma (DR-4337)	39,591
September	St. Augustine, FL	Debris Removal - Hurricane Irma (DR-4337)	46,647.46
September	DeLand, FL	Debris Removal - Hurricane Irma (DR-4337)	84,411.35
September	Waller County, TX	Debris Removal - Hurricane Harvey (DR-4332)	1,158
September	Doral, FL	Debris Removal - Hurricane Irma (DR-4337)	6,047
September	Cutler Bay, FL	Emergency Cut & Toss - Hurricane Irma (DR-4337)	N/A
September	Fernandina Beach, FL	Debris Removal - Hurricane Irma (DR-4337)	41,191.2
September	Coconut Creek, FL	Debris Removal - Hurricane Irma (DR-4337)	97,821.17
September	Largo, FL	Debris Removal - Hurricane Irma (DR-4337)	31,338
September	Fort Lauderdale, FL	Debris Removal - Hurricane Irma (DR-4337)	386,417
September	Citrus County, FL	Debris Removal - Hurricane Irma (DR-4337)	173,768

# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services

September	North Miami, FL	Debris Removal - Hurricane Irma (DR-4337)	122,998.75
September	Miami, FL	Debris Removal - Hurricane Irma (DR-4337)	317,541.15
September	FDOT – District 2	Emergency Cut & Toss - Hurricane Irma (DR-4337)	
September	Coconut Creek, FL	Food Activation - Hurricane Irma (DR-4337)	N/A
September	Taylor Lake Village, TX	Debris Removal - Hurricane Harvey (DR-4332)	1,071.6
September	Humble, TX	Debris Removal - Hurricane Harvey (DR-4332)	6,8368.6
September	Groves, TX	Debris Removal - Hurricane Harvey (DR-4332)	54,636.7
September	Nederland, TX	Debris Removal - Hurricane Harvey (DR-4332)	12,507.95
September	Port Neches, TX	Debris Removal - Hurricane Harvey (DR-4332)	6,445.7
September	Port Arthur, TX	Debris Removal - Hurricane Harvey (DR-4332)	N/A
September	Harris County, TX	Debris Removal - Hurricane Harvey (DR-4332)	1,263,408.66
September	Texas City, TX	Debris Removal - Hurricane Harvey (DR-4332)	22,403
September	Houston, TX	Debris Removal - Hurricane Harvey (DR-4332)	1,136,290.04
September	Jefferson County, TX	Debris Removal - Hurricane Harvey (DR-4332)	170,000
September	City of Port Aransas, TX	Debris Removal - Hurricane Harvey (DR-4332)	756,472.05
August	City of Aransas Pass, TX	Debris Removal - Hurricane Harvey (DR-4332)	309,000
August	TXGLO, TX	Beach Restoration - Hurricane Harvey (DR-4332)	
August	City of Pasadena, TX	Food Services - Hurricane Harvey (DR-4332)	N/A
March	Chambers County, TX	Building Restoration as a result of a Tornado	
January	Assumption Parish, LA	Removal of C&D from DMS - February 2016 Tornado	
<b>2016</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CUBIC YARDS</b>
November	Greene County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	5,491.36
November	GDOT – Chatham County	Emergency Routine Maintenance - Hurricane Matthew (DR-4284)	71,311.00
November	Pender County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	9,654.00
October	Sebastian, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	27,015.00
October	Hyde County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	13,944.67
October	North Topsail Beach, NC	Disaster Debris Removal and Disposal (Push& Load & Haul Operations) - Hurricane Matthew (DR-4285)	446.00
October	New Hanover County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	91,481.15

# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services



October	City of Wilmington, NC	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4285)</b>	98,638.40
October	City of DeBary, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	18,822.52
October	City of Ormond Beach, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	310,124.00
October	City of DeLand, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	39,445.00
October	Orange City, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	9,792.00
October	City of Daytona Beach, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	10,124.00
October	City of St. Augustine, FL	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	37,285.00
September	Leon County, FL	Debris Removal - <b>Hurricane Hermine (DR-4280)</b>	14,175.25
September	Citrus County, FL	Debris Removal - <b>Hurricane Hermine (DR-4280)</b>	12,519.00
August	East Baton Rouge Parish/City of Baton Rouge	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	1,947,581
August	Ascension Parish	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	336,630.00
August	Lafayette Parish	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	66,152.00
August	Tangipahoa Parish	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	48,650.80
August	St. Martin Parish	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	4,011.50
August	City of Baker, LA	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	4,130.08 TONS
August	Iberville Parish/City of St. Gabriel, LA	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	3,736.45
August	Coastal Water Authority Houston, TX	Lake Houston Dam Debris Removal and Road Restoration	N/A
June	City of Desoto, TX	Meadow Creek Park Remediation Resulting - <b>May Tornado</b>	N/A
June	Caldwell Parish, LA	March 2016 Flood - <b>Louisiana Severe Storms and Flooding (DR-4263)</b>	1,749.90
June	St. James Parish, LA	Haul Out - <b>February 2016 Tornado</b>	5,985.85
June	Parish of East Baton Rouge/City of Baton Rouge	<b>May 2016 Wind Event</b>	33,017.62
May	TXDOT Smith/Cherokee County	Debris Removal - <b>April 2016 Tornado</b>	42,655.50
May	New Hanover County	Debris Removal - <b>May 2016 Tornado</b>	4,280.70
April	TXDOT Hunt County	On-Call Tree Trimming	N/A
April	Harris County, TX	Debris Removal - <b>Texas Severe Storm and Flooding DR-4269</b>	42,057.50
April	City of Houston, TX	Debris Removal - <b>Texas Severe Storm and Flooding DR-4269</b>	195,763.15
April	TXDOT Denton County	Tree Trimming & Tree and Brush Removal	N/A
March	Tangipahoa Parish, LA	Debris Removal - <b>Louisiana Severe Storms and Flooding (DR-4263)</b>	8,106.60



# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services

February	TXDOT Hill County	Tree Trimming and Removal	N/A
January	Prince George's County, MD	Snow Removal - <b>Winter Storm Jonas</b>	N/A
January	Loudon County, VA	Snow Removal - <b>Winter Storm Jonas</b>	N/A
January	Maryland Department of General Services	Snow Removal - <b>Winter Storm Jonas</b>	N/A
January	City of Baltimore, MD	Preston Road Complex Snow Removal - <b>Winter Storm Jonas</b>	N/A
January	State of Maryland – Highway Authority	Snow Removal - <b>Winter Storm Jonas</b>	N/A
January	State of Louisiana Sand Activation	Delivery of Sand to Krotz Springs, LA	Delivered 1,331.73
January	TXDOT McLennan County	Tree Trimming and Removal	N/A

Please see letters of recommendation attached.

# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services



## DETAILED PROJECT SUMMARIES

### *Jackson County, FL, Hurricane Michael*

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#### Contract Summary

On October 10, 2018, Hurricane Michael impacted the Florida Panhandle with 160 mph winds. As DRC Emergency Services, LLC (DRC) continued to perform its debris/beach restoration missions in 13 locations in North Carolina, in response to Hurricane Florence on September 14, 2018, mobilization of Jackson County, Holmes County, and Tyndall Air Force Base, Florida, and Florida Department of Transportation (FDOT) began to complete disaster recovery and debris removal services as described in the following paragraphs.

#### Pre-Execution

Despite the existence of a “standby” contract, very little pre-event planning was in place prior to Hurricane Michael, mostly because the County’s primary contractor failed to perform advanced planning and training with/for the Jurisdiction. Consequently, the County Administration and Board of Commissioners elected to activate three Contractors. DRC solidified its chances of being activated by supplying 338 push crews, more than four times more than either of the two other Contractors.

The fact that Jackson County is rural (approx. 48,000 residents) made locating TDMS locations rather easy. DRC prepared six TDMS locations to accept both vegetative and C&D debris. Permits were secured for both burning and grinding of debris. The emergency push was such a large task that it continued for ten days allowing ample time to locate, permit and construct TDMS locations.

Initial debris estimates indicated that DRC would need to ramp up to about 130-160 large capacity load and haul crews averaging six loads per day. Based upon initial debris estimates, DRC expected to collect, process and dispose of 2-3 million cubic yards (CY) in one third of the County’s land mass. Therefore, TDMS locations were selected with volume and geographical spread as primary determinates.

#### Deployment/Mobilization

Immediately following the storm, assisted local law enforcement with search and rescue efforts by using heavy equipment and chainsaw crews to clear entrance to affected residences.

The ten-day emergency push allowed time to assess local load and haul resources and consequently DRC began the process by mobilizing fifteen local crews as our primary subcontractors moved equipment in for measurement and certification. The certification process was extremely slow due to, the FDOT’s oversight/ monitoring contractor being understaffed, however eventually DRC was operating ~150 load and haul crews into six separate TDMS locations. Geographically, DRC operated the western portion of the County while a competitor split the eastern portion.

#### Execution

The most effective operating technique is to cut leaners and hangers ahead of load and haul crews so that the cut volume is collected simultaneously with the ROW volume. Unfortunately, the contracts with DRC and our competitors were interpreted as calling for a separate “cradle to grave” approach to the cutting, collection and disposal of leaners and hangers. All three companies took exception to the County’s interpretation of that contractual clause and successfully petitioned the County Commission for the change. Eventually the petition was granted and the methodology was changed at a net economic savings to the County, primarily in the form of reduced monitoring cost relating to the elimination of separate collection crews.

Since there was a fairly even distribution of available debris, routing was accomplished by the distribution of grid maps to individual subcontractors.

Processing of vegetative debris by DRC was performed by open burning in the most remote locations and Air Curtain Incineration or Grinding in more populated locations. The most cost-effective method was burning due to a 5% residual which FDEP allowed to be tilled into the soil. All of the ground vegetative volume produced by DRC was recycled/wind-rowed by local Farmers.

Construction and demolition debris, about 500,000 yards out of 2,500,000 CY collected, processed and disposed/recycled by DRC in Jackson County, was processed by compaction and hauled to final disposal the County Landfill (Springhill Landfill) and Blountstown Landfill in Campbellton, FL. The HHW and white goods contract was awarded to DRC, however a Notice to Proceed (NTP) was never issued. White goods were scavenged from curbside and not enough HHW materialized to activate the contract. Job safety analysis were performed for both load and haul conditions and TDSR dynamics with daily safety tailgate meetings serving to create awareness of safety concerns.

## *City of Wilmington, NC, Hurricane Florence*

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### Contract Summary

On September 14, 2018, Hurricane Florence ravaged the Carolina coast dumping rain and causing severe tree damage. DRC held a “standby” contract in Wilmington, North Carolina and was communicating consistently with the City’s Director of Public Services regarding the impending “emergency push” response and debris mission. We were also making response plans with 13 other NC jurisdictions for which standby contracts were in place.

During this time, DRC was just finishing work in two Alabama Counties in response to an outbreak of tornados, however, there was no way to predict that Hurricane Michael would impact the Panhandle of Florida and Southern Georgia less than a month later.

### Pre-Execution

The benefits of holding a “standby” contract in Wilmington allowed DRC to pre-plan a multitude of functions:

- Emergency Push routes and route priorities were pre-established during previous meetings with the City
- Local Push and Load and Haul subcontractors were already identified with Master Service Agreements in place
- TDMS and Final Disposal/Recycling locations were already established from DRC’s previous work in Wilmington
- JSAs specific to TDMS and final disposal locations were performed
- Meetings were previously held with the City’s third-party monitoring firm and systems were discussed and understood by both parties
- Local fuel supply contracts were in place
- Staging areas and trailer parking locations were pre-secured
- Debris towers were secured
- Non-local subcontractors were pre-staged approximately 150 miles outside the cone of danger

### Deployment/Mobilization

- Local push crews were activated and pushing debris from the priority routes immediately following a reduction of wind speed to safe levels
- Pinch points were activated to register and record push equipment and crews. Times in and out were recorded at these points and street assignments were distributed
- Local crews were activated and instructed to stage for measurement at a specific TDMS

# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services



- Non-local crews were activated and instructed to stage for measurement by the City's Monitoring firm
- The process of preparing four TDMS began immediately after winds reached safe levels
- Initial Debris Assessment was performed immediately after winds subsided in order to determine crew needs, TDMS requirements and to prepare debris density maps
- A pre-work meeting was held between DRC, the City's Public Services Director and the City's Monitoring firm to prepare a pre-work plan

## Execution

- Management personnel, yellow iron and all necessary support equipment was in place on the Four TDMS by the end of first 48 hours post storm
- DRC's Operations staff prepared route maps for an estimated peak number of 50-70 Load and Haul crews
- Grid maps were adjusted daily to account for traffic conditions, volume and total loads per crew/day
- Estimates called for approximately one million cubic yards; however, actual results for Wilmington produced 1.4 M of which only 40,000 yards was C&D
- DRC averaged approximately 60 daily crews plus 30 bucket trucks for leaners and hangers
- DRC worked closely with the City's Monitoring Firm to provide the Director with updated statistical information that he used to inform elected Officials and the Public
- TDMS processing was primarily performed with tub grinders and direct haul to final disposal for C&D
- The project lasted approximately 3 months with final haul out and TDMS closure ending by month four

## *Puerto Rico, Hurricane Maria*

### Contract Summary

On September 20, 2017, when Hurricane Maria made landfall in Puerto Rico (PR) as a Category 4, DRC Emergency Services, LLC was already fully engaged in 43 debris management contracts in Texas, Florida and Georgia. Despite this, DRC's management team was on the ground in Puerto Rico within 24 hours assessing damage. It would not be long until DRC was mobilizing a huge number of local resources and shipping supplemental resources from the U.S. mainland. DRC collected, processed and disposed of >1M CYs on an island with rugged terrain and a crippled infrastructure while simultaneously completing the same for an additional 8M CYs back home on other projects.

### Pre-Execution

DRC sent a management/execution team to identify local partners to facilitate debris and housing operations; identify local subcontractors with load and haul capabilities; execute Master Service Agreements with qualified subcontractors; and, assess port capabilities for receiving supplemental assets from the U.S. We performed preliminary debris estimates, identified housing and food supplies, determined the required number of bucket trucks, load and haul crews and specialty crews, and identified potential TDMS sites.

### Deployment/Mobilization

DRC initially activated 4 TDMS sites, mobilized 150 local load and haul crews and leaner and hanger crews, and approximately 300 load and haul crews and tree crews from our subcontractor base in the U.S.

### Execution

DRC opened 9 TDMS locations and established collection zones to account for volume, terrain and location of the TDMS sites. At peak, we had 340 load and haul crews operating, 200 of which were local Puerto Rico crews. The local crews operated smaller capacity trucks with front-end loaders or skid steers. We executed contracts with 8 final disposal sites.



## *City of Houston, TX, Hurricane Harvey*

### Contract Summary

DRC Emergency Services, LLC collected, processed and disposed of more than 5M CYs of C&D in the City of Houston and Harris County, Texas in response to Hurricane Harvey which impacted the coast of South Texas, on August 25, 2017 and caused severe flooding in low lying areas. When Maria hit, DRC was responding to 17 other Texas jurisdictions following Harvey's landfall in Texas on August 25, 2017; 26 Florida jurisdictions following Hurricane Irma's landfall on September 10, 2017; and, on the Island of Puerto Rico following the landfall of Hurricane Maria on September 20, 2017.

### Pre-Execution

- DRC has long held a "Stand-by" contract with the City of Houston, Texas. Through this contract, we have pre-identified TDMS locations, final disposal sites, minority and local subcontractors and developed relationships with key government personnel
- Debris estimates were established through joint estimates between DRC, the City's independent monitoring firm and city staff
- TDMS sites were pre-identified before the event and permitting was seamlessly accomplished through TCEQ by DRC's VP of Environmental Compliance. Final disposal sites were also pre-identified and contracts put in place with the owners of those sites
- Job Safety Analyses (JSA) were performed on all TDMS locations. Supervisors were held accountable for holding daily safety meetings with all employees and subcontractors
- A DBE, MBE outreach office was established to identify subcontractors and ensure goals were met
- ADMS systems provided by Tetra Tech met the City's guidelines for reporting and billing purposes and interfaced with DRC's reconciliation software

### Deployment/Mobilization

Hurricane Harvey created massive flooding in pockets of the City of Houston. Flooding (C&D) events create difficulty relative to estimating volume for the following reasons:

- Owners of flooded homes many times wait for their private insurance company to adjust the damages before beginning the removal of damaged construction material and furniture. This practice creates uneven volume availability
- Homeowner will typically perform work on their damaged structure as their free time allows
- Damage severity can differ from structure to structure

The above scenarios make volume estimates difficult and many times prolong the life of the project. Experience performing similar work allowed DRC to "Right Size" the job as approximately seventy-five crews were mobilized in the first 72 hours and the number of crews escalated to more than four-hundred by the end of the third week. A de-escalation of that number began after 45 days of operation.

In order to accommodate that amount of "rolling stock", eleven TDMS locations were set up, permitted, manned and operated by DRC. Direct hauling to landfills was not practical due to volume demands and traffic restrictions.

### Execution

- DRC aided the City's Public Information Officer with debris separation literature which was used over radio and television and called for separation of C&D, white goods, tires, HHW, vegetative debris, e-waste and garbage
- Productivity standards were set to 6 loads per crew/day

# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services



- Ground crew personnel assigned to each crew ensured that only C&D debris was collected by right of way crews and would help separate non-compliant materials
- Separate routes and equipment were operated by DRC for white goods and an independent Contractor ran the HHW collection routes
- Routing methodology relied upon established solid waste collection grids adjusted daily for volume fluctuations
- Due to the condition of the flood debris, little recycling was possible outside of metal, white goods and e-waste
- Compaction was the method of reduction with an overall achieved rate of 2.3 to 1
- It is important to note that DRC also mobilized and completed a major Marine Debris mission for the City in Lake Houston, Spring Creek and the San Jacinto River. More than one-hundred thousand cubic yards of marine debris was collected, processed and disposed

## *Baton Rouge, LA, 2016 August Flood*

### Contract Summary

Severe rains fell for several days in 2016 causing severe flooding to 60,000 homes in Baton Rouge, Louisiana and additional homes in surrounding Parishes. Consequently, DRC was activated to perform disaster services and management on August 16, 2016.

DRC conducted right of way (ROW) debris collection, processing and disposal/recycling. We provided separate collection crews for the collection of thousands of white goods, tires, household hazardous waste units and electronic wastes (e-wastes).

Environmental considerations were of foremost importance for all project stakeholders, particularly LDEQ. DRC worked closely with LDEQ's Department Director to establish Statewide protocol relative to debris acceptance, load monitoring and debris constituent identification. LDEQ praised the project and operation of the TDMS sites as a model for future events.

USACE provided project oversight and guidance to the State of Louisiana. The USACE representative considered the project, and particularly the operation of the TDMS sites, a benchmark event worthy of filming for the future training of personnel.

### Pre-Execution

The contract with the consolidated Government of the City of Baton Rouge/East Baton Rouge Parish is a "standby" contract which is the same as the USACE Advanced Contract Initiative. The "standby" contract allowed DRC Emergency Services to prepare in advance for such an event. For example, the advantages of holding the advanced contract allowed for:

- Familiarization of DRC's Management, Safety and Quality Control Personnel with Government personnel (Project Owner) before the disaster
- The selection of multiple potential TDMS locations in advance of mobilization. Specifically, one of the two sites selected and used by DRC was permitted in advance of the event
- Final Disposal contracts were secured prior to the event
- Local debris subcontractors, including minority participants, were pre-identified and Master Service Agreements were secured
- Priority clearance roads/routes were identified to allow for expedited clearing

### Additional Pre-Execution Considerations and Tasks

- Initial Damage Survey: DRC and the Government's oversight monitoring contractor, Thompson Consulting, worked together to perform Initial Damage Assessments. The importance of this exercise is that the results form the basis of Project Worksheets or request(s) for FEMA funding
- Estimating flood debris volume presented a significant challenge because of the incremental measured appearance of debris at curbside due to private insurance interest and the time required for local residents to begin tear-out and cleanup efforts
- Assignment of collection grids to both balance volume concerns with Political concerns
- Properly "right sizing" collection crews in order to expedite collection, enhance productivity and consider safety factors was paramount to the successful operation
- Proper volume estimates was the basis for determining the proper size and amount of TDMS operating equipment. For instance, a landfill compactor was acquired to increase construction and demolition compaction at the TDMS site
- The size and scope of the overall project was considered when determining the optimum number of safety and supervisory personnel
- Real time truck location monitoring and volume productivity provided by Thompson Consulting was a key to maximizing productivity and accountability even though DRC began load and haul operations to a final disposal site
- Household Hazardous Waste (HHW) collection routes began on day seven followed by e-waste and white good routes
- DRC's operations team "right sized" equipment and manpower through daily assessments of eligible flood debris

## Deployment/Mobilization

- DRC's management personnel were in contact with city government officials immediately upon recognizing that the flooding may be problematic. On day two of the event, after rain continued non-stop, DRC began to mobilize boats and emergency response and recovery personnel to the East Baton Rouge Sheriff's Department to work search and rescue missions in conjunction with the Department
- Within the next 24 hours, DRC was operating twenty-five search and rescue crews that rescued over three-hundred stranded residents from locations within the Parish
- Anticipating a notice to proceed for debris collection, processing and disposal, DRC began moving equipment in the direction of Baton Rouge. Our local minority subcontractor was placed on ready mode and TDMS equipment was identified
- DRC's Program Manager initiated our tier-down or ring-down call procedure to alert our Personnel and Subcontractor structure
- Upon receiving a "Notice to Proceed" from the Government, twenty-five crews were being certified and measured in by the City/Parish's Monitoring Firm within the first twenty-four hours
- The initial TDMS site, which was pre-permitted and approved was equipped with entrance and exit monitoring towers, water trucks, yellow iron, traffic signage and traffic control personnel, spotters and office trailers within forty-eight hours of the NTP

## Execution

### Routing

Because the flooding took place in distinct pockets across the City/Parish and did not affect every area of the Jurisdiction, routing and collection crew distribution became a challenge. Too many crews in a single area created safety concerns and hampered productivity. Typical route grids were not initially effective because of the uneven availability of debris. Debris was brought to the curb in uneven and unpredictable amounts due to delays brought on by private insurance companies and a shortage of contractors to perform demolition and repair. Consequently, routing was prepared each afternoon for assignment the next morning. The load and haul operation peaked at 240 crews. Additional crews collected white goods, HHW and e-waste.

# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services



## TDSR Operation

The productivity goal for this project was to ensure that every crew could achieve a minimum of six loads per day. In order to achieve this goal, two TDMS sites were ultimately necessary. The sites were geographically positioned to maximize productivity and allow for minimum ingress and egress time. The agreement between DRC and the State Department of Environmental Quality (LDEQ), provided for safeguards to ensure that no unauthorized waste entered a TDMS or final disposal site. Spotters were available to examine each load as trucks were being unloaded.

It is important to note that DRC initially attempted to direct haul all C&D to the final disposal landfill, Ronaldson Field in North Baton Rouge Parish. Travel time was extreme, and it quickly became apparent that well placed TDMS would be the key to a successful operation. The initial TDMS of twenty- five acres was already prepared and operational.

Following the first month of operation, the throughput in TDMS 1 became problematic, therefore TDMS 2 was opened to relieve the overflow.

DRC achieved a C&D compaction rate of approximately 2.5 on over 2M CYs of C&D.

## Recycling

In addition to metals, soil and small quantities of re-useable wood, white goods, electronic waste and household hazardous wastes were recycled.

Please see past performance reference questionnaires attached.



## LOGISTIC CAPABILITIES

### *Family of Companies*

Together with our commonly-owned affiliates, 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 management sides. This portfolio of companies is under the same ownership and share all resources and assets, including financial, personnel, equipment and facilities.



### *Experience*

DRC Emergency Services, and our family of companies performs a multitude of large-scale assignments for Federal, state, regional, county and municipal entities, with a keen focus on the turnkey provision of base camp, sheltering, housing services, and disaster catering as well as the comprehensive rehabilitation and reconstruction of communities impacted by emergencies and disasters. As a leader in the disaster response industry, we have executed the provision and recovery of over 50,000 sheltering and housing units over the past decade, with comprehensive values in excess of \$1.0 billion.

**The below projects collectively provided over 7,600 beds and approximately 817,000 meals.** Through these projects and many others, DRC has developed reliable and consistent processes and procedures while remaining agile to meet each client's unique needs. Each of the projects below included catering and dining, site work, IT & technology, cleaning & maintenance, sheltering, security, logistical support, and facility management.

#### **FDOT Hurricane Response Shelter**

Client: Florida Department of Transportation  
Location: Chipley, FL

#### **VDEM Emergency Shelters**

Client: Virginia Department of Emergency Management  
Location: 3 locations in Virginia

#### **MEMA/Columbia Gas Emergency Shelter**

Client: MEMA/Columbia Gas of Massachusetts  
Location: Lawrence, Massachusetts

#### **TXDOT Emergency Response Mancamps**

Client: Texas Department of Transportation  
Location: 5 locations in Texas

# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services



## HIGHLIGHTS FROM PAST PROJECTS INVOLVING LOGISTICS

DRC and our family of companies perform work across the United States and internationally and have executed numerous emergency and rapid response sheltering, mass care and housing projects over the past decade in locations such as Texas, Louisiana, California, Florida, South Carolina, North Carolina, New York, New Jersey, Virginia, Massachusetts, Pennsylvania, Haiti, Puerto Rico and the U.S. Virgin Islands.

### *FDEM COVID-19 Testing Sites, Feeding, and Logistical Support*

LOCATION: 20+ locations in Florida

CLIENT: Florida Department of Emergency Management

TYPE: State of Florida

VALUE: \$72 Million

SCOPE: Base camps and mass feeding

In March 2020, in response to the COVID-19 crisis, Florida DEM engaged the DRC Family of Companies to provide comprehensive testing sites, feeding and logistical support for Florida's residents.

Within 48 hours of mobilization, the DRC team began transforming multiple high-visibility South Florida County locations into well-organized COVID-19 testing sites — five drive through and 13 walk-up stations — designed to collectively provide over 10,000 tests daily to first responders, healthcare workers and the general public.

Within a week of mobilization, the DRC team coordinated logistical hubs, completed construction and provided personnel to manage equipment and supplies, transport goods and provide operational and mission support. Additionally, the DRC team partnered with local restaurants to deliver breakfast, lunch and dinner -- **up to 700 boxed meals daily** -- to Florida residents at each of the four community feeding sites **totaling over 81,000 meals**.

Performed by DRC family of companies







## *FDOT Hurricane Response Shelter*

LOCATION: Chipley, Florida

CLIENT: Florida Department of Transportation

TYPE: FEMA/State of Florida

VALUE: \$1.8 million

SCOPE: Base camps and mass feeding

In October 2018, Hurricane Michael made direct impact on the eastern Florida panhandle as a Category 4 hurricane. The storm caused mass devastation throughout the state and brought major disruption and damage to the landscape, infrastructure, housing stock in and around multiple towns, communities and cities. Immediate response efforts required the mobilization of thousands of emergency response personnel, including FDOT service crews, who were charged with providing emergency road and highway clearing and access services.

DRC was immediately mobilized and tasked with assisting FDOT through the provision of an emergency response shelter capable of housing and feeding hundreds of FDOT personnel. Within 72 hours, we transformed an existing FDOT facility into a fully-functional shelter and operations base, providing comprehensive sleeping, feeding, hygiene and power services.

Utilizing both in-house and subcontractor personnel and resources, DRC provided generators, cots, blankets, linens, pillows, sleeping trailers, shower trailers, portable toilets and personal products, as well as providing **three fully-catered meals per day to shelter occupants.**



# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services



## *TXDOT Emergency Response Mancamps*

LOCATION: Corpus Christi, Port Aransas,  
Yoakum, Beaumont,  
Sugarland, Texas

CLIENT: Texas Department of Transportation

TYPE: State of Texas

VALUE: \$7.0 million

SCOPE: Base camps and mass feeding



In 2017, Hurricane Harvey delivered a devastating blow to the coastal region of Texas, severely disrupting the economy and displacing thousands of businesses and homeowners. The State immediately began massive response and recovery efforts, and our family of companies was activated to construct strategically-located mancamps for government personnel and responders.

We immediately mobilized and set up five emergency TxDOT mancamps along the coast and in the affected areas, with all camps functional within five days of activation. The mancamps were located in Corpus Christi (100 beds), Port Aransas (100 beds), Yoakum (100 beds), Beaumont (100 beds) and Sugar Land (300 beds). The camps were fully functional and included mobile housing units, dining facilities, showers, restrooms and laundry facilities. **Up to 2,100 meals were provided daily.** All power, communications, food, water, linens, towels and associated items were provided to keep responders working to restore communities across the Texas coast.

Performed by DRC family of companies





## *MEMA/Columbia Gas Emergency Shelter*



LOCATION: Lawrence, Massachusetts  
CLIENT: Massachusetts Emergency Management Agency/Columbia Gas of Massachusetts  
TYPE: Private  
VALUE: \$22,000,000  
SCOPE: Base camps and mass feeding

In September 2018, Columbia Gas of Massachusetts was performing repairs on its gas supply system serving residents in Lawrence, Andover and North Andover. During the effort, the low pressure gas distribution system was over-pressurized, and service to the area had to be shut down.

As a result, Columbia Gas had to perform extensive emergency inspections and repairs to the distribution and home systems, which caused the displacement of hundreds of homeowners and residents in the affected areas.

The DRC family of companies was engaged by MEMA and Columbia Gas to set up an emergency shelter to house displaced residents, while the remedial work was performed. In a matter of days, we mobilized personnel and equipment to the area and transformed an existing warehouse into a warming center and shelter capable of housing and feeding in excess of 1,000 people. **Up to 3,000 meals per day were served.** Services provided include intake, beds, showers, restrooms, linens, toiletries, catering & dining, pet care and first aid & medical care.

Over 100 personnel were engaged on the project, and we worked closely around the clock with subcontractors, responders and utility employees to provide safe and comfortable service to shelter occupants.

Performed by DRC family of companies



# Tab 4: Past Performance (Reference Verification)

RFP No. 002-21 Professional Services



## *VDEM Emergency Shelters*

LOCATION: Richmond, Williamsburg, and Newport News, Virginia

CLIENT: Virginia Department of  
Emergency  
Management

TYPE: State of Virginia

VALUE: \$31,000,000

SCOPE: Base camps and mass feeding

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



Prior to the storm's impact, DRC mobilized to three strategic locations in Virginia to facilitate emergency shelter housing for storm evacuees, including 2,064 beds at Virginia Commonwealth in Richmond, 1,461 beds at William & Mary in Williamsburg and 2,250 beds at Christopher Newport in Newport News.

Within 24 hours of activation, DRC worked with various state agencies and transformed the institutional facilities into emergency shelters, installing all beds and providing comprehensive dining services, as well as providing restroom and shower facilities, linens, personal amenities and toiletries. DRC provided sheltering and feeding services to evacuees, state personnel and National Guard troops until the hurricane was no longer deemed a threat.



BRANDON DUBOIS  
*District 1, Montgomery, Louisiana*

JOHNNY JAMISON  
*District 2, Colfax, Louisiana*

CEPHAS BOWIE, JR.  
*District 3, Colfax, Louisiana*

ARNOLD MURRELL  
*District 4, Colfax, Louisiana*

## ***Grant Parish Police Jury***

200 Main Street - Courthouse Building  
Colfax, Louisiana 71417  
Telephone: 318-627-3157  
Fax: 318-627-3527



MARK BALL  
*District 5, Bentley, Louisiana*

WINSTON ROBERTS  
*District 6, Pollock, Louisiana*

DAVID MERRELL  
*District 7, Dry Prong, Louisiana*

DONALD G. ARNOLD  
*District 8, Georgetown, Louisiana*

October 2, 2020

To Whom It May Concern,

On behalf of Grant Parish, it is my pleasure to submit this letter of recommendation for DRC Emergency Services.

In August of this year, Hurricane Laura impacted the lives of many Louisianans, unfortunately including Grant Parish. In response, we put out an emergency RFP for debris removal and disposal services and awarded DRC Emergency Services. The dedicated coordinators and leaders of DRC expeditiously mobilized the necessary resources in response to the immense debris removal and disposal task at hand.

This is our first time working with DRC and their services have exceeded our highest expectations. They exude a level of knowledge and expertise that simply inspires trust. To date, DRC has performed all work in a professional, efficient, and timely manner while treating the parish residents with the utmost respect and compassion.

DRC Emergency Services is indeed a rare find and I highly recommend them as an Emergency Management Contractor.

Respectfully,

Jessie Pace  
Secretary/Treasurer  
Parish Manager  
Grant Parish Police Jury





## BOARD of COUNTY COMMISSIONERS

---

Phone (850) 482-9633  
Fax (850) 482-9643  
[www.jacksoncountyfl.net](http://www.jacksoncountyfl.net)

Administration Building  
2864 Madison Street  
Marianna, Florida 32448-4021

October 8, 2020

SLSCO/DRC Emergency Services  
6702 Broadway St.  
Galveston, TX 77554

RE: Letter of Reference

It is with great pleasure that I write this letter of reference for SLSCO/DRC Emergency Services. I had the opportunity to work with them on the Hurricane Michael disaster in Jackson County, Florida.

When Hurricane Michael hit the Florida Panhandle on Oct. 10, 2018, SLSCO/DRC had employees in our county ready to help. They have proven to be very knowledgeable about the process of debris removal, the regulations and requirements of the state and FEMA.

I would gladly recommend SLSCO/DRC for all your emergency service needs. After the massive cleanup that occurred in our county, our existing contracts were up. We went back out for bid and SLSCO/DRC was selected again because of their excellent performance.

Sincerely,

A handwritten signature in blue ink that reads "Clint Pate".

Clint Pate  
Chairman, Jackson County Board  
Of County Commissioners

### Commissioners

Dr. Willie E. Spires  
District 1

Clint Pate  
District 2

Chuck Lockey  
District 3

Eric Hill  
District 4

Jim Peacock  
District 5





July 25, 2018

To Whom It May Concern,

On behalf of the City of Baton Rouge/Parish of East Baton Rouge's Department of Environmental Services, it is my pleasure to submit this letter of recommendation for DRC Emergency Services.

DRC has been a trusted partner of our City-Parish for years, including and especially during one of the most catastrophic and costly events in the history of our state and country. In August 2016, when the floodwaters of the Great Flood of 2016 (DR-4277) began rising and threatening to inflict damage on tens of thousands of homes in East Baton Rouge Parish, DRC was quick to respond and react to our activation of the company's debris removal contract. In the days that immediately followed, DRC's team worked side-by-side with our senior leadership team at our emergency operations center to begin identifying the known extent of damage inflicted by this disaster, preparing routes and maps for rapid deployment across our parish once it was safe to do so, and immediately mobilizing their significant fleet of trucks to begin staging for debris removal operations. Less than a week after floodwaters began to recede from our area, DRC's fleet began to conduct our first debris removal pass, targeting seven initial ZIP codes that were impacted by the flooding event. DRC subsequently expanded operations to include all impacted ZIP codes and remained active through their final pass conducted in August 2017.

Throughout this timeframe, DRC's team was responsive, proactive, and communicative regarding any needs our City-Parish agencies, elected officials, or residents had related to our debris removal program, going above and beyond to ensure the public was informed about program activities at all times. For example, beginning in mid-September 2016, DRC staff along with our debris monitoring firm team joined City-Parish leaders in providing televised updates on debris removal activities each morning – both for the day ahead as well as upcoming deadlines or issues related to the program. These segments were broadcast live by local news media, on our government access channel Metro 21, and through our City-Parish Facebook page via Facebook Live. These daily updates continued for nearly a month and a half, and DRC's team was integral in developing and sharing updates to be shared with our residents that kept them informed and aware of program activities.

This same level of responsiveness, coordination, and resourcing on the part of DRC was present throughout the entirety of our debris removal program and recovery effort, ultimately resulting in nearly 2 million cubic yards of debris collected and representing one of the largest and most complex flood debris removal efforts in the history of the U.S. DRC's ability to mobilize their fleet and respond to needs, or proactively anticipate them, was critical to our program's success – including rapid scaling of their fleet to nearly 200 trucks on the streets each day at the height of the program's activity and daily debris collection totals approaching 50,000 cubic yards. Our Mayor's Office, Councilmembers, my office, and other coordinating agencies took great comfort in the "on the ground" presence and access they had to DRC's team throughout this effort, and their commitment to the job until we fully addressed all the recovery needs of our residents was greatly appreciated.

I strongly recommend DRC as a qualified and capable debris removal contractor that I feel confident will provide the same level of service, dedication, and passion for your recovery and/or clean-up effort as they did here in East Baton Rouge Parish. Please don't hesitate to contact me if you have any questions.

Sincerely,

Adam M. Smith, PE  
Chief of Wastewater Operations & Maintenance



August 8th, 2018

**RE: DRC Emergency Services, LLC (DRC)**

To whom it may concern:

DRC has been under contract with the Puerto Rico Department of Transportation and Public Works (DTPW) following the landfall of Hurricane María. DRC was tasked with clearing the DTPW's right of way (ROW) of all storm related debris in their assigned zone. Based on our experience with DRC thus far, we would support them in being considered for similar work.

To date, DRC has cleared our ROW's of approximately 1 million cubic yards of debris and removed dangerous leaners and hangers. They have proven to be experienced and knowledgeable in the storm debris removal process and an invaluable asset in our recuperation effort.

If you require further clarification, please do not hesitate to contact the undersigned.

Sincerely,



Juan M. Maldonado, Esq.  
Deputy Secretary  
Chief Compliance Officer Fiscal Plan





Russell R. McMurry, P.E., Commissioner  
One Georgia Center  
600 West Peachtree NW  
Atlanta, GA 30308  
(404) 631-1990 Main Office

September 28, 2018

RE: Letter of Reference - DRC

To Whom It May Concern:

After Hurricane Matthew, the Georgia Department of Transportation contracted with DRC Emergency Services in the amount of \$1,445,700 for debris removal services. These services consisted of the removal of vegetative debris, leaning trees, hazardous hanging limbs, and stumps from approximately 162 miles of the State Routes in Chatham County. DRC followed all guidelines and specifications in the contract and completed the contract in the specified timeframe given. DRC provided a project manager to manage all subcontractors and ensure traffic control items were correct and work was completed in a safe manner. All submittals and invoicing was completed and submitted in a timely manner which allowed the Department to quickly process and submit records to FEMA for reimbursement. The Department had a great working relationship with DRC during this contract and would contract with them again in the future.

If you have any questions or need additional information then please feel free to contact this office at (912) 530-4434 or at P.O. Box 610, Jesup, Georgia 31598.

Sincerely,

A handwritten signature in blue ink that reads "Brian H. Scarbrough". The signature is written in a cursive, flowing style.

Brian H. Scarbrough  
Assistant District Maintenance Engineer

cc: File



Office of the Lieutenant Governor  
State of Louisiana

**BILLY NUNGESSER**  
LIEUTENANT GOVERNOR



P.O. Box 44243  
BATON ROUGE, LOUISIANA 70804-4243  
(225) 342-7009

July 31, 2018

To All Interested Parties:

It has been my unique pleasure to work with DRC Emergency Services, LLC on multiple occasions throughout my political career. Currently, DRC supports the Lieutenant Governors Association through active participation and an important sponsorship of the organization. It is through involvement like DRC's that we can both perpetuate the existence of our organization and gain unique perspective from a private sector partner.

During my tenure as Parish President of Plaquemines Parish, DRC was instrumental in our expedited recovery following Hurricane Katrina due to their exemplary work in the areas of debris collection, processing and disposal, canal de-siltation services, and waterway debris removal. Following the BP Oil Deepwater Horizon catastrophe, DRC designed and implemented oil collection and mitigation programs that covered over 100 miles of gulf coastline. Their innovated leadership in these areas were applauded by both BP Oil and top-ranking government officials, alike.

It is without reservation that I wholeheartedly endorse and recommend DRC Emergency Services, LLC to provide vital pre-disaster and post-disaster services to your government. DRC's management and field personnel have proven time and again to be the most informed and responsive in the area of disaster management services.

Please contact my office with any further questions relating to my experiences with this organization.

Sincerely,

A handwritten signature in blue ink, appearing to read "Billy Nungesser".

Billy Nungesser  
Lieutenant Governor

WHN/lis





Solid Waste Management  
235 Operations Center Drive  
PO Box 1810  
Wilmington, NC 28402-1810

910 341-7875  
910 790-2391 fax  
wilmingtonnc.gov  
Dial 711TTY/Voice



August 15, 2017

DRC Emergency Services, LLC, Mobile, Alabama has been the contractor for the City of Wilmington, NC since 2013 to provide Phase II C&D Debris removal & Vegetative Debris Removal & Disposal.

Wilmington needed to activate DRC's contract on two occasions. The first was the ice storm in February 2014 that produced 174,352 cubic yards of vegetative debris. DRC completed the cleanup in 40 days. The second activation came in October 2016 for Hurricane Matthew. Matthew produced 98,658 cubic yards of vegetative debris. Cleanup started on 10/18/16 and was completed on 11/25/2018.

On both occasions Tony Swain DRC's Project Manager arrived in Wilmington the day before the event so he was in place to immediately assess damage and start the process to order the manpower and equipment needed to start the cleanup effort. He was here before a notice to proceed was sent.

The professional, organization, quality of work and willingness to meet and work with City staff exceeded expectations and fulfilled all objectives of scope of services spelled out in their contract.

Tony was in constant contact reporting progress each day. He was responsive to the City's needs and was very willing to adjust schedules as needed. I had a number of conversations with DRC's home office and they acted equally professional, all members of the DRC staff were very responsive and approachable. The City of Wilmington has a very good working relationship with DRC and are very pleased with the service they provide. Judging from DRC's past performance I would have no issue to recommend them to other municipalities.

Please do not hesitate to call me with any questions or if you need further information.

Sincerely,

*Dave Bundick*

Superintendent of Solid Waste  
City of Wilmington  
235 Operations Center Drive  
P.O. Box 1810  
Wilmington, NC 28402-1810  
Ph: 910.341.0081 | Fax: 910.790.2391





To: DRC Emergency Services

From: Alan Williamson, Public Works Director

Subject: Letter of Reference

Date: 13 March 2017

The City of DeBary was impacted by Hurricane Matthew in October 2016. The city had in place emergency stand-by debris removal contracts, and DRC Emergency Services was activated for this event. DRC representatives met with city staff prior to hurricane land-fall, and as a result of Hurricane Matthew the city had 19,000 cubic yards of debris to pick up, reduce by chipping, and haul out.

DRC coordinated the process for each phase of the debris process which included the removal, grinding, and haul out of the debris. In addition to the debris services provided the final documentation was thorough and straightforward which is invaluable for FEMA reimbursement purposes.

I would highly recommend DRC Emergency Service for a debris removal contractor as they are quick to assist, answer questions, and help train staff to get the job done safely and quickly.

Respectfully yours,

Alan Williamson  
City of DeBary  
Public Works Director





**NEW HANOVER COUNTY**  
DEPARTMENT OF ENVIRONMENTAL MANAGEMENT  
3002 US HIGHWAY 421 NORTH  
Wilmington, NC 28401-9008  
*Telephone: (910) 798-4400 • Fax (910) 798-4408*  
*E-Mail Address: jsuleyman@nhcgov.com*

JOE SULEYMAN  
Director of Environmental Management

August 16, 2017

Mr. Tony Swain  
DRC Emergency Services  
408 N. Topsail Drive  
Surf City, NC 28445

RE: Letter of Recommendation

Dear Tony,

I wanted to take this opportunity to thank you and your entire team for the exemplary job you have done for the citizens of New Hanover County. Your debris removal efforts following the 2014 Ice Storm, the EF-1 tornado in 2016, and Hurricane Matthew in 2016 allowed the communities in the county to recover quickly and seamlessly.

I am truly amazed at your watchful eye prior to an event, your rapid response immediately following an event, and that I can often find you out in the field, rake in hand, ensuring that the residents receive the highest level of service, professionalism, and courtesy. We ask a lot of you, and you always delivered.

On behalf of my team at Environmental Management and the citizens of New Hanover County, thank you for your dedication and a job well done. I would strongly recommend DRC to any town, city, county, or other governmental body looking for a debris management contractor that knows how to get the job done, and done right.

Respectfully,

Joe Suleyman  
Director, Environmental Management  
New Hanover County



January 08, 2017

**RE: Letter of reference for DRC**

To Whom It May Concern:

The City of Port Neches has worked with DRC in Hurricanes Rita, Ike and Harvey. In the latest, Hurricane Harvey, DRC was the debris removal contractor for the Cities of Nederland, Groves, and Port Neches. In this incident they collected furnisher, building materials, HHW, and demolition/debris. They also ran a debris reduction site. In Rita and Ike, they also collected green waste, removed leaning trees, and hazardous hanging limbs. They collected over 52,000 cu yd. of material in Hurricane Harvey. Their project coordinator did an outstanding job in the management of the site, supervision of all the sub-contractors, disposal of all debris, and the cleaning of the debris site and acquiring TCEQ approval to close that site.

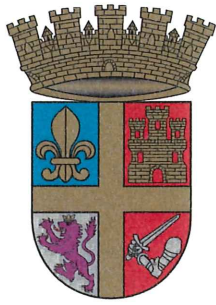
In all of disasters, DRC has in a timely manner has submitted invoices, records, complied with FEMA requirements, work in a safe manner, and were very responsive to the City's needs. The City is also in a long-term contract so they will be able to respond in our next disaster.

Please feel free to contact me at (409) 719-4204 should you have any questions.

Sincerely,

Taylor Shelton, P.E.  
Public Works Director  
City of Port Neches  
P.O. Box 758 or 1005 Merriman  
Port Neches, Texas 77651  
Office: 409-719-4204  
Fax: 409-727-8677  
E-mail: [tselton@ci.port-neches.tx.us](mailto:tselton@ci.port-neches.tx.us)  
WEB: [www.ci.port-neches.tx.us](http://www.ci.port-neches.tx.us)





1565 – 2015  
450 years

# City of St. Augustine



St. Augustine, Florida  
**Nation's Oldest City**

Public Works

June 2, 2017

Subject: **DRC Letter of Recommendation**

To Whom It May Concern:

On October 7, 2016, the City of St. Augustine was impacted by Hurricane Matthew as he made his way north in the Atlantic Ocean. While many communities to our south were spared, St. Augustine wasn't as fortunate. Matthew came very close to making landfall in Northeast Florida and while St. Augustine was spared a direct hit, the high winds generated within the outer bands of the storm caused a significant amount of damage and flooding, creating a sizeable debris management problem for our City.

St. Augustine has a pre-event/stand-by contract with **DRC Emergency Services** for Disaster Debris Removal Services so we felt comfortable that a recovery mechanism was already in place.

In advance of the pending event, the DRC team was in contact readying their response. Representatives from DRC were on-site planning their approach to the debris removal effort, and formulating debris collection strategies to address the unique challenges we were facing.

Throughout the debris removal program, DRC's Project Managers and Program Leaders were on site, available, and attentive to the needs of our City and its citizens. The program was well organized and resulted in St. Augustine making a rapid recovery from Hurricane Matthew.

DRC performed professionally and were responsive to City needs within the terms of the contract.

Sincerely,

Martha S. Graham, P.E.  
Director of Public Works



**Leon County**  
**Board of County Commissioners**  
301 South Monroe Street, Tallahassee, Florida 32301  
(850) 606-5302 [www.leoncountyfl.gov](http://www.leoncountyfl.gov)

Leon County Public Works  
2280 Miccosukee Rd.  
Tallahassee, Florida 32308  
850 / 606-1500

**Commissioners**

**JOHN E. DAILEY**  
District 3  
Chairman

**NICK MADDOX**  
At-Large  
Vice Chairman

**BILL PROCTOR**  
District 1

**JIMBO JACKSON**  
District 2

**BRYAN DESLOGE**  
District 4

**KRISTIN DOZIER**  
District 5

**MARY ANN LINDLEY**  
At-Large

**VINCENT S. LONG**  
County Administrator

**HERBERT W.A. THIELE**  
County Attorney

**June 12, 2017**

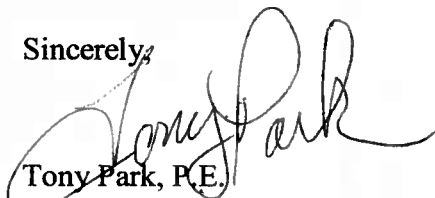
***RE: DRC Emergency Services, LLC***

**To Whom It May Concern:**

DRC Emergency Services, LLC worked with Leon County Public Works Department after Hurricane Hermine in our efforts to provide debris removal services to the citizens of Leon County. They were hard working and diligent in getting the debris removed from the roadside and from in front of homes. The debris from Hurricane Hermine was by far the most seen since Hurricane Kate in 1985 and was a challenge to deal with. DRC Emergency Services went the extra mile and provided great service to Leon County.

If you have any questions, please feel free to contact me at (850) 606-1500.

**Sincerely,**

  
Tony Park, P.E.  
Director of Public Works

TP/djw

July 8, 2014

To: Whom it May Concern

Subject: Letter of Reference - DRC Emergency Services

DRC Emergency Services was one of several pre-qualified Contractors responding to the Ice Storm Pax in South Carolina on February 18, 2014. The Company demonstrated an extreme sense of urgency relative to mobilization of equipment and manpower. DRC acquired South Carolina Department of Health and Environmental Control (SCDHEC) approval for the establishment of debris management sites within the first forty-eight hours which allowed debris operations to immediately begin. The significance of this rapid response was to enable South Carolina Department of Transportation to receive an elevated percentage of FEMA reimbursement through the Sandy Recovery Act.

DRC's Program Manager, Hunter Fuzzell provided a heightened level of responsiveness that was essential for a project of this size and intensity. The Company's operating techniques for tree trimming along the tight I-26 and I-95 corridors had to be tailored for the unique conditions present. I highly recommend DRC Emergency Services without reservation.

Sincerely



Mark Hunter, P.E.  
Assistant State Maintenance Engineer

# Past Performance Reference Questionnaire

## Contractor Information:

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

Phone Number: (888) 721-4372

Firm Name: DRC Emergency Services, LLC

Email: [Kfuentes@drcusa.com](mailto:Kfuentes@drcusa.com)

Point of Contact: Kristy Fuentes

**Work Performed as:** Prime Contractor

Percent of project work performed: 100%

## Contract Information:

Contract Type: Unit Price

Contract Number: N/A

Contract Title: Established Disaster Recovery Debris  
Removal Contract

Contract Location: **Jackson County, FL**

## Project Description:

This contract is unique in respect to the absolute volume produced from Hurricane Michael in a rural County of approximately 48,000 residents. The project demanded a rapid response of "PUSH" or road clearance crews to open critical roadways to alleviate health and safety concerns. DRC responded with more than 300 clearance crews.

## Client Information:

Name: Clint Pate

Phone Number: (850) 482-9633

Title: Commission Chairman

Email Address: [cpate@jacksoncountyfl.com](mailto:cpate@jacksoncountyfl.com)

Role: As Commission Chairman, Mr. Pate monitored, and in many cases, directed Contractor activity and work performance. Additionally, Commissioner Pate was the Conduit between the County and the Public and news media.

## Completed by Client:

**Ratings: Exceptional, Very Good, Satisfactory, Marginal, Unsatisfactory, and Not Applicable**

<b>1. Quality</b>	
a. Quality of technical data/report preparation efforts	Exceptional
b. Ability to meet quality standards specified for technical performance	Exceptional
c. Timeliness/effectiveness of contract problem resolution without extensive customer guidance	Exceptional
d. Adequacy/effectiveness of quality control program and adherence to contract quality assurance requirements (without adverse effect on performance)	Exceptional
<b>2. Schedule/Timeliness of Performance</b>	
a. Compliance with contract delivery/completion schedules including any significant intermediate milestones. <i>(If liquidated damages were assessed or the schedule was not met, please address below)</i>	Exceptional
b. Rate the contractor's use of available resources to accomplish tasks identified in the contract	Exceptional
<b>3. Customer Satisfaction</b>	
a. To what extent were the end users satisfied with the project?	Exceptional
b. Contractor was reasonable and cooperative in dealing with your staff (including the ability to successfully resolve disagreements/disputes; responsiveness to administrative reports, businesslike and communication)	Exceptional
c. To what extent was the contractor cooperative, businesslike, and concerned with the interests of the customer?	Exceptional
d. Overall customer satisfaction	Exceptional
<b>4. Management/Personnel/Labor</b>	
a. Effectiveness of on-site management, including management of subcontractors, suppliers, materials, and/or labor force?	Exceptional
b. Ability to hire, apply, and retain a qualified workforce to this effort	Exceptional



c. Government Property Control	Exceptional
d. Knowledge/expertise demonstrated by contractor personnel	Exceptional
e. Utilization of Small Business concerns	Exceptional
f. Ability to simultaneously manage multiple projects with multiple disciplines	Exceptional
g. Ability to assimilate and incorporate changes in requirements and/or priority, including planning, execution and response to Government changes	Exceptional
h. Effectiveness of overall management (including ability to effectively lead, manage and control the program)	Exceptional
<b>5. Cost/Financial Management</b>	
a. Ability to meet the terms and conditions within the contractually agreed price(s)?	Exceptional
b. Contractor proposed innovative alternative methods/processes that reduced cost, improved maintainability or other factors that benefited the client	Exceptional
c. If this is/was a Government cost type contract, please rate the Contractor's timeliness and accuracy in submitting monthly invoices with appropriate back- up documentation, monthly status reports/budget variance reports, compliance with established budgets and avoidance of significant and/or unexplained variances (under runs or overruns)	Exceptional
d. Is the Contractor's accounting system adequate for management and tracking of costs? <i>If no, please explain in Remarks section.</i>	Yes
e. If this is/was a Government contract, has/was this contract been partially or completely terminated for default or convenience or are there any pending terminations? <i>Indicate if show cause or cure notices were issued, or any default action in comment section below.</i>	No
f. Have there been any indications that the contractor has had any financial problems? <i>If yes, please explain below.</i>	No
<b>6. Safety/Security</b>	
a. To what extent was the contractor able to maintain an environment of safety, adhere to its approved safety plan, and respond to safety issues? (Includes: following the users rules, regulations, and requirements regarding housekeeping, safety, correction of noted deficiencies, etc.)	Exceptional
b. Contractor complied with all security requirements for the project and personnel security requirements.	Exceptional
<b>7. General</b>	
a. Ability to successfully respond to emergency and/or surge situations (including notifying COR, PM or Contracting Officer in a timely manner regarding urgent contractual issues).	Exceptional
b. Compliance with contractual terms/provisions <i>(explain if specific issues)</i>	Exceptional
c. Would you hire or work with this firm again? <i>(If no, please explain below)</i>	Yes
d. In summary, provide an overall rating for the work performed by this contractor.	Exceptional

**Comments:**

"I deeply recommend DRC Emergency Services, LLC to provide disaster services to your government. DRC's management and field personnel have proven time and time to be the most informed and responsive in the area of disaster management services."

Clint Pate, Chairman of the Jackson County Board of County Commission

*The information above has been reformatted from its original form for purposes of this solicitation response.*

# Past Performance Reference Questionnaire

## Contractor Information:

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

Phone Number: (888) 721-4372

Firm Name: DRC Emergency Services, LLC

Email: [Kfuentes@drcusa.com](mailto:Kfuentes@drcusa.com)

Point of Contact: Kristy Fuentes

**Work Performed as:** Prime Contractor

Percent of project work performed: 100%

## Contract Information:

Contract Type: Unit Price

Contract Number: N/A

Contract Title: Professional Services Agreement- Debris  
Management Recovery and Removal

Contract Location: **Wilmington, NC**

## Project Description:

This project is relevant because it demonstrates DRC's ability to efficiently perform a sizeable project (over 1mm cubic yards) concurrent with 45 simultaneous activations in response to hurricane Florence and Michael. With tremendous demand for manpower and equipment, DRC provided exceptional service within expected time frames.

## Client Information:

Name: Dave Mayes

Phone Number: (910) 341-5880

Title: Director of Public Services

Email Address: [dave.mayes@wilmingtonnc.gov](mailto:dave.mayes@wilmingtonnc.gov)

Role: Daily administrative and operational oversight.

## Completed by Client:

**Ratings: Exceptional, Very Good, Satisfactory, Marginal, Unsatisfactory, and Not Applicable**

1. Quality	
a. Quality of technical data/report preparation efforts	Satisfactory
b. Ability to meet quality standards specified for technical performance	Very Good
c. Timeliness/effectiveness of contract problem resolution without extensive customer guidance	Exceptional
d. Adequacy/effectiveness of quality control program and adherence to contract quality assurance requirements (without adverse effect on performance)	Very Good
2. Schedule/Timeliness of Performance	
a. Compliance with contract delivery/completion schedules including any significant intermediate milestones. <i>(If liquidated damages were assessed or the schedule was not met, please address below)</i>	Exceptional
b. Rate the contractor's use of available resources to accomplish tasks identified in the contract	Exceptional
3. Customer Satisfaction	
a. To what extent were the end users satisfied with the project?	Very Good
b. Contractor was reasonable and cooperative in dealing with your staff (including the ability to successfully resolve disagreements/disputes; responsiveness to administrative reports, businesslike and communication)	Exceptional
c. To what extent was the contractor cooperative, businesslike, and concerned with the interests of the customer?	Exceptional
d. Overall customer satisfaction	Exceptional
4. Management/Personnel/Labor	
a. Effectiveness of on-site management, including management of subcontractors, suppliers, materials, and/or labor force?	Very Good
b. Ability to hire, apply, and retain a qualified workforce to this effort	Very Good
c. Government Property Control	Not Applicable

d. Knowledge/expertise demonstrated by contractor personnel	Very Good
e. Utilization of Small Business concerns	Very Good
f. Ability to simultaneously manage multiple projects with multiple disciplines	Exceptional
g. Ability to assimilate and incorporate changes in requirements and/or priority, including planning, execution and response to Government changes	Exceptional
h. Effectiveness of overall management (including ability to effectively lead, manage and control the program)	Exceptional
<b>5. Cost/Financial Management</b>	
a. Ability to meet the terms and conditions within the contractually agreed price(s)?	Exceptional
b. Contractor proposed innovative alternative methods/processes that reduced cost, improved maintainability or other factors that benefited the client	Satisfactory
c. If this is/was a Government cost type contract, please rate the Contractor's timeliness and accuracy in submitting monthly invoices with appropriate back- up documentation, monthly status reports/budget variance reports, compliance with established budgets and avoidance of significant and/or unexplained variances (under runs or overruns)	Satisfactory
d. Is the Contractor's accounting system adequate for management and tracking of costs? <i>If no, please explain in Remarks section.</i>	Yes
e. If this is/was a Government contract, has/was this contract been partially or completely terminated for default or convenience or are there any pending terminations? <i>Indicate if show cause or cure notices were issued, or any default action in comment section below.</i>	No
f. Have there been any indications that the contractor has had any financial problems? <i>If yes, please explain below.</i>	No
<b>6. Safety/Security</b>	
a. To what extent was the contractor able to maintain an environment of safety, adhere to its approved safety plan, and respond to safety issues? (Includes: following the users rules, regulations, and requirements regarding housekeeping, safety, correction of noted deficiencies, etc.)	Very Good
b. Contractor complied with all security requirements for the project and personnel security requirements.	Very Good
<b>7. General</b>	
a. Ability to successfully respond to emergency and/or surge situations (including notifying COR, PM or Contracting Officer in a timely manner regarding urgent contractual issues).	Exceptional
b. Compliance with contractual terms/provisions ( <i>explain if specific issues</i> )	Very Good
c. Would you hire or work with this firm again? ( <i>If no, please explain below</i> )	Yes
d. In summary, provide an overall rating for the work performed by this contractor.	Exceptional

**Comments:**

Excellent working relationship with DRC. They showed excellent resourcefulness and commitment.

*The information above has been reformatted from its original form for purposes of this solicitation response.*

# Past Performance Reference Questionnaire

## Contractor Information:

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

Phone Number: (888) 721-4372

Firm Name: DRC Emergency Services, LLC

Email: [Kfuentes@drcusa.com](mailto:Kfuentes@drcusa.com)

Point of Contact: Kristy Fuentes

**Work Performed as:** Prime Contractor

Percent of project work performed: 100%

## Contract Information:

Contract Type: Unit Rate

Contract Title: Contract for Emergency Works

Contract Number: 2018-000-174

Contract Location: **Puerto Rico Department of  
Transportation and Public Works**

## Project Description:

Hurricane Maria, a category 5 storm when it struck Puerto Rico in September of 2017, devastated an already economically hampered Island. DRC immediately responded with considerable manpower and equipment, initially in support of a small business debris Contractor and soon after with direct contracts with the Government of Puerto Rico. This event is relative to this solicitation for several reasons:

1. The response called for immediate mobilization of manpower and equipment from the US
2. The response largely required the use of local personnel and resources
3. DRC's project involved a large scale response of cutting, separating, consolidating, processing and disposal of over 1.5 million cubic yards of debris, 34,000 hangers and over 34,000 leaning trees.
4. The project involved the operation of multiple debris management sites (DMS)
5. The project included the challenges of steep, mountainous terrain.

## Client Information:

Name: Carlos Contreras

Title: Secretary

Role: Administrative contract oversight.

Phone Number:

Email Address:

## Completed by Client:

**Ratings: Exceptional, Very Good, Satisfactory, Marginal, Unsatisfactory, and Not Applicable**

1. Quality	
a. Quality of technical data/report preparation efforts	Very Good
b. Ability to meet quality standards specified for technical performance	Very Good
c. Timeliness/effectiveness of contract problem resolution without extensive customer guidance	Exceptional
d. Adequacy/effectiveness of quality control program and adherence to contract quality assurance requirements (without adverse effect on performance)	Exceptional
2. Schedule/Timeliness of Performance	
a. Compliance with contract delivery/completion schedules including any significant intermediate milestones. <i>(If liquidated damages were assessed or the schedule was not met, please address below)</i>	Very Good
b. Rate the contractor's use of available resources to accomplish tasks identified in the contract	Exceptional
3. Customer Satisfaction	
a. To what extent were the end users satisfied with the project?	Very Good
b. Contractor was reasonable and cooperative in dealing with your staff (including the ability to successfully resolve disagreements/disputes; responsiveness to administrative reports, businesslike and communication)	Exceptional
c. To what extent was the contractor cooperative, businesslike, and concerned with the interests of the customer?	Exceptional



d. Overall customer satisfaction	Very Good
<b>4. Management/Personnel/Labor</b>	
a. Effectiveness of on-site management, including management of subcontractors, suppliers, materials, and/or labor force?	Very Good
b. Ability to hire, apply, and retain a qualified workforce to this effort	Exceptional
c. Government Property Control	Exceptional
d. Knowledge/expertise demonstrated by contractor personnel	Exceptional
e. Utilization of Small Business concerns	Very Good
f. Ability to simultaneously manage multiple projects with multiple disciplines	Very Good
g. Ability to assimilate and incorporate changes in requirements and/or priority, including planning, execution and response to Government changes	Very Good
h. Effectiveness of overall management (including ability to effectively lead, manage and control the program)	Very Good
<b>5. Cost/Financial Management</b>	
a. Ability to meet the terms and conditions within the contractually agreed price(s)?	Very Good
b. Contractor proposed innovative alternative methods/processes that reduced cost, improved maintainability or other factors that benefited the client	Satisfactory
c. If this is/was a Government cost type contract, please rate the Contractor's timeliness and accuracy in submitting monthly invoices with appropriate back- up documentation, monthly status reports/budget variance reports, compliance with established budgets and avoidance of significant and/or unexplained variances (under runs or overruns)	Very Good
d. Is the Contractor's accounting system adequate for management and tracking of costs? <i>If no, please explain in Remarks section.</i>	Yes
e. If this is/was a Government contract, has/was this contract been partially or completely terminated for default or convenience or are there any pending terminations? <i>Indicate if show cause or cure notices were issued, or any default action in comment section below.</i>	No
f. Have there been any indications that the contractor has had any financial problems? <i>If yes, please explain below.</i>	No
<b>6. Safety/Security</b>	
a. To what extent was the contractor able to maintain an environment of safety, adhere to its approved safety plan, and respond to safety issues? (Includes: following the users rules, regulations, and requirements regarding housekeeping, safety, correction of noted deficiencies, etc.)	Satisfactory
b. Contractor complied with all security requirements for the project and personnel security requirements.	Very Good
<b>7. General</b>	
a. Ability to successfully respond to emergency and/or surge situations (including notifying COR, PM or Contracting Officer in a timely manner regarding urgent contractual issues).	Very Good
b. Compliance with contractual terms/provisions ( <i>explain if specific issues</i> )	Very Good
c. Would you hire or work with this firm again? ( <i>If no, please explain below</i> )	Yes
d. In summary, provide an overall rating for the work performed by this contractor.	Very Good

**Comments:**

*The information above has been reformatted from its original form for purposes of this solicitation response.*

# Past Performance Reference Questionnaire

## Contractor Information:

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

Phone Number: (888) 721-4372

Firm Name: DRC Emergency Services, LLC

Email: [Kfuentes@drcusa.com](mailto:Kfuentes@drcusa.com)

Point of Contact: Kristy Fuentes

**Work Performed as:** Prime Contractor

Percent of project work performed: 100%

## Contract Information:

Contract Type: Unit Price

Contract Title: Disaster Debris Contract

Contract Number: C 70664

Contract Location: **City of Houston, Texas**

## Project Description:

The most significant dynamics relating to this project is the fact that all resources were stretched between three distant and distinct geographical areas. DRC responded to Hurricane Harvey in Texas with in excess of 350 pieces of equipment while at the same time responding with similar numbers to hurricanes Irma and Maria in Florida and Puerto Rico respectively. During this time, DRC responded to 43 simultaneous activations.

## Client Information:

Name: Anthony Bowie, Sr.

Title: Deputy Director Anthony Bowie, Sr.

Role: Overall administrative and operational oversight of the project which included daily meetings with DRC and briefings with the Mayor and City Council

Phone Number: (713) 677-4198

Email Address: [Anthony.Bowie@houstontx.gov](mailto:Anthony.Bowie@houstontx.gov)

## Completed by Client:

**Ratings: Exceptional, Very Good, Satisfactory, Marginal, Unsatisfactory, and Not Applicable**

1. Quality	
a. Quality of technical data/report preparation efforts	Very Good
b. Ability to meet quality standards specified for technical performance	Exceptional
c. Timeliness/effectiveness of contract problem resolution without extensive customer guidance	Exceptional
d. Adequacy/effectiveness of quality control program and adherence to contract quality assurance requirements (without adverse effect on performance)	Exceptional
2. Schedule/Timeliness of Performance	
a. Compliance with contract delivery/completion schedules including any significant intermediate milestones. <i>(If liquidated damages were assessed or the schedule was not met, please address below)</i>	Exceptional
b. Rate the contractor's use of available resources to accomplish tasks identified in the contract	Exceptional
3. Customer Satisfaction	
a. To what extent were the end users satisfied with the project?	Exceptional
b. Contractor was reasonable and cooperative in dealing with your staff (including the ability to successfully resolve disagreements/disputes; responsiveness to administrative reports, businesslike and communication)	Exceptional
c. To what extent was the contractor cooperative, businesslike, and concerned with the interests of the customer?	Exceptional
d. Overall customer satisfaction	Exceptional
4. Management/Personnel/Labor	
a. Effectiveness of on-site management, including management of subcontractors, suppliers, materials, and/or labor force?	Exceptional
b. Ability to hire, apply, and retain a qualified workforce to this effort	Exceptional

c. Government Property Control	Not Applicable
d. Knowledge/expertise demonstrated by contractor personnel	Exceptional
e. Utilization of Small Business concerns	Exceptional
f. Ability to simultaneously manage multiple projects with multiple disciplines	Exceptional
g. Ability to assimilate and incorporate changes in requirements and/or priority, including planning, execution and response to Government changes	Exceptional
h. Effectiveness of overall management (including ability to effectively lead, manage and control the program)	Exceptional
<b>5. Cost/Financial Management</b>	
a. Ability to meet the terms and conditions within the contractually agreed price(s)?	Exceptional
b. Contractor proposed innovative alternative methods/processes that reduced cost, improved maintainability or other factors that benefited the client	Not Applicable
c. If this is/was a Government cost type contract, please rate the Contractor's timeliness and accuracy in submitting monthly invoices with appropriate back- up documentation, monthly status reports/budget variance reports, compliance with established budgets and avoidance of significant and/or unexplained variances (under runs or overruns)	Exceptional
d. Is the Contractor's accounting system adequate for management and tracking of costs? <i>If no, please explain in Remarks section.</i>	Yes
e. If this is/was a Government contract, has/was this contract been partially or completely terminated for default or convenience or are there any pending terminations? <i>Indicate if show cause or cure notices were issued, or any default action in comment section below.</i>	No
f. Have there been any indications that the contractor has had any financial problems? <i>If yes, please explain below.</i>	No
<b>6. Safety/Security</b>	
a. To what extent was the contractor able to maintain an environment of safety, adhere to its approved safety plan, and respond to safety issues? (Includes: following the users rules, regulations, and requirements regarding housekeeping, safety, correction of noted deficiencies, etc.)	Exceptional
b. Contractor complied with all security requirements for the project and personnel security requirements.	Exceptional
<b>7. General</b>	
a. Ability to successfully respond to emergency and/or surge situations (including notifying COR, PM or Contracting Officer in a timely manner regarding urgent contractual issues).	Exceptional
b. Compliance with contractual terms/provisions ( <i>explain if specific issues</i> )	Exceptional
c. Would you hire or work with this firm again? ( <i>If no, please explain below</i> )	Yes
d. In summary, provide an overall rating for the work performed by this contractor.	Exceptional

**Comments:**

*The information above has been reformatted from its original form for purposes of this solicitation response.*

# Past Performance Reference Questionnaire

## Contractor Information:

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

Phone Number: (888) 721-4372

Firm Name: DRC Emergency Services, LLC

Email: [Kfuentes@drcusa.com](mailto:Kfuentes@drcusa.com)

Point of Contact: Kristy Fuentes

**Work Performed as:** Prime Contractor

Percent of project work performed: 100%

## Contract Information:

Contract Type: Unit Price

Contract Title: Contract for disaster street clearing,  
debris collection, processing, disposal and management  
services

Contract Number: 2008-A16-005

Contract Location: **Baton Rouge, LA / East Baton Rouge  
Parish**

## Project Description:

The referenced project eliminated significant health and safety risks and required close and constant interaction with both State and local Government officials. Additionally, the project was performed using a substantial number of specialized equipment all of which are predictable components of many debris missions.

## Client Information:

Name: William Daniel

Title: Former Chief Administrative Officer (CAO) Baton  
Rouge/East Baton Rouge Parish, Louisiana

Role: Mr. Daniel served as the project owner and the Government's ultimate decision maker both operationally and fiscally.

Phone Number: (225) 281-3792

Email Address: [William.daniel@gctla.com](mailto:William.daniel@gctla.com)

## Completed by Client:

**Ratings: Exceptional, Very Good, Satisfactory, Marginal, Unsatisfactory, and Not Applicable**

<b>1. Quality</b>	
a. Quality of technical data/report preparation efforts	Exceptional
b. Ability to meet quality standards specified for technical performance	Exceptional
c. Timeliness/effectiveness of contract problem resolution without extensive customer guidance	Exceptional
d. Adequacy/effectiveness of quality control program and adherence to contract quality assurance requirements (without adverse effect on performance)	Exceptional
<b>2. Schedule/Timeliness of Performance</b>	
a. Compliance with contract delivery/completion schedules including any significant intermediate milestones. <i>(If liquidated damages were assessed or the schedule was not met, please address below)</i>	Exceptional
b. Rate the contractor's use of available resources to accomplish tasks identified in the contract	Exceptional
<b>3. Customer Satisfaction</b>	
a. To what extent were the end users satisfied with the project?	Exceptional
b. Contractor was reasonable and cooperative in dealing with your staff (including the ability to successfully resolve disagreements/disputes; responsiveness to administrative reports, businesslike and communication)	Exceptional
c. To what extent was the contractor cooperative, businesslike, and concerned with the interests of the customer?	Exceptional
d. Overall customer satisfaction	Exceptional
<b>4. Management/Personnel/Labor</b>	



a. Effectiveness of on-site management, including management of subcontractors, suppliers, materials, and/or labor force?	Exceptional
b. Ability to hire, apply, and retain a qualified workforce to this effort	Exceptional
c. Government Property Control	Exceptional
d. Knowledge/expertise demonstrated by contractor personnel	Exceptional
e. Utilization of Small Business concerns	Exceptional
f. Ability to simultaneously manage multiple projects with multiple disciplines	Exceptional
g. Ability to assimilate and incorporate changes in requirements and/or priority, including planning, execution and response to Government changes	Exceptional
h. Effectiveness of overall management (including ability to effectively lead, manage and control the program)	Exceptional
<b>5. Cost/Financial Management</b>	
a. Ability to meet the terms and conditions within the contractually agreed price(s)?	Exceptional
b. Contractor proposed innovative alternative methods/processes that reduced cost, improved maintainability or other factors that benefited the client	Exceptional
c. If this is/was a Government cost type contract, please rate the Contractor's timeliness and accuracy in submitting monthly invoices with appropriate back- up documentation, monthly status reports/budget variance reports, compliance with established budgets and avoidance of significant and/or unexplained variances (under runs or overruns)	Exceptional
d. Is the Contractor's accounting system adequate for management and tracking of costs? <i>If no, please explain in Remarks section.</i>	Yes
e. If this is/was a Government contract, has/was this contract been partially or completely terminated for default or convenience or are there any pending terminations? <i>Indicate if show cause or cure notices were issued, or any default action in comment section below.</i>	No
f. Have there been any indications that the contractor has had any financial problems? <i>If yes, please explain below.</i>	No
<b>6. Safety/Security</b>	
a. To what extent was the contractor able to maintain an environment of safety, adhere to its approved safety plan, and respond to safety issues? (Includes: following the users rules, regulations, and requirements regarding housekeeping, safety, correction of noted deficiencies, etc.)	Exceptional
b. Contractor complied with all security requirements for the project and personnel security requirements.	Exceptional
<b>7. General</b>	
a. Ability to successfully respond to emergency and/or surge situations (including notifying COR, PM or Contracting Officer in a timely manner regarding urgent contractual issues).	Exceptional
b. Compliance with contractual terms/provisions ( <i>explain if specific issues</i> )	Exceptional
c. Would you hire or work with this firm again? ( <i>If no, please explain below</i> )	Yes
d. In summary, provide an overall rating for the work performed by this contractor.	Exceptional

**Comments:**

*The information above has been reformatted from its original form for purposes of this solicitation response.*

Please see Attachment A- Unit Price Proposal Form attached.

*Please see Tab 2- General Operations Plan for a detailed description of how DRC would respond to a Hurricane or other event.*

## ATTACHMENT A

### DISASTER RESPONSE SERVICES

#### UNIT PRICE PROPOSAL FORM

Proposal costs are inclusive of all related expenses including, but not limited to, contract administration, technical assistance to the City, personnel training and certification, TDMS management, services for security, safety and traffic management, and associated actions necessary for implementation of debris management operations by the Contractor as defined in the Contract.

**PROPOSAL FROM:**

Company: DRC Emergency Services, LLC

Address: 110 Veterans Boulevard, Suite 515

Metairie, LA 70005

Phone/Fax: (888) 721-4372 / (504) 482-2852

To furnish all materials, equipment and labor and to perform all work in accordance with the Contract Documents for: **Disaster Response Services, Provider RFP No.002-21**, located at various locations within CITY OF KEY WEST, Florida.

To: *CITY OF KEY WEST*  
*ATTN: CITY CLERK*  
*1300 White St.*  
*Key West, FL 33040*

- 1.0** The undersigned Proposer proposes and agrees, if this Proposal is accepted, to enter into a Contract with City in substantially the form as the Sample Contract included in the RFP Documents to perform all Work and any Additional Services as specified or indicated in the RFP Documents at the unit prices and within the times indicated in this Proposal and in accordance with the other terms and conditions of the RFP Documents.

2.0 Proposer accepts all of the terms and conditions of the RFP and Instructions to Proposers, including without limitation those dealing with the disposition of RFP security. The Proposal will remain subject to acceptance for 90 days after the RFP opening, or for such longer period of time that Proposer may agree to in writing upon request of City.

3.0 In submitting this Proposal, Proposer represents, as set forth in the Contract, that:

A. Proposer has examined and carefully studied the RFP Documents, the other related data identified in the RFP Documents, and the following Addenda, receipt of all, which is hereby acknowledged.

Addendum No.	Addendum Date
<u>1</u>	<u>3/31/2021</u>
<u>                    </u>	<u>                    </u>
<u>                    </u>	<u>                    </u>

B. Proposer has visited the Site and become familiar with and is satisfied as to the general, local and Site conditions that may affect cost, progress, and performance of the Work.

C. Proposer is familiar with and is satisfied as to all federal, state and local Laws and Regulations that may affect cost, progress and performance of the Work.

D. Proposer has correlated the information known to Proposer, including location of City in relation to any proposed final disposal sites, information and observations for City's Debris Separation/Reduction and Temporary Debris Management Sites obtained from visits to the Site, any reports and drawings identified in the RFP Documents, and all additional examinations, investigations, and data provided with the RFP Documents.

E. Proposer has given the City written notice of all conflicts, errors, ambiguities, or discrepancies that Proposer has discovered in the RFP Documents, and the written resolution thereof by the City is acceptable to Proposer.

F. The RFP Documents are generally sufficient to indicate and convey understanding of all terms and conditions for the performance of the Work for which this RFP is submitted.

4.0 Proposer further represents that this Proposal is genuine and not made in the interest of or on behalf of any undisclosed individual or entity and is not submitted in conformity with any agreement or rules of any group, association, organization or corporation; Proposer has not directly or indirectly induced or solicited any other Proposer to submit a false Proposal; Proposer has not solicited or induced any individual or entity to refrain from bidding; and



Proposer has not sought by collusion to obtain for itself any advantage over any other Proposer or over City.

- 5.0** Proposer acknowledges that there are no quantities guaranteed, and Unit Cost information is solely for the purpose of comparison of Proposals, and final payment for all Unit Price Proposal items will be based on actual services provided, determined as provided in the Contract Documents.
- 6.0** Proposer acknowledges that all unit costs include any necessary insurance and bonds.
- 7.0** The Proposer accepts all liability for improper disposal of solid waste, including debris, construction and demolition debris, hazardous waste, chipping or mulching, infectious waste, white goods disposal, and recycling.

**TABLE A- Time and Materials**

Heavy Equipment	Size or Type	U/M	Unit Price
			<i>Operators Included</i>
Skid Steer Loader	Bobcat	Hour	\$85.00
Backhoe	Cat 416	Hour	\$145.00
Wheel Loaders	Cat950	Hour	\$160.00
Wheel Loaders	Cat 966	Hour	\$165.00
Wheel Loaders	Cat 980	Hour	\$170.00
Tracked Loaders	Cat 955	Hour	\$160.00
Towed Loader w/ Tractor	Prentice 210	Hour	\$150.00
Self-Loading Knuckle boom Truck	25-35 CY Body	Hour	\$150.00
Self-Loading Knuckle boom Truck	35-45 CY Body	Hour	\$150.00
Dozer	Cat D4	Hour	\$100.00
Dozer	Cat D5	Hour	\$110.00
Dozer	Cat D6	Hour	\$120.00
Dozer	Cat D7	Hour	\$450.00
Dozer	Cat D8	Hour	\$500.00
Excavators	Cat 320	Hour	\$140.00
Excavators	Cat 325	Hour	\$145.00
Excavators	Cat330	Hour	\$150.00
Tractor w/ Box Blade	80 Hp	Hour	\$65.00
Motor Grader	Cat 120G	Hour	\$200.00
Crane	30 Ton	Hour	\$200.00
Bucket Truck	Up to 50' reach	Hour	\$250.00
Bucket Truck	50' to 75' reach	Hour	\$350.00
Trash Transfer Trailer w/ Tractor	110 yard	Hour	\$145.00
Street Sweeper	Vacuum Type	Hour	\$185.00
Water Truck	2000 gallon	Hour	\$85.00
Stump Grinder	Vermeer 252	Hour	\$175.00
Chipper w/ 2 man crew	Morbark Storm	Hour	\$225.00
12-Foot Tub Grinder	Morbark 1200	Hour	\$425.00
13-Foot Tub Grinder	Morbark 1300	Hour	\$485.00

Equipment Transport w/ Tractor	50 Ton	Hour	\$120.00
Truck Mounted Winch		Hour	\$85.00
<b>Personnel</b>	<b>Size or Type</b>	<b>U/M</b>	<b>Unit Price</b>
Superintendent w/ Pickup Truck	Individual	Hour	\$75.00
Supervisor w/ Pickup Truck	Individual	Hour	\$55.00
Safety or QC Manager w/ Pickup Truck	Individual	Hour	\$85.00
Mechanic w/ Truck and Tools	Individual	Hour	\$90.00
Climber w/ Gear	Individual	Hour	\$90.00
Operator w/ Chainsaw	Individual	Hour	\$45.00
Laborer w/ Tools	Individual	Hour	\$37.00
Traffic Control Personnel	Individual	Hour	\$37.00
Ticket Writers	Individual	Hour	\$37.00
Clerical	Individual	Hour	\$37.00
Administrative Assistants	Individual	Hour	\$40.00

**TABLE B- DEBRIS COLLECTION AND REDUCTION SERVICES**

The Contractor will provide all services and expenses necessary for debris pickup and hauling, processing of debris at the TDMS, and final disposal for a fixed unit price as identified below. This cost is inclusive of all related expenses including contract administration, technical assistance to the City, personnel training and certification, TDMS management, services for security, safety and traffic management, and associated actions necessary for implementation of disaster response services and operations by the Contractor as defined in the Contract.

Hauling for final disposal shall be unit price for the total cost of moving the debris from the TDMS to the final disposal site. The closest landfill that normally accepts C&D and Mixed materials is in Miami Dade County approximately 130 miles North of Key West, Florida. Proposers should assume a 200-mile haul in their unit price proposal. All Key West City, and FDEP approved TDMS sites are within 10 miles of any location inside of Key West.

Disposal cost (tipping fees) will be the responsibility of the Contractor. The Contractor will pass though the Disposal Cost to the City with no mark up or charge for services. Contractor may be required to set up temporary certified scales to weigh outbound waste. Weight tickets must be reconciled to disposal weight tickets.

<b>DESCRIPTION OF SERVICES</b>	<b>UNIT OF MEASURE</b>	<b>UNIT PRICE</b>
<b>Collection and Processing</b>		<b>Dollars</b>
Vegetative Debris (Includes Seaweed) Collection	Per Cubic Yard	\$7.74
Construction and Demolition Debris Collection	Per Cubic Yard	\$7.74
White Goods Collection	Each	\$25.00
Mixed Debris Collection	Per Cubic Yard	\$7.74
TDMS Management, Processing and Loading	Per Cubic Yard	\$1.64

Sand Screening and Placement	Per Cubic Yard	\$17.17
CFC Removal from Compressors	Each	\$25.00
Hazardous Waste Collection and Disposal	55 Gallon Drum	\$2,190.00
<b>Hauling for Final Disposal</b>		<b>Dollars</b>
Hauling from TDMS to Final Disposal Site <200 Miles	Per Cubic Yard	\$14.43
Dead Animal Carcass Hauling and Disposal	Per Pound	\$2.24
<b>Tree Debris Removal</b>		<b>Dollars</b>
Hangers Removal	Per Tree	\$74.00
Hazardous Tree Removal (Leaners)	Per Tree	
<12" to 24"	Per Tree	\$75.00
>25" to 48"	Per Tree	\$230.00
>49" to 72"	Per Tree	\$290.00
> 72"	Per Tree	\$390.00
Hazardous Stump Removal (Ground Not Less Than 8" Below Grade)		<b>Dollars</b>
<6" to 12"	Per Stump	\$50.00
>13" to 24"	Per Stump	\$125.00
>25" to 48"	Per Stump	\$225.00
>49" to 72"	Per Stump	\$375.00
> 72"	Per Stump	\$450.00
Stump Backfill	Per Hole	\$0.99
<b>Miscellaneous Services</b>		<b>Dollars</b>
Demolition of Structures Wood Structures	Per Square Foot	\$3.50
Demolition of Concrete Structures	Per Square Foot	\$3.80
Video Record of pre-and post-TDMS site	Each	\$0.00
Phase I Environmental Audit	Each	\$5,000.00
TDMS Site Restoration Grading	Per Square Yard	\$3.50
Topsoil TDMS Site Restoration	Per Cubic Yard	\$49.00
Sod TDMS Site Restoration	Per Square Yard	\$4.68
Debris Removal from Canals and Waterways	Per Cubic Yard	\$32.50
Restoration of Canal Banks and Slopes	Per Liner Foot	\$18.50
Sod Restoration of Canal banks and Slopes	Per Square Yard	\$5.68

Fire Suppression Support	Each Unit	\$2,700.00	
Motor Vehicles Removal Towing (from right of way) including to TDMS	Each	\$200.00	
Motor Vehicles Removal (from canal) Including Towing to TDMS	Each	\$375.00	
Boat Removal (from right-of-way) Including Towing to TDMS	Linear Foot	\$175.00	
Emergency Potable Bottled Water (Pallet of .5 Litter 24/Cases)	Cost Per Case	\$12.15	
Emergency Delivery of Ice (Full Truck Load 10 lbs Bags)	Cost Per Truck Load	\$36,000.00	
Mobile Kitchen Facility to provide 10-100 meals per day	Each Unit	\$1,578.00/Week	*
Mobile Kitchen Facility to provide 101-200 meals per day	Each Unit	\$2,505.00/Week	*
Mobile Kitchen Facility to provide 201-300 meals per day	Each Unit	\$3,165.00/Week	*
Mobile Kitchen Facility to provide 301-400 meals per day	Each Unit	5,835.00/Week	*
Mobile Laundry Facility	Each Unit	\$2,675.00/Week	*
Mobile Restroom/Shower Facility	Each Unit	10 Stall Restroom \$4,466.00/Week	*
		20 Head Shower \$5,197.00/Week	*
Mobile Fueling Facility	Each Unit	\$2,887.00/Week	**
Mobile Satellite Communications Facility	Each Unit	\$1,750.00/Week	***
Mobile Automated Ticket Issue and Tracking System (Hail Pass or Equivalent)	Each Unit	No Charge	
<b>Emergency Portable Power Generators</b>		<b>Dollars</b>	
>25KW	Each Unit	\$820.00/week	
>50 KW	Each Unit	\$1,130.00/week	
>100KW	Each Unit	\$1,330.00/week	
>250KW	Each Unit	\$4,130.00/week	
>500KW	Each Unit	\$7,290.00/week	

\*Mobilization for Mobile Kitchen, Laundry, Restroom and Shower - Rental rates are exclusive of mobilization and demobilization, \$9,300.00 each. Discounts will be considered for rentals beyond 30 days

\*\*Fuel will be billed at cost plus 21% per gallon

\*\*\*Plus \$250.00 One-time Activation and \$1.50/minute

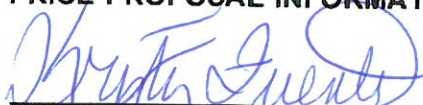


Portable Dewater Pump 6"	Each Unit	\$1,470.00/unit/week
Manhole and Catch Basin Cleaning	Each Catch Basin	\$275.00
Storm Drain Piping Cleaning	Per Linear Foot	\$8.83

### CONFIRMATION SIGNATURE OF UNIT PRICE PROPOSAL INFORMATION

DRC Emergency Services, LLC

Name of Proposer



Signature of Proposer

Kristy Fuentes, Vice President/Secretary/Treasurer

Title

#### 8.0 Proposer's Information:

The PROPOSER states that he is an experienced CONTRACTOR and has completed similar Work within the last five years. This information has been provided on Attachment D- Contractor's Qualifications Statement.

#### 9.0 Proposer accepts the provisions of the Sample Contract.

#### 10.0 The Proposer is familiar with the terms used in this RFP and the meanings indicated.

Proposal submitted on April 9 \* 2021

State Contractor License No. CRC1331307. (If applicable)

License Type: State of Florida Contractor's License

If Proposer is:

#### An Individual

Name (typed or printed): \_\_\_\_\_

By: \_\_\_\_\_ (SEAL)  
(Individual's signature)

Doing business as: \_\_\_\_\_

Business address: \_\_\_\_\_

Phone No.: \_\_\_\_\_ FAX No.: \_\_\_\_\_

**A Partnership**

Partnership Name: \_\_\_\_\_ (SEAL)

By: \_\_\_\_\_  
(Signature of general partner- attach evidence of authority to sign)

Name (typed or printed): \_\_\_\_\_

Business address: \_\_\_\_\_

\_\_\_\_\_

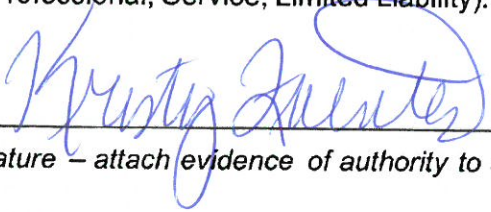
Phone No.: \_\_\_\_\_ FAX No.: \_\_\_\_\_

**A Corporation**

Corporation Name: DRC Emergency Services, LLC (SEAL)

State of Incorporation: Alabama


Type (General Business, Professional, Service, Limited Liability): Limited Liability Company

By:   
(Signature – attach evidence of authority to sign)

Name (typed or printed): Kristy Fuentes

Title: Vice President/Secretary/Treasurer

(CORPORATE SEAL)

Attest:   
(Signature of Corporate Secretary)

Business address: 110 Veterans Boulevard, Suite 515, Metairie, LA 70005

Phone Number  
(888) 721-4372

Fax Number  
(504) 482-2852

Date of Qualification do business is: 2001

Please see the following required documents attached:

- Attachment B- Please see Sample Load Ticket attached.
- Attachment C- List of Proposer's Equipment and Facilities
- Attachment D- Contractor's Qualifications Statement
- Attachment E- Trench Safety Act Form
- Attachment F- Acknowledgement of Conformance with OSHA Standards
- Attachment G- Please see FL License attached.
- Attachment H- Please see Addendum 1 attached.
- Attachment I- Insurance and Indemnity
- Attachment J- Please see a copy of the MOT license attached.
- Attachment K- Please see Tab 2- General Operations Plan for DRC's General Operations Plan for Debris Management/Disaster Response Service Operations.
- Attachment L- Please see letter verifying that DRC is familiar with the City's TDMS sites attached.
- Attachment M- Disaster Response Service Provider Draft Contract Documents
- Attachment N- Please see DRC's letter regarding experience attached.
- Attachment O- Please see DRC's most recent financial statement attached in Tab 3.
- Attachment P- Public Entity Crimes Certification
- Attachment Q- Anti-Kickback Affidavit
- Attachment R- Conflict of Interest Statement
- Attachment S- Equal Benefits for Domestic Partners Affidavit
- Attachment T- Cone of Silence Affidavit
- Attachment U- Non-Collusion Affidavit
- Byrd Anti-Lobbying Amendment



## DRC Emergency Services, LLC

Contract # \_\_\_\_\_

Location \_\_\_\_\_

### Cubic Yard Load Ticket

No. **132191** \_\_\_\_\_

Agency Initials

Zone/Area

Mileage

Date: \_\_\_\_\_

Time: \_\_\_\_\_

Crew No.: \_\_\_\_\_ Pick-Up Location: \_\_\_\_\_

Cubic Yard Total: \_\_\_\_\_

Truck No.: \_\_\_\_\_ Truck Capacity: \_\_\_\_\_

#### Materials:

☐ Vegetative

☐ C + D

☐ White Goods

☐ OTHER

Miles

☐ 0 - 15

☐ 16 - 30

☐ 31 - 50

Comments: \_\_\_\_\_

#### Signatures:

Agency: \_\_\_\_\_

DRC ES, LLC: \_\_\_\_\_

ATTACHMENT C

LIST OF PROPOSER'S EQUIPMENT AND FACILITIES (INCLUDING

LOCATION) (List may also be attached.)

QUANTITY	EQUIPMENT	TYPE
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Please see equipment list attached.


# EQUIPMENT LIST

DRC will use owned equipment, subcontractor equipment, or lease/rent equipment based upon the disaster scenario. DRC has the most expansive collection of rolling stock and equipment in the disaster services industry. DRC's equipment yard is located in Semmes, AL, but 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. **During the 2017 hurricane season, DRC operated in excess of 2,000 pieces of equipment while simultaneously responding to Hurricanes Irma, Harvey, and Maria.**

Additionally, DRC has Master Service Agreements in place with national equipment suppliers, such as Hertz, United, Caterpillar, and William Scotsman, to supplement our equipment needs.

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
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
Slings	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
Screens	shaker screens and sand screens	4
Water Trucks	various models and capacity	12
<b>Total:</b>		<b>4225</b>

### 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
Deck Barge with spuds	7
Deck Barge with steel box rails	19
Go Devil Boat	1
<b>Total:</b>	<b>61</b>

## Logistics Equipment

The following is a list of the DRC Family of Companies' in-house inventory. This inventory will be supplemented by immediately on-call equipment, material, and facility providers as needed by catering volume requirements. All internal and sourced assets can be fully mobilized within 4 to 48 hours of activation. DRC will work with the State to identify the number of persons and meals to be served and evaluate any additional needed equipment upon mobilization. DRC will expeditiously procure any additional equipment needed to ensure meals are continued to be served in a timely manner.

### Feeding/Logistical Assets

- Tables & chairs
- Feeding utensils & supplies
- Tents
- HVAC units
- Air fans & space heaters
- Satellite equipment
- TV equipment
- Internet/hotspot equipment
- Diesel generators
- Propane tanks
- Potable water tanks
- Gray water tanks
- Portable toilets
- Hand washing sinks

### Travel/Command Assets

- 1 Tour bus with Direct TV satellite, internet hotspot & 2 20-kw generators with tow package
- Flair RV (1), with generator and tow package
- Pull-along sleep trailer (1), with generator
- Ford F-650 truck, with 14-kw generator (pulls mobile kitchens)
- Freightliner semi-truck, 16-gear, with 24-foot refrigerated 30-amp box for cold food storage
- International refrigeration truck, with 16-foot box for cold storage.

## Food Service/Kitchen Assets

### 53' MOBILE KITCHEN

- 10-burner stove, with 2 ovens
- 4-foot griddle (2)
- 35# deep fat fryers (2)
- 3-door refrigerator true
- Convection oven Bakers Pride (2)
- Stock pot burner (2)
- 100-gallon water tank
- 10-gallon water heater
- 20-kw Cummins diesel generator
- 20-gallon diesel tank (2)
- Hand washing sinks (2)
- 3-compartment sink
- 80-gallon propane tanks (2)
- Grey water tanks (2)

### 46' MOBILE KITCHEN

- 6 burner stove
- Double stack convection oven, 10 racks
- 48" flat top griddle
- 40# fryers (2)
- 30-gallon tilting skillet
- 48" sandwich top prep refrigerator
- 4-well steam table
- 3-door reach-in refrigerator
- 1-door reach-in freezer
- Hood with fire suppression
- 3-compartment sink, with hand sink
- HVAC units (2)
- 2 serving windows, with 4 sections

### 30' MOBILE KITCHEN

- |  |                                   |                                      |
|--|-----------------------------------|--------------------------------------|
| ● 2-door refrigerator                  | ● 36" griddle, w/ convection oven | ● 2 serving windows, with 4 sections |
| ● 2-door freezer                       | ● 24" charbroiler                 | ● 100# propane tanks (4)             |
| ● 40# fryers (2)                       | ● Hood, with fire suppression     | ● 20-gallon Onan diesel generator    |
| ● 6-burner stove, with convection oven | ● 3-compartment sink              |                                      |
|  | ● Hand sink (2)                   |                                      |

ATTACHMENT D

CONTRACTOR'S QUALIFICATIONS STATEMENT

**THIS FORM MUST BE SUBMITTED WITH PROPOSAL FOR PROPOSAL TO BE DEEMED RESPONSIVE.** The undersigned guarantees the truth and accuracy of all statements and the answers contained herein.

1. Please describe your company in detail.

Please see attached.

2. The address of the principal place of business is:

110 Veterans Boulevard, Suite 515

Metairie, LA 70005

3. Company telephone number, fax number and e-mail addresses:

Telephone: (888) 721-4372

Fax: (504) 482-2852

Kfuentes@drcusa.com

4. Number of employees:

31 employees

5. Number of employees or subcontractors to be assigned to this project (per event) and what is capacity?

DRC's management personnel and points of contact respond to calls 24 hours per day. In the event DRC's operating facility is called, a 24 hour answering service is utilized, which then contacts the manager on duty. Following the initial call, DRC uses a ring-down system of notification to readied operators and subcontractors.

DRC anticipates having the following personnel available to respond to calls:

1,762 Operators

200+ Laborers

300+ Project Managers

500+ Field Supervisors

25+ Area Managers

47

10+ Safety Officers

10+ Dispatching Staff

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6. Company Identification numbers for the Internal Revenue Service:

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63-1283729

---

7. Provide Occupational License Number (and County), if applicable, and expiration date:

---

Florida Contractor's License: CRC1331307

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8. How many years has your organization been in business? Does your organization have a specialty?

The company traces its origins back to 1989 providing disaster recovery work in response to Hurricane Hugo. In 2001 the company began operating as DRC Emergency Services, LLC. For 32 years, DRC has provided extensive disaster recovery services, environmental services and civil construction to federal, state, and local governments.

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9. What is the last project of this nature or magnitude that you have completed?  
Please provide project description, reference and cost of work completed.

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Please see attached

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

---



No.

---

---

---

11. Give names, addresses and telephone numbers of three individuals, corporations, agencies, or institutions for which you have previously performed work. List of ALL disaster response contracts performed in the last 5 years, including customer name, total contract amount and yards removed. Use a separate tab if necessary.

11.1.

**Name**

FDOT Regions 2 & 3

---

**Address**

1074 US-90,

---

Chipley, FL 32438

---

**Telephone No.**

(850) 330-1658

---

---

11.2.

**Name**

Holmes County, FL

---

**Address**

107 E. Virginia Avenue,

---

Bonifay, FL 32425

---

**Telephone No.**

(850) 547-1119

---

---

11.3.

**Name**

Jackson County, FL

---

**Address**

2864 Madison Street,

---

Marianna, FL 32448

---

**Telephone No.**

(850) 527-3900

---

---

Please see 5 year past performance attached


12. List the following information concerning all contracts in progress as of the date of submission of this bid. (In event of co-venture, list the information for all co-ventures.)

Name of Project	Owner	Value	Contracted Completion Date	%of Completion to Date
Please see attached				

13. Has the Proposer or Representative inspected the proposed project site and does the Proposer have a complete plan for performance of disaster response services?

Yes. DRC has inspected and is familair with the City of Key West and has a plan for providing disaster response services.

14. Provide list of subcontractors(s), the work to be performed and also a list of major materials suppliers for this Project:

Please see attached.

*The foregoing list of subcontractors(s) may not be amended after award of the contract without the prior written approval of the City Manager.*

15. What equipment do you own that is available for the work?

PROVIDE LIST IN ATTACHMENT C

16. What equipment will you purchase for the proposed work?  
(Continue list on insert sheet if necessary)

All work will be performed with equipment owned by DRC or our subcontractors.

DRC does not intend to purchase equipment.

17. What equipment will you rent for the proposed work?  
(Continue list on insert sheet if necessary)

All work will be performed with equipment owned by DRC or our subcontractors.

DRC does not intent to rent equipment.

18. State the name of your proposed project manager and give details of his or her qualifications and experience in managing similar work.  
(Continue list on insert sheet if necessary)

Please see attached.

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19. State the true, exact, correct and complete name of the partnership, corporation or trade name under which you do business and the address of the place of business. (If a corporation, state the name of the president and secretary. If a partnership, state the names of all partners. If a trade name, state the names of the individuals who do business under the trade name.)
- 
- 

19.1 The correct name of the Proposer is:

DRC Emergency Services, LLC

---

19.2 The business is a (Sole Proprietorship) (Partnership) (Corporation).

Limited Liability Company

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19.3 The names of the corporate officers, or partners, or individuals doing business under a trade name, are as follows:

John Sullivan, President

---

Kristy Fuentes, Vice President/Secretary/Treasurer

---



SUBMITTED BY:

Kristy Fuentes

Kristy Fuentes, Vice President/Secretary/Treasurer  
PRINT NAME/ TITLE

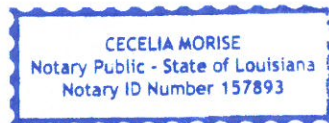
SIGNATURE  
STATE OF FLORIDA Louisiana  
parish ) SS.  
COUNTY OF Jefferson )

The foregoing instrument was acknowledged before me this 29 day of March  
2021, by Kristy Fuentes who is personally known to

me or who has produced ----- -as identification and who  
did/did not take an oath.

WITNESS my hand and official seal, this 29 day of March, 2021.

(NOTARY SEAL)



Cecelia Morise

(Signature of person taking acknowledgment)

Cecelia Morise

(Signature of person taking acknowledgment)

# ATTACHMENT D- CONTRACTOR'S QUALIFICATIONS

## STATEMENT CONTINUED

### *Response to Question 1*

*Please describe your company in detail.*

For 32 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. DRC has managed over 500 debris removal projects, including the removal of 156,400,000 cubic yards of debris. 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 32 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
- Infectious Disease Planning and Response
- Beach Restoration
- Canal Bank Stabilization
- Drainage Improvement Projects
- Hazardous Waste Segregation
- Environmental Control
- Traffic Control
- Tree Trimming and Removal
- Emergency Supplies and Support

### *Response to Question 9*

*What is the last project of this nature or magnitude that you have completed? Please provide project description, reference and cost of work completed.*

*The last project of "this magnitude" (which isn't defined) should be something recent.*

Most recently in 2020, Hurricane Laura devastatingly impacted parts of Florida, Louisiana, Texas, Mississippi, and Arkansas. DRC performed disaster debris removal services in many jurisdictions throughout these areas. During the 2020 Hurricane Season, DRC was activated in 45 jurisdictions, managed 81 debris management sites, and removed and disposed over 5,900,000 cubic yards of debris. Please see below for recent references.

HURRICANE LAURA REFERENCES				
OWNER & TIMELINE	DESCRIPTION OF WORK	CONTRACT VALUE	CUBIC YARDS	POINT OF CONTACT
Grant Parish, LA September 2020 – February 2021	Disaster Debris Removal – Hurricane Laura (DR-4559)	\$11,817,169.83	1,146,251	Sissy Pace, Parish Manager & Secretary/Treasurer Phone: (318) 627-3157 <a href="mailto:sissy.pace@gppj.org">sissy.pace@gppj.org</a>

				200 Main Street, Colfax, LA 71417
<b>Winn Parish, LA</b> September 2020 – February 2021	Disaster Debris Removal – Hurricane Laura (DR-4559)	\$2,184,514.30	141,171	Karen Tyler, Secretary/Treasurer Phone: (318) 628-5824 <a href="mailto:Pj1admin@wppj.net">Pj1admin@wppj.net</a> 119 W Main St., #102, Winnfield, LA 71483

## Response to Question 11

Give names, addresses and telephone numbers of three individuals, corporations, agencies, or institutions for which you have previously performed work. List of ALL disaster response contracts performed in the last 5 years, including customer name, total contract amount and yards removed. Use a separate tab if necessary.

## References

REFERENCES				
OWNER & TIMELINE	DESCRIPTION OF WORK	CONTRACT VALUE	CUBIC YARDS	POINT OF CONTACT
<b>FDOT Regions 2 &amp; 3</b> October 2018-May 2019	Debris Removal and Feeding Services <b>Hurricane Michael (4399)</b>	<b>Region 2:</b> \$19,000,000  <b>Region 3:</b> \$23,000,000	<b>Region 2:</b> 1,218,708.05  <b>Region 3:</b> 1,790,564.4	Renae Sanders, <i>Assistant District Construction Engineer</i> Phone: (850) 330-1658 <a href="mailto:Renae.Sanders@dot.state.fl.us">Renae.Sanders@dot.state.fl.us</a> 1074 US-90 Chipley, FL 32438
<b>Holmes County, FL</b> October 2018- February 2019	Debris Removal Services <b>Hurricane Michael (4399)</b>	Est. \$1.2 million	91,116.25	Clint Erikson, <i>County Commissioner, District 5</i> Phone: (850) 547-1119 <a href="mailto:clinterickson@holmescountyfl.org">clinterickson@holmescountyfl.org</a> 107 E. Virginia Avenue Bonifay, FL 32425
<b>Jackson County, FL</b> October 2018- September 2019	Debris Removal Services <b>Hurricane Michael (4399)</b>	\$40,000,000	2,346,830.4	Clint Pate, <i>County Commissioner, District 2</i> Phone: (850) 527-3900 <a href="mailto:cpate@jacksoncountyfl.com">cpate@jacksoncountyfl.com</a> 2864 Madison Street Marianna, FL 32448

## 5 Year Past Performance

Project values below with asterisks (\*) are in progress and amounts are subject to change.

2021	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT	CUBIC YARDS
January	CalRecycle Luke Wainscott (916) 341-6527 <a href="mailto:contracts@calrecycle.ca.gov">contracts@calrecycle.ca.gov</a>	2020 Fires, Debris Removal & Hazard Tree Removal Services	\$183,735,350	TBD
January	Washington County, AL Daniel Overton (251) 581-0215 <a href="mailto:Wcdgo55@yahoo.com">Wcdgo55@yahoo.com</a>	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4573</b>	* \$3,000,000	209,077
January	Clarke County, AL Jake Bailey (251) 769-8550 <a href="mailto:jbailey@clarkecountyal.com">jbailey@clarkecountyal.com</a>	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4573</b>	* \$3,500,000	232,087
2020	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT	CUBIC YARDS
November	State of Washington Hank Cramer (509) 429-2848	Town of Malden Fire Clean up	\$4,567,224.89	3,324

	<a href="mailto:hankcramer@hotmail.com">hankcramer@hotmail.com</a>			
November	City of Selma, AL Meredith Stone (334) 412-2246 <a href="mailto:Meredith.hsaeng@gmail.com">Meredith.hsaeng@gmail.com</a>	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	*\$200,000	49,410
November	Mobile County, AL Eddie Kerr (251) 406-2733 <a href="mailto:Eddie.Kerr@mobilecountyal.gov">Eddie.Kerr@mobilecountyal.gov</a>	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	* \$2,000,000	66,449
November	City of Prichard, AL Fernando Billups (251) 331-4565 <a href="mailto:f.billups@thecityofprichard.org">f.billups@thecityofprichard.org</a>	Disaster Debris Removal Services – <b>Hurricane Sally DR-4563</b>	\$682,861.00	45,412
November	Stone County, MS Lance Pearson (601) 762-5235 <a href="mailto:Lancepearson15@gamil.com">Lancepearson15@gamil.com</a>	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4576</b>	* \$1,500,000	83,705
November	City of Lucedale, MS	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4576</b>	\$513,307.96	29,457
November	City of Moss Point, MS Roy Hutchinson (228)475-0300 <a href="mailto:Roy.hutchinson@clearwatersol.com">Roy.hutchinson@clearwatersol.com</a>	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4576</b>	\$128,758.93	9,072.8
November	City of Alexander City, AL	Weather Event of April 2020	\$281,101.19	18,046
November	Forsyth County, GA Donna Kukarola (770) 888-8872 <a href="mailto:kukarola@forsyth.cc">kukarola@forsyth.cc</a>	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4579</b>	\$49,837.85	4391
October	Plaquemines Parish, LA Nicole Carnes (504) 934-6326 <a href="mailto:ncarnes@ppgov.net">ncarnes@ppgov.net</a>	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$370,612.8	18,736.38
October	City of Niceville, FL Amy Ruth Hanson (850) 279-6436 <a href="mailto:ahanson@niceville.org">ahanson@niceville.org</a>	Disaster Debris Removal Services – <b>Hurricane Sally DR-4564</b>	\$31,410.39	3807.32
October	ALDOT- Grove Hill District Daniel Ganus (251) 231-0572 <a href="mailto:ganusd@dot.state.us">ganusd@dot.state.us</a>	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4573</b>	* \$6,000,000	428,089
October	City of Slidell, LA Blaine Clancy (985) 646-4270 <a href="mailto:bclancy@cityofslidell.org">bclancy@cityofslidell.org</a>	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	* \$350,000	Hourly
October	Jefferson Parish, LA Katherine Costanza (504) 736-6440 <a href="mailto:JPEnvironmental@jeffparish.net">JPEnvironmental@jeffparish.net</a>	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$2,937,024.93	138,882
October	City of New Orleans, LA Matt Torri (504) 658-4000 <a href="mailto:matt@nola.gov">matt@nola.gov</a>	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$391,359.16	20,516
October	Terrebonne Parish, LA Clay Naquin (985) 873-6739 <a href="mailto:cnaquin@tpcg.org">cnaquin@tpcg.org</a>	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$89,187.06	10,836
October	St. Charles Parish, LA Chandra Sampey (985) 331-8604 <a href="mailto:csampey@stcharlesgov.net">csampey@stcharlesgov.net</a>	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$97,940.95	10,500
October	St. Bernard Parish, LA Ronnie Alonzo (504) 278-4227 <a href="mailto:ralonzo@sbgp.net">ralonzo@sbgp.net</a>	Disaster Debris Removal Services – <b>Hurricane Zeta DR-4577</b>	\$591,978.10	47,247
October	City of Kenner, LA Heather Hilliard (504) 468-6148	Food Services – <b>Hurricane Zeta DR-4577</b>	\$23,685	Logistics
October	Jefferson County, TX Michael White (409) 835-8757 <a href="mailto:mwhite@co.jefferson.tx.us">mwhite@co.jefferson.tx.us</a>	Logistic Services – <b>Hurricane Delta</b>	\$13,530	Logistics
October	City of Baker, LA Mayor Darnell Waites (225) 778-0300 <a href="mailto:dwaites@cityofbakerla.com">dwaites@cityofbakerla.com</a>	Disaster Debris Removal Services – <b>Hurricane Delta DR-4570</b>	\$121,977.20	8,051.3
October	East Baton Rouge, LA Richard Speer (225) 389-4865 <a href="mailto:RSPEER@brgov.com">RSPEER@brgov.com</a>	Disaster Debris Removal Services – <b>Hurricane Delta DR-4570</b>	\$684,139.37	56,123
October	City of Central, LA Mayor David Barrow (225) 246-2306	Disaster Debris Removal Services – <b>Hurricane Delta DR-4570</b>	\$106,353	15,236.85

	<a href="mailto:David.barrow@central-la.gov">David.barrow@central-la.gov</a>			
October	Pointe Coupee Parish, LA Nathan Cobb (225) 226-5972 <a href="mailto:ncobb@pcparish.org">ncobb@pcparish.org</a>	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	\$27,000	Hourly
October	West Feliciana Parish, LA Emily Cobb (225) 635-3864 <a href="mailto:ecobb@wfparish.org">ecobb@wfparish.org</a>	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	\$94,143.05	8,223
October	Lafayette Parish, LA Carrie Sattler (337) 291-8564 <a href="mailto:carriesattler@gmail.com">carriesattler@gmail.com</a>	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	* \$4,500,000	387,760.95
October	Acadia Parish, LA Ashley LeBlanc (337) 783-4357 <a href="mailto:acadiahsep@appj.org">acadiahsep@appj.org</a>	Disaster Debris Removal Services – Hurricane Delta <b>DR-4570</b>	* \$1,500,000	85,508.75
October	City of Semmes, AL Jason Franklin (251) 442-4334 <a href="mailto:jasonfranklin@cityofsemmesal.gov">jasonfranklin@cityofsemmesal.gov</a>	Disaster Debris Removal Services – Hurricane Sally <b>DR-4563</b>	\$77,396	6,592.55
October	Vernon Parish, LA Belinda Diehl (337) 238-0324 <a href="mailto:belinda@vppjla.com">belinda@vppjla.com</a>	Disaster Debris Removal – Hurricane Laura DR-4559	* \$12,000,000	665,086
September	City of Mary Esther, FL Heather Day (850) 243-3566 <a href="mailto:findir@cityofmaryesther.com">findir@cityofmaryesther.com</a>	Disaster Debris Removal Services – Hurricane Sally <b>DR-4564</b>	\$14,832.68	1797.9
September	Jackson County, FL Judy Austin (850) 718-0005 <a href="mailto:jaustin@jacksoncountyfl.com">jaustin@jacksoncountyfl.com</a>	Private Property Debris Removal—Hurricane Michael <b>(DR-4399)</b>	\$459,716.62	41,862.6
September	City of Gulf Breeze, FL Samantha Abell (850) 203-6033 <a href="mailto:sabell@gulfbreezefl.gov">sabell@gulfbreezefl.gov</a>	Disaster Debris Removal Services – Hurricane Sally <b>DR-4564</b>	\$1,023,202.02	81,656
September	Town of Dauphin Island, AL Mayor Jeff Collier (251) 209-9980 <a href="mailto:jcollier@townofdauphinisland.org">jcollier@townofdauphinisland.org</a>	Disaster Debris Removal Services – Hurricane Sally <b>DR-4563</b>	* \$1,200,000	30,939
September	Mobile County, AL Eddie Kerr (251) 406-2733 <a href="mailto:Eddie.Kerr@mobilecountyal.gov">Eddie.Kerr@mobilecountyal.gov</a>	Disaster Debris Removal Services – Hurricane Sally <b>DR-4563</b>	* \$5,000,000	200,745
September	City of Mobile, AL John Peavy (251) 656-6892 <a href="mailto:John.peavy@cityofmobile.org">John.peavy@cityofmobile.org</a>	Disaster Debris Removal Services – Hurricane Sally <b>DR-4563</b>	* \$15,000,000	664,196.3
September	Winn Parish, LA Karen Tyler (318) 628-5824 <a href="mailto:Pj1admin@wppi.net">Pj1admin@wppi.net</a>	Disaster Debris Removal – Hurricane Laura DR-4559	\$2,184,514.30	141,171
September	Natchitoches Parish, LA Cathy Creamer (318) 357-1339 <a href="mailto:ccreammer@npgov.org">ccreammer@npgov.org</a>	Disaster Debris Removal – Hurricane Laura DR-4559	\$793,043.66	18,077
September	City of Natchitoches, LA Ed Lee (318) 357-3870 <a href="mailto:elee@natchitochesla.gov">elee@natchitochesla.gov</a>	Disaster Debris Removal – Hurricane Laura DR-4559	\$446,697.22	30,400
September	City of Cedar Rapids, IA Rebecca Johnson (319) 286-5062 <a href="mailto:r.johnson2@cedar-rapids.org">r.johnson2@cedar-rapids.org</a>	Collection of C&D Storm Damaged Household Items – <b>Derecho Severe Storms DR-4557</b>	* \$200,000	3,632.12 Tons
September	Grant Parish, LA Sissy Pace (318) 627-3157 <a href="mailto:sissy.pace@gppj.org">sissy.pace@gppj.org</a>	Disaster Debris Removal – Hurricane Laura DR-4559	\$11,817,169.83	1,146,281.3
August	Ouachita Parish, LA Jay Mitchell (318) 323-5700 <a href="mailto:mayorsoffice@westmonroe.la.gov">mayorsoffice@westmonroe.la.gov</a>	Disaster Debris Removal – Hurricane Laura DR-4559	\$2,239,882.51	245,324.15
August	Jefferson Davis Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	\$2,290,672.78	213,022
August	Lafayette Parish, LA Carrie Sattler (337) 291-8564 <a href="mailto:carriesattler@gmail.com">carriesattler@gmail.com</a>	Disaster Debris Removal – Hurricane Laura DR-4559	\$397,790.77	31,222.05
August	City of Crowley, LA Sarah Fontenot (337) 783-0824 <a href="mailto:Sarah.fontenot@crowley-la.com">Sarah.fontenot@crowley-la.com</a>	Disaster Debris Removal – Hurricane Laura DR-4559	\$282,736.22	22,602.15



August	State of Louisiana Jeremy Meiske (225) 342-8022 <a href="mailto:Jeremy.meiske@la.gov">Jeremy.meiske@la.gov</a>	Emergency Support Trailers – <b>Hurricane Laura DR-4559</b>	\$202,000	Logistics
August	Jefferson County Drainage District, TX Phil Kelley (409) 985-4369 <a href="mailto:pkelley@dd7.otg">pkelley@dd7.otg</a>	Emergency Disaster Assistance Recovery- <b>Hurricane Laura DR-4559</b>	\$12,886.39	Logistics
August	City of Deland, FL Demetris Pressley (386) 626-7194 <a href="mailto:Pressleyd@deland.org">Pressleyd@deland.org</a>	Disaster Debris Removal – <b>Hurricane Isaias</b>	\$45,606.46	7452.04
August	City of Wilmington, NC Dave Mayes (910) 341.5880 <a href="mailto:Dave.Mayes@wilmingtonnc.gov">Dave.Mayes@wilmingtonnc.gov</a>	Debris Management Recovery & Removal Services- <b>Hurricane Isaias</b>	\$2,692,553.05	230,044.99
July	Matagorda County, TX Amanda Campos (979) 323-0707 <a href="mailto:acampos@co.matagorda.tx.us">acampos@co.matagorda.tx.us</a>	Debris Clearance & Removal – <b>Hurricane Hanna</b>	\$411,067	5,235
July	City of Central, LA Mayor David Barrow (225) 261-5988 <a href="mailto:david.barrow@central-la.gov">david.barrow@central-la.gov</a>	Debris Removal in response to Weather Event	\$3,400	Hourly
May	Virginia Department of Emergency Management	COVID-19 Support	\$506,232.04	Logistics
May	Lafourche Parish, LA Jerome Danos (985) 493-6928 <a href="mailto:danosjp@lafourchegov.org">danosjp@lafourchegov.org</a>	Debris Removal and Recovery Services	\$143,375	573.50 Hourly
May	St. Charles Parish, LA Chandra Sampey (985) 331-8604 <a href="mailto:csampey@stcharlesgov.net">csampey@stcharlesgov.net</a>	May 15 Flood Event	\$62,372.41	6,049.7
April	City of Mount Juliet, TN Andy Barlow (615) 773-7957 <a href="mailto:abarlow@mtjuliet-tn.gov">abarlow@mtjuliet-tn.gov</a>	Tornado Debris Removal (DR-4476)	\$1,258,201.54	86,913
April	Puerto Rico Power Authority Mireya Rodriguez (787)521-1358 <a href="mailto:Mireya.rodriguez@prepa.com">Mireya.rodriguez@prepa.com</a>	Vegetation Management	* \$11,000,000	60,760.23
January	City of Houston, TX Carolyn Wright (832) 393-0454 <a href="mailto:swdworks@houstontx.gov">swdworks@houstontx.gov</a>	Mechanical Sand and Waterway Debris Removal, Lake Houston	* 15,792,662.59	520,923.65
<b>2019</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CONTRACT AMOUNT</b>	<b>CUBIC YARDS</b>
November	City of Port Aransas, TX Rick Adams (361) 749-7111 <a href="mailto:radams@cityofportaransas.org">radams@cityofportaransas.org</a>	Municipal Boat Harbor Debris Removal Disposal Services – <b>Hurricane Harvey (DR-4332)</b>	\$273,428.60	770
September	Jefferson County, TX Michael White (409) 835-8757 <a href="mailto:mwhite@co.jefferson.tx.us">mwhite@co.jefferson.tx.us</a>	Disaster Debris Management— <b>Tropical Storm Imelda (DR-4466)</b>	\$1,132,923.58	57,429.65
September	City of Liberty, TX Tom Warner (936) 336-3684 <a href="mailto:twarner@cityofliberty.org">twarner@cityofliberty.org</a>	Disaster Debris Management— <b>Tropical Storm Imelda (DR-4466)</b>	\$87,791.50	3,755
September	City of Nederland, TX Chris Duque 409-723-1503 <a href="mailto:cduque@nhcgov.com">cduque@nhcgov.com</a>	Disaster Debris Management— <b>Tropical Storm Imelda (DR-4466)</b>	\$12,142.40	111.5
September	New Hanover County, NC Kim Rhoane (910) 798-4402 <a href="mailto:KRhoane@nhcgov.com">KRhoane@nhcgov.com</a>	Disaster Debris Removal— <b>Hurricane Dorian (DR-4465)</b>	\$151,527.30	18,108
September	Town of Pine Knoll Shores, NC Jason Baker 252-247-2268 <a href="mailto:jbaker@townofpks.com">jbaker@townofpks.com</a>	Disaster Debris Removal— <b>Hurricane Dorian (DR-4465)</b>	\$126,898.25	14,842
September	City of Wilmington, NC Dave Mayes (910) 341.5880 <a href="mailto:Dave.Mayes@wilmingtonnc.gov">Dave.Mayes@wilmingtonnc.gov</a>	Pre-Staging Equipment— <b>Hurricane Dorian (DR-4465)</b>	\$26,106.20	N/A
August	City of Miami Beach, FL Lourdes Porras 305-673-7490 <a href="mailto:lourdesporras@miamibeachfl.gov">lourdesporras@miamibeachfl.gov</a>	Logistical Services— <b>Hurricane Dorian (DR-4465)</b>	\$38,400	N/A

August	City of Central, LA Mayor David Barrow (225) 261-5988 <a href="mailto:david.barrow@central-la.gov">david.barrow@central-la.gov</a>	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$7,800	N/A
August	St. Charles County, MO Kurt Mandernach 636-949-7465 <a href="mailto:kmandernach@sccmo.org">kmandernach@sccmo.org</a>	Emergency Flood Debris Removal and Disposal	\$650,075.00	4,578
August	Village of Plover, WI Bill Konkol 715-345-5257 <a href="mailto:bkonkol@ploverwi.gov">bkonkol@ploverwi.gov</a>	<b>Straight-Line Wind</b> – Debris Removal	\$119,427.50	N/A
July	Assumption Parish, LA John Boundreaux (985) 369-7386 <a href="mailto:Johnboundreaux@assumptioneop.com">Johnboundreaux@assumptioneop.com</a>	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$63,886.74	6,515
July	Pointe Coupee Parish, LA Nathan Cobb (225) 226-5972 <a href="mailto:ncobb@pcparish.org">ncobb@pcparish.org</a>	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$21,600	N/A
July	Terrebonne Parish, LA Clay Naquin 985-873-6739 <a href="mailto:cnaquin@tpcg.org">cnaquin@tpcg.org</a>	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$404,858.94	50,451
July	Lafayette Parish, LA Carrie Sattler (337) 291-8564 <a href="mailto:carriesattler@gmail.com">carriesattler@gmail.com</a>	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$225,250.75	18,339
July	East Baton Rouge Parish/City Of Baton Rouge, LA Adam Smith, P.E., (225) 389-5623 <a href="mailto:AMSmith@brgov.com">AMSmith@brgov.com</a>	Disaster Debris Removal— <b>Hurricane Barry (DR-4462)</b>	\$398,040.07	32,310
June	State of New York Division Of Military & Naval Affairs (518) 786-4500	Provide MRE's	\$30,6060.00	N/A
June	State of Louisiana- Sand Activation Governor's Office of Homeland Security and Emergency Preparedness (225) 358-5667	Provide Sand per Region	\$2,537.00	N/A
June	Puerto Rico's Department of Parks and Recreation Pablo Figueroa 787-538-4719 <a href="mailto:Pablof_360arch@yahoo.com">Pablof_360arch@yahoo.com</a>	<b>Hurricane Maria Debris Removal (DR-4339)</b>	\$4,890,171.32	33,337.20
June	Monroe County, MS O. W "Sonny" Clay (662) 319-7881	Tornado Debris Removal and Disposal Services	\$1,756,741.53	152,815
June	City of Ruston, LA Michelle Colvin (318) 251-8631	Debris Removal and Disposal from Event of April 25, 2019 (Tornado)	\$285,951.44	30,689
<b>2018</b>	<b>CONTRACTING AGENCY</b>	<b>DESCRIPTION OF WORK</b>	<b>CONTRACT AMOUNT</b>	<b>CUBIC YARDS</b>
November	Sampson County, NC Juanita Brewington 910-592-7181 <a href="mailto:jbrewington@sampsonnc.com">jbrewington@sampsonnc.com</a>	Disaster Debris Removal Services— <b>Hurricane Florence (DR-4393)</b>	\$23,484.79	154.12 tons
October	Jones County, NC Franky Howard 252-448-7571 <a href="mailto:fhoward@jonescountync.gov">fhoward@jonescountync.gov</a>	Debris Removal— <b>Hurricane Florence (DR-4393)</b>	\$209,953.44	1,992.24 tons
October	GDOT-Colquitt Ritchie Swindell (229) 386-3278 <a href="mailto:Rswindell@dot.ga.gov">Rswindell@dot.ga.gov</a>	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	\$327,987.80	10,668
October	FDOT Renae Sanders (850) 330-1658 <a href="mailto:Renae.Sanders@dot.state.fl.us">Renae.Sanders@dot.state.fl.us</a>	Base Camp— <b>Hurricane Michael (DR-4399)</b>	\$1,888,658.00	N/A
October	FDOT Region 3 Bay and Calhoun Counties Renae Sanders (850) 330-1658 <a href="mailto:Renae.Sanders@dot.state.fl.us">Renae.Sanders@dot.state.fl.us</a>	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	\$33,539,480.67	1,262,921.2
October	FDOT Region 2 Gulf, Liberty, Franklin, Gadsden, Wakulla, Leon, and Jefferson Counties Renae Sanders (850) 330-1658 <a href="mailto:Renae.Sanders@dot.state.fl.us">Renae.Sanders@dot.state.fl.us</a>	Debris Removal— <b>Hurricane Michael (DR-4399)</b>	\$23,193,485.63	1,235,024.65

October	Southport, NC Bruce Oakley 910-457-7988 <a href="mailto:boakley@cityofsouthport.com">boakley@cityofsouthport.com</a>	Debris Removal—Hurricane Florence (DR-4393)	\$467,856.46	36,000
October	Greene County, NC Berry Anderson 252-747-2544 <a href="mailto:banderson@co.greene.nc.us">banderson@co.greene.nc.us</a>	Debris Removal—Hurricane Florence (DR-4393)	\$12,779.24	1,771.95
October	Jackson County, FL Judy Austin (850) 718-0005 <a href="mailto:jaustin@jacksoncountyfl.com">jaustin@jacksoncountyfl.com</a>	Debris Removal—Hurricane Michael (DR-4399)	\$40,000,000	2,346,830.4
October	Holmes County, FL Wendy Mayo (850) 547-1112 <a href="mailto:wmayo@holmescountym.org">wmayo@holmescountym.org</a>	Debris Removal—Hurricane Michael (DR-4399)	\$2,269,063.94	168,179.11
October	Pamlico County, NC Tim Buck 252-745-5514 <a href="mailto:Tim.buck@pamlicocounty.org">Tim.buck@pamlicocounty.org</a>	Veg Disposal—Hurricane Florence (DR-4393)	\$1,107,417.42	78,262.70
September	Carolina Beach, NC Brian Stanberry 910-458-8291 <a href="mailto:Brian.stanberry@carolinabeach.org">Brian.stanberry@carolinabeach.org</a>	Sand Debris Removal—Hurricane Florence (DR-4393)	\$19,158.60	863
September	SCDOT—Jasper, SC Teneshala Cunningham 843-726-3431 <a href="mailto:cunninghTD@scdot.org">cunninghTD@scdot.org</a>	On Call Tree Trimming and Removal	Maintenance Contract	Maintenance Contract
September	Topsail Beach, NC Michael Rose 910-328-5841 <a href="mailto:townmanager@topsailbeach.org">townmanager@topsailbeach.org</a>	Debris Removal—Hurricane Florence (DR-4393)	\$650,092.07	28,419.56
September	Surf City, NC Ashley Loftis 910-328-5841 <a href="mailto:aloftis@townofsurfcity.com">aloftis@townofsurfcity.com</a>	Debris Removal—Hurricane Florence (DR-4393)	\$1,750,794.12	58,609.52
September	Pine Knoll Shores Jason Baker 252-247-2268 <a href="mailto:jbaker@townofpks.com">jbaker@townofpks.com</a>	Debris Removal—Hurricane Florence (DR-4393)	\$926,151.47	100,167.71
September	Burgaw, NC Wendy Pope (910) 663-3442 <a href="mailto:finance@townofburgaw.com">finance@townofburgaw.com</a>	Debris Removal—Hurricane Florence (DR-4393)	\$260,824.92	20,766.97
September	Havelock, NC Lee Tillman (352) 444-6400 <a href="mailto:ltillman@havelocknc.us">ltillman@havelocknc.us</a>	Debris Removal—Hurricane Florence (DR-4393)	\$1,193,356.81	80,582.15
October	Wilmington, NC Dave Mayes (910) 341.5880 <a href="mailto:Dave.Mayes@wilmingtonnc.gov">Dave.Mayes@wilmingtonnc.gov</a>	Debris Removal—Hurricane Florence (DR-4393)	\$118,716,164.35	1,370,557.25
September	Pender County, NC Tom Collins (910) 259-1400 <a href="mailto:tcollins@pendercountync.gov">tcollins@pendercountync.gov</a>	Debris Removal—Hurricane Florence (DR-4393)	\$10,819,632.94	717,077.90
September	Pinellas County, FL Sean Tipton (727) 222-0441 <a href="mailto:stipton@pinellascounty.org">stipton@pinellascounty.org</a>	Red Tide-Fish Kill	\$6,895,562.29	N/A
May	City of Houston, TX	Waterway Debris Removal	* \$21,385,13200	20,532,884.50
May	Port of Corpus Christi Authority (POCCA) Neal Kunkel 361-885-6161 <a href="mailto:nkunkel@pocca.com">nkunkel@pocca.com</a>	Marine Debris Removal Services	\$285,771.03	N/A
March	ACCA-Jacksonville Brian Rosenbalm 256-327-4657 <a href="mailto:brianr@calhouncounty.org">brianr@calhouncounty.org</a>	Severe Thunderstorms and Dangerously High Winds (DR-4362)	\$3,889,408.12	267,396
March	Jacinto City, TX Lon Squyres 713-674-8424 <a href="mailto:Lon.squyres@jacintocity-tx.gov">Lon.squyres@jacintocity-tx.gov</a>	Debris Removal from Temporary Site	\$80,000.00	N/A
March	ACCA-Calhoun County Brian Rosenbalm 256-327-4657 <a href="mailto:brianr@calhouncounty.org">brianr@calhouncounty.org</a>	Severe Thunderstorms and Dangerously High Winds (DR-4362)	\$882,966.84	59,000
March	ACCA-St. Clair County Dan Dahlke 205-594-2190 <a href="mailto:jddahlke@st.clairco.com">jddahlke@st.clairco.com</a>	Severe Thunderstorms and Dangerously High Winds (DR-4362)	\$237,601.18	21,485.6
February	Florida Department of Environmental Protection Scott Woolam (850) 245-2806	Marine Debris Removal - Hurricane Irma (DR-4337)	\$416,444.79	1,297.4

	<a href="mailto:Scott.Woolam@dep.state.fl.us">Scott.Woolam@dep.state.fl.us</a>			
2017	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT	CUBIC YARDS
November	DTOP-Puerto Rico Carlos Contreras 787-722-2939 <a href="mailto:ccontreras@dtop.pr.gov">ccontreras@dtop.pr.gov</a>	Hurricane Maria Debris Removal (DR-4339)	\$78,295,107	1,082,845.80
October	Miami-Dade County, FL Natalya Vasilyeva (305) 375-4725 <a href="mailto:Natalya.vasilyeva@miamidade.gov">Natalya.vasilyeva@miamidade.gov</a>	Site Management and Reduction of Temporary Debris Storage and Reduction Site - <b>Hurricane Irma (DR-4337)</b>	\$5,060,786.86	577,743.86
October	North Miami Beach, FL Meghan Cianelli (305) 948-2946 <a href="mailto:Meghan.bennett@citynmb.com">Meghan.bennett@citynmb.com</a>	Debris Management and Reduction - <b>Hurricane Irma (DR-4337)</b>	\$2,383,018.23	N/A
October	Monroe County, FL Irene Toner (305) 289-6066 <a href="mailto:Toner-irene@monroecountyfl.gov">Toner-irene@monroecountyfl.gov</a>	Debris Removal - Hurricane Irma (DR-4337)	\$11,648,125.84	654,728.03
September	Brunswick, GA Rick Charnock (912) 267-5572	Debris Removal - <b>Hurricane Irma (DR-4338)</b>	\$642,298.98	35,000
September	Orlando, FL Michael Carroll (407) 246-3050 <a href="mailto:Michael.carroll@cityoforlando.net">Michael.carroll@cityoforlando.net</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$570,879.96	29,584
September	Piney Point Village, TX Roger Nelson (713) 2330-8703 <a href="mailto:Cityadmin@pineypt.org">Cityadmin@pineypt.org</a>	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$ 30,010.87	1,631
September	DeBary, FL Alan Williamson (386) 668-2040 <a href="mailto:Awilliamson@debary.org">Awilliamson@debary.org</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$ 1,073,891.11	84,411.35
September	Inverness, FL Eric C. Williams, GISP (352) 726-2611 Ext. 1011 <a href="mailto:ewilliams@inverness-fl.gov">ewilliams@inverness-fl.gov</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$97,056.16	10,238
September	Indian Creek Village, FL Sam Kissinger (305) 865-4121 <a href="mailto:Mlima@icvps.org">Mlima@icvps.org</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$142,821.03	9,162
September	Bellaire, TX Michael Leech (713) 662-8150 <a href="mailto:Mleech@bellairetx.gov">Mleech@bellairetx.gov</a>	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$ 1,279,672.03	61,800
September	Daytona Beach, FL David Waller (386) 671-8681 <a href="mailto:Wallerd@codb.us">Wallerd@codb.us</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$923,524.92	100,608
September	Surfside, FL Randy Stokes (305) 777-2190 <a href="mailto:Rstokes@townofsurfsidefl.gov">Rstokes@townofsurfsidefl.gov</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$103,132.63	6,510
September	Orange City, FL Migdalia Hernandez (386) 775-5446 <a href="mailto:Mhernandez@outorangecity.com">Mhernandez@outorangecity.com</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$478,643.62	39,591
September	St. Augustine, FL Martha Graham (904) 209-4270 <a href="mailto:Mgraham@citystaug.com">Mgraham@citystaug.com</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$469,540.11	46,647.46
September	DeLand, FL Demetris Pressley (386) 626-7194 <a href="mailto:Pressleyd@deland.org">Pressleyd@deland.org</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$1,190,026.81	84,411.35
September	Waller County, TX Tammy Peters (979) 826-7670 <a href="mailto:T.peters@wallercounty.us">T.peters@wallercounty.us</a>	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$31,010.87	1,158
September	Doral, FL Edward Rojas (305) 593-6725 <a href="mailto:Edward.rojas@cityofdoral.com">Edward.rojas@cityofdoral.com</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$41,121.84	6,047
September	Cutler Bay, FL Alfredo Quintero (305) 234-4262 <a href="mailto:Aquintero@cutlerbay-fl.gov">Aquintero@cutlerbay-fl.gov</a>	Emergency Cut & Toss - <b>Hurricane Irma (DR-4337)</b>	\$ 98,530	N/A
September	Fernandina Beach, FL Ty Silcox, M.P.A. (904) 277-7331	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$835,621.90	41,191.2

September	Coconut Creek, FL Alexander Tergis (954) 545-6623 <a href="mailto:Atergis@coconutcreek.net">Atergis@coconutcreek.net</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$1,273,788.48	97,821.17
September	Largo, FL Charles Jordan (727) 586-7397 <a href="mailto:Cjordan@largo.com">Cjordan@largo.com</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$715,802.20	31,338
September	Fort Lauderdale, FL Melissa Doyle (954) 828-6111 <a href="mailto:Mdoyle@fortlauderdale.gov">Mdoyle@fortlauderdale.gov</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$8,196,643.97	386,417
September	Citrus County, FL David Whitelaw (352) 527-7610 <a href="mailto:David.whitelaw@bocc.citrus.fl">David.whitelaw@bocc.citrus.fl</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$1,648,345.56	173,768
September	North Miami, FL Wisler Pierre-Louis (305) 895-9831 <a href="mailto:Wpierre-louis@northmiamifl.gov">Wpierre-louis@northmiamifl.gov</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$2,383,018.23	122,998.75
September	Miami, FL Mario Nunez (350) 960-2804 <a href="mailto:Mfnunez@miami.gov">Mfnunez@miami.gov</a>	Debris Removal - <b>Hurricane Irma (DR-4337)</b>	\$9,851,246.94	317,541.15
September	FDOT – District 2	Emergency Cut & Toss - <b>Hurricane Irma (DR-4337)</b>	\$563,069.00	
September	Coconut Creek, FL Wayne Tobey (954) 545-6676 <a href="mailto:Wtobey@coconutcreek.net">Wtobey@coconutcreek.net</a>	Food Activation - <b>Hurricane Irma (DR-4337)</b>	\$16,839.99	N/A
September	Taylor Lake Village, TX Stacey Fields (281) 326-2843 <a href="mailto:City_secretary@tlv-tx.us">City_secretary@tlv-tx.us</a>	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$17,246.1	1,071.6
September	Humble, TX Mark Martin (281) 466-3061 <a href="mailto:Mmartin@cityofhumble.net">Mmartin@cityofhumble.net</a>	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$173,411.09	6,8368.6
September	Groves, TX D.E. Sosa (409) 960-5788 <a href="mailto:Dsosa@cigrovestx.com">Dsosa@cigrovestx.com</a>	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$783,766.98	54,636.7
September	Nederland, TX Gay Ferguson (409) 723-1505 <a href="mailto:Gferguson@ci.nederland.tx.us">Gferguson@ci.nederland.tx.us</a>	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$235,353.81	12,507.95
September	Port Neches, TX Jamie Mendoza (409) 719-4208 <a href="mailto:Jmendoza@ci.port-neches.tx.us">Jmendoza@ci.port-neches.tx.us</a>	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$73,828.92	6,445.7
September	Port Arthur, TX Clifton Williams (409) 983-8160	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$336,668.94	N/A
September	Harris County, TX Paige McInnis (713) 274-4427 <a href="mailto:Paige.mcinnis@pur.hctx.net">Paige.mcinnis@pur.hctx.net</a>	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$33,677,520.71	1,263,408.66
September	Texas City, TX Tom Munoz (409) 739-4799 <a href="mailto:Tmunoz@texas-city-tx.org">Tmunoz@texas-city-tx.org</a>	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$217,981.17	22,403
September	Houston, TX Joanne Song (832) 393-0484 <a href="mailto:joanne.song@houston.tx.gov">joanne.song@houston.tx.gov</a>	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$21,854,657.54	1,136,290.04
September	Jefferson County, TX Michael White (409) 835-8757 <a href="mailto:mwhite@co.jefferson.tx.us">mwhite@co.jefferson.tx.us</a>	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$5,027,062.72	170,000
September	City of Port Aransas, TX David Parsons (361) 749-4111 <a href="mailto:Davidparsons@cityofportaransas.org">Davidparsons@cityofportaransas.org</a>	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	11,771,717.34	756,472.05
August	City of Aransas Pass, TX Lynn Pearce (361) 758-5224 <a href="mailto:Lpearce@ap-police.com">Lpearce@ap-police.com</a>	Debris Removal - <b>Hurricane Harvey (DR-4332)</b>	\$7,595,915.65	309,000
August	TXGLO, TX	Beach Restoration - <b>Hurricane Harvey (DR-4332)</b>	\$400,000	
August	City of Pasadena, TX Karen Forbes (713) 475-5532 <a href="mailto:Kforbes@ci.pasadena.tx.us">Kforbes@ci.pasadena.tx.us</a>	Food Services - <b>Hurricane Harvey (DR-4332)</b>	\$20,000	N/A



March	Chambers County, TX Judge Jimmy Silva <a href="mailto:Jsylvia@co.chambers.tx.us">Jsylvia@co.chambers.tx.us</a>	Building Restoration as a result of a Tornado	\$3,400.00	
January	Assumption Parish, LA John Boundreaux (985) 369-7386 <a href="mailto:Johnboundreaux@assumptioneop.com">Johnboundreaux@assumptioneop.com</a>	Removal of C&D from DMS - <b>February 2016 Tornado</b>	\$94,646.55	
2016	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT	CUBIC YARDS
November	Greene County, NC Berry Anderson (252) 747-2544 <a href="mailto:Banderson@co.greene.nc.us">Banderson@co.greene.nc.us</a>	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4285)</b>	\$75,870.33	5,491.36
November	GDOT – Chatham County Joel Anderson (912) 530-4436 <a href="mailto:Joanderson@dot.ga.gov">Joanderson@dot.ga.gov</a>	Emergency Routine Maintenance - <b>Hurricane Matthew (DR-4284)</b>	\$1,390,795.73	71,311.00
November	Pender County, NC Tom Collins (910) 259-1210 <a href="mailto:Tcollins@pendercountync.gov">Tcollins@pendercountync.gov</a>	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4285)</b>	\$162,119.60	9,654.00
October	Sebastian, FL Joseph Griffen (772) 589-5330 <a href="mailto:jgriffen@cityofsebastian.com">jgriffen@cityofsebastian.com</a>	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$387,820.47	27,015.00
October	Hyde County, NC Bill Rich (252) 926-5292 <a href="mailto:Bill.rich@hydecountync.gov">Bill.rich@hydecountync.gov</a>	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4285)</b>	\$344,248.99	13,944.67
October	North Topsail Beach, NC Justin Gibbs (252) 542-0806 <a href="mailto:Justin.gibbs@hydecountync.gov">Justin.gibbs@hydecountync.gov</a>	Disaster Debris Removal and Disposal (Push& Load & Haul Operations) - <b>Hurricane Matthew (DR-4285)</b>	\$48,682.78	446.00
October	New Hanover County, NC Kim Rhoane (910) 798-4402 <a href="mailto:KRhoane@nhcgov.com">KRhoane@nhcgov.com</a>	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4285)</b>	\$912,661.04	91,481.15
October	City of Wilmington, NC Dave Bundick (910)341-0081 <a href="mailto:Dave.Bundick@wilmingtonnc.gov">Dave.Bundick@wilmingtonnc.gov</a>	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4285)</b>	\$918,465.95	98,638.40
October	City of Debary, FL Allan Williamson (386) 668-2040 <a href="mailto:Awilliamson@debary.org">Awilliamson@debary.org</a>	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$256,463.67	18,822.52
October	City of Ormond Beach, FL Kevin Gray (386) 316-7725 <a href="mailto:Kevin.gray@ormondbeach.org">Kevin.gray@ormondbeach.org</a>	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$3,861,220.75	310,124.00
October	City of DeLand, FL Demetris Pressley (386) 626-7194 <a href="mailto:Pressley@deland.org">Pressley@deland.org</a>	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$505,777.85	39,445.00
October	Orange City, FL Migdalia Hernandez (386) 775-5446 <a href="mailto:Mhernandez@ourorangecity.com">Mhernandez@ourorangecity.com</a>	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$115,245.54	9,792.00
October	City of Daytona Beach, FL David Waller (386) 671-8681 <a href="mailto:Wallerd@codb.us">Wallerd@codb.us</a>	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$3,861,220.75	10,124.00
October	City of St. Augustine, FL Rick Stevens (904) 825-1049 <a href="mailto:Rstevens@citystaug.com">Rstevens@citystaug.com</a>	Disaster Debris Removal and Disposal - <b>Hurricane Matthew (DR-4283)</b>	\$856,579.69	37,285.00
September	Leon County, FL Robert Mills (850) 661-4987 <a href="mailto:Millsro@leoncountyfl.gov">Millsro@leoncountyfl.gov</a>	Debris Removal - <b>Hurricane Hermine (DR-4280)</b>	\$1,591,250.93	14,175.25
September	Citrus County, FL David Whitelaw (352)527-7610 <a href="mailto:David.Whitelaw@citrusbocc.com">David.Whitelaw@citrusbocc.com</a>	Debris Removal - <b>Hurricane Hermine (DR-4280)</b>	\$200,846.00	12,519.00
August	East Baton Rouge Parish/City of Baton Rouge Adam Smith, P.E., (225) 389-5623 <a href="mailto:AMSmith@brgov.com">AMSmith@brgov.com</a>	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$35,000,000.00	1,947,581
August	Ascension Parish Mike Enlow (225)450-1326 <a href="mailto:menlow@apgov.us">menlow@apgov.us</a>	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$5,903,607.61	336,630.00

August	Lafayette Parish Carrie Sattler (337) 291-8564 <a href="mailto:carriesattler@gmail.com">carriesattler@gmail.com</a>	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$975,792.64	66,152.00
August	Tangipahoa Parish Missy Cowart (985) 748-3211	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$468,387.73	48,650.80
August	St. Martin Parish Heath Babineaux (337) 394-2200 <a href="mailto:hbabineaux@stmartinparish.net">hbabineaux@stmartinparish.net</a>	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$64,622.94	4,011.50
August	City of Baker, LA Julie McCulloch (225) 778-0300 <a href="mailto:jmcculloch@cityofbakerla.com">jmcculloch@cityofbakerla.com</a>	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$413,150.33	4,130.08 TONS
August	Iberville Parish/City of St. Gabriel, LA Brian Willis (225) 692-3844 <a href="mailto:bwillis@ibervilleparish.com">bwillis@ibervilleparish.com</a>	Disaster Debris Removal and Disposal - <b>Louisiana Severe Storms and Flooding (DR-4277)</b>	\$66,153.72	3,736.45
August	Coastal Water Authority Houston, TX Joe Fanelli (281) 838-1161 <a href="mailto:jfanelli@cwalps.org">jfanelli@cwalps.org</a>	Lake Houston Dam Debris Removal and Road Restoration	\$1,624,328.13	N/A
June	City of Desoto, TX Letitia Shelton (972) 230-9635 <a href="mailto:Lshelton@desototexas.gov">Lshelton@desototexas.gov</a>	Meadow Creek Park Remediation Resulting - <b>May Tornado</b>	\$1,030,62.00	N/A
June	Caldwell Parish, LA Wanda Stowe (318) 649-2681 <a href="mailto:Wanda@cpji.att.net">Wanda@cpji.att.net</a>	March 2016 Flood - <b>Louisiana Severe Storms and Flooding (DR-4263)</b>	\$16,401.60	1,749.90
June	St. James Parish, LA Ryan Donadio <a href="mailto:Ryan.donadio@stjamesla.com">Ryan.donadio@stjamesla.com</a>	Haul Out - <b>February 2016 Tornado</b>	\$91,104.64	5,985.85
June	Parish of East Baton Rouge/City of Baton Rouge William Patrick (225) 389-5245 <a href="mailto:Wpatrick@brgove.com">Wpatrick@brgove.com</a>	<b>May 2016 Wind Event</b>	\$198,105.72	33,017.62
May	TXDOT Smith/Cherokee County Louis Moe – Contract Inspector (903) 574-0501	Debris Removal - <b>April 2016 Tornado</b>	\$558,910.69	42,655.50
May	New Hanover County Kim Rhoane (910) 798-4402 <a href="mailto:kRoane@nhcgov.com">kRoane@nhcgov.com</a>	Debris Removal - <b>May 2016 Tornado</b>	\$41,351.56	4,280.70
April	TXDOT Hunt County Renee Coston (903) 737-9352 <a href="mailto:Renee.Coston@txdot.gov">Renee.Coston@txdot.gov</a>	On-Call Tree Trimming	Maintenance Contract	N/A
April	Harris County, TX Alisa Max (713) 956-3000	Debris Removal - <b>Texas Severe Storm and Flooding DR-4269</b>	\$504,198.86	42,057.50
April	City of Houston, TX Vic Ayres (713) 837-9103 <a href="mailto:Swddirector@cityofhouston.net">Swddirector@cityofhouston.net</a>	Debris Removal - <b>Texas Severe Storm and Flooding DR-4269</b>	\$2,728,745.37	195,763.15
April	TXDOT Denton County Kathy Harlan (940) 323-1826	Tree Trimming & Tree and Brush Removal	Maintenance Contract	N/A
March	Tangipahoa Parish, LA Missy Cowart (985) 748-3211	Debris Removal - <b>Louisiana Severe Storms and Flooding (DR-4263)</b>	\$72,224.79	8,106.60
February	TXDOT Hill County Alisha Wickens (254) 867-2700 <a href="mailto:Alisha.Wickens@txdot.gov">Alisha.Wickens@txdot.gov</a>	Tree Trimming and Removal	Maintenance Contract	N/A
January	Prince George's County, MD Gwendolyn T. Clerkley (301) 499-8523 <a href="mailto:gtclerkley@co.pg.md.us">gtclerkley@co.pg.md.us</a>	Snow Removal - <b>Winter Storm Jonas</b>	\$179,188.75	N/A
January	Loudon County, VA Ernest Brown (703) 737-8924 <a href="mailto:Ernest.Brown@loudoun.gov">Ernest.Brown@loudoun.gov</a>	Snow Removal - <b>Winter Storm Jonas</b>	\$223,113.50	N/A
January	Maryland Department of General Services Terry Wade (410) 480-7990 <a href="mailto:terry.wade@maryland.gov">terry.wade@maryland.gov</a>	Snow Removal - <b>Winter Storm Jonas</b>	\$12,440.00	N/A
January	City of Baltimore, MD Doug Wehmeyer (513) 678-2293 <a href="mailto:Dwehmeyer@brcert.org">Dwehmeyer@brcert.org</a>	Preston Road Complex Snow Removal - <b>Winter Storm Jonas</b>	\$122,550.00	N/A
January	State of Maryland – Highway Authority Colleen Robinson (410) 582-5576	Snow Removal - <b>Winter Storm Jonas</b>	\$465,500.00	N/A

	<a href="mailto:CRobinson@sha.state.md.us">CRobinson@sha.state.md.us</a>			
January	State of Louisiana Sand Activation Rufus Nwogu (225) 342-6634 <a href="mailto:Rufus.Nwogu@LA.GOV">Rufus.Nwogu@LA.GOV</a>	Delivery of Sand to Krotz Springs, LA	\$28,991.76	Delivered 1,331.73
January	TXDOT McLennan County Kay Pigg (254) 867-2700 <a href="mailto:Kay.Pigg@txdot.gov">Kay.Pigg@txdot.gov</a>	Tree Trimming and Removal	Maintenance Contract	N/A

## Response to Question 12

List the following information concerning all contracts in progress as of the date of submission of this bid. (In event of co-venture, list the information for all coventures.)

\$ Amount of Contract	Contracted Completion Date	% of Completion to Date	Type of Work	Name and Address of Owner
\$183,735,350	December 2021	25%	<b>2020 Fires</b> , Debris Removal & Hazard Tree Removal Services	<b>CalRecycle</b>
\$11,000,000 To date	TBD. Waiting on additional task orders	100%	Debris Removal - <b>Hurricane Maria 2017</b>	<b>Puerto Rico PREPA</b> PO Box 364267 San Juan, PR 00936
\$15,792,662 To date	TBD. Ongoing Project.	N/A	Debris Removal – <b>Hurricane Harvey 2017</b>	<b>Houston Silt</b> 900 Bagby Street Houston, TX 77002

## Response to Question 14

Provide list of subcontractors(s), the work to be performed and also a list of major materials suppliers for this Project.

T&S Trucking Service, LLC (DBE/WOSB)

T&S Trucking Service, LLC has been in business since 2008. They started as a local and long-haul trucking company hauling general freight, logs, sawdust, chips, and lumber. In 2017, T&S Trucking jumped in the Disaster Cleanup. They started small with the typical hopes of all storm chasers, get in make money and get out. Except they got hooked, and decided we wanted to make a change from general freight to the cleanup work. T&S have gained so many connections, work experience, and learned so much since 2017, that they decided to become certified as a DBE Subcontractor.

For more information, please see Tab 1.

## Response to Question 18

State the name of your proposed project manager and give details of his or her qualifications and experience in managing similar work.

### Mark Bush, Project Manager

Mr. Bush worked previously as Field Service Supervisor/Operations Coordinator for an oilfield services company specializing in water treatment. He served 6 years in the US Army as a Light Wheel Mechanic and also served as a Squad Leader with the 4th Brigade/4th Infantry Division. His prior experience has helped him hone his skills in personnel management, reliability and responsiveness, attention to detail and adaptability to change, and time management. Mr. Bush manages the daily logistical coordination of crews, heavy equipment, and support resources; work flow and future crew movement planning; and daily work site documentation. Additionally, he implements health and safety protocols to ensure that all work was completed safely. Following Hurricane Harvey,

Mr. Bush served as the main point of contact to Harris County Engineering. He also worked closely with FDOT in the aftermath of Hurricane Michael where he assisted in the management of a ten-day PUSH consisting of 339 crews.. Mr. Bush went to Lamar University in Beaumont, TX.

#### NOTABLE PROJECTS

Hurricane Zeta — 2020  
Hurricane Delta — 2020  
Hurricane Sally — 2020  
Hurricane Hanna — 2020  
Tropical Storm Imelda — 2019

Hurricane Dorian—2019  
Tropical Storm Barry—2019  
Hurricane Michael—2018  
Hurricane Florence—2018  
Hurricane Harvey – 2017

#### PROMINENT CERTIFICATIONS

FEMA Certifications: IS-100.c, IS-200.c

Other Certifications: Hazwoper, TX All-lines Ins. Adjuster (lic#2156078), SafeLand USA, SafeGulf USA, H2S Awareness Training, CPR AED Certified

ATTACHMENT E

TRENCH SAFETY ACT FORM

This form must be completed and signed by the Proposer. Failure to complete this form may result in the proposal being declared non-responsive.

Proposer acknowledges that the Florida Trench Safety Act, Section 553.60 et. Seq., which became effective October 1, 1990, shall be in effect during the period following execution of the Contract Documents. The Proposer by signing and submitting the proposal is, in writing, assuring that it will perform any trench excavation in accordance with applicable trench safety standards.

Proposer herein acknowledges that the cost for compliance to the Florida Trench Safety Act is included in the applicable items of this Proposal.

The Proposer is, and the CITY is not, responsible to review or assess Proposer's safety precautions, programs of costs, of the means, methods, techniques or technique adequacy, reasonableness of cost, sequences of procedures of any safety precaution, program or cost, including but not limited to, compliance with any and all requirements of Florida Statute Section 553.60 et. Seq. cited as the Trench Safety Act". Proposer is, and the CITY and ENGINEER are not, responsible to determine, if any safety or safety related standards apply to the project, including but not limited to, the "Trench Safety Act".

Cecelia Morise

Witness Name

Kristy Fuentes

Signature

Kristy Fuentes

Cecelia Morise

Witness Printed Name

DRC Emergency Services, LLC

Contractor Name

Vice President/Secretary/Treasurer

Title

4/7/2021

Date



ATTACHMENT F

ACKNOWLEDGEMENT OF CONFORMANCE

WITH O.S.H.A. STANDARDS

TO: CITY OF KEY WEST

Contractor's Name: DRC Emergency Services, LLC, hereby acknowledge and agree that I/We have the sole responsibility for compliance with all requirements of the Federal Occupational Safety and Health Act of 1970, and all State and Local Safety and Health regulations, and agree to indemnify and hold harmless the CITY, its officers, agents, employees, and consultants against any and all legal liability or loss the CITY, its officers, agents, employees, and consultants may incur due to failure to comply with such act.

Rae Bruno  
ATTEST Rae Bruno

DRC Emergency Services, LLC  
CONTRACTOR NAME

Cecelia Morise  
ATTEST Cecelia Morise

By: Kristy Fuentes  
Kristy Fuentes

Title: Vice President/Secretary/Treasurer

4/7/2021  
DATE

Please see sample tickets and forms attached.

## DRC Emergency Services, LLC

Contract # \_\_\_\_\_

Location \_\_\_\_\_

### Cubic Yard Load Ticket

No. **132191**

Agency Initials

Zone/Area

Mileage

Date: \_\_\_\_\_

Time: \_\_\_\_\_

Crew No.: \_\_\_\_\_

Pick-Up  
Location: \_\_\_\_\_

Cubic Yard Total: \_\_\_\_\_

Truck No.: \_\_\_\_\_

Truck  
Capacity: \_\_\_\_\_

#### Materials:

☐ Vegetative

☐ C + D

☐ White Goods

☐ OTHER

Miles

☐ 0 - 15

☐ 16 - 30

☐ 31 - 50

Comments: \_\_\_\_\_

#### Signatures:

Agency: \_\_\_\_\_

DRC ES, LLC: \_\_\_\_\_

# DRC Emergency Services, LLC

Contract # \_\_\_\_\_

**LEANERS / HANGERS / TREES / STUMPS**

No. 116151

Agency Initials
-----------------

Zone/Area
-----------

Date: \_\_\_\_\_ Time: \_\_\_\_\_

GPS Lat.: \_\_\_\_\_ Long.: \_\_\_\_\_

Truck No.: \_\_\_\_\_ Pick-Up Location: \_\_\_\_\_

## HANGERS / LEANERS

☐ 2" - 4" ☐ 5" - 12" ☐ Greater Than 12"

## STUMPS

☐ 24" - 30" ☐ 36.1" - 48"  
☐ 30.1" - 36" ☐ Greater Than 48"

## TREE REMOVAL

☐ 6" - 12" ☐ 13" - 24" ☐ 25" - 48"  
☐ Greater Than 48"

**Signatures:**

Agency: \_\_\_\_\_

DRC ES, LLC: \_\_\_\_\_

## DRC Emergency Services, LLC

Contract # \_\_\_\_\_

Location \_\_\_\_\_

### Ton Ticket

No. **53801**

Agency Initials
-----------------

Zone/Area
-----------

Date: \_\_\_\_\_

Mileage
---------

Time: \_\_\_\_\_

Crew No.: \_\_\_\_\_ Pick-Up Location: \_\_\_\_\_

Total Ton: \_\_\_\_\_

Truck No.: \_\_\_\_\_ Truck Capacity: \_\_\_\_\_

#### Materials:

- ☐ Vegetative
- ☐ Metals
- ☐ Mixed

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

#### Signatures:

Agency: \_\_\_\_\_

DRC ES, LLC: \_\_\_\_\_

**DRC EMERGENCY SERVICES, LLC**  
**Daily Site/Tower Sheet**

Date: \_\_\_\_\_

Daily Grand Total: \_\_\_\_\_

Job: \_\_\_\_\_

Page \_\_\_\_\_ of \_\_\_\_\_

Tower / Dump Location: \_\_\_\_\_

	Ticket No.	Truck Capacity	Load Call	Cubic Yards Approved	Comments
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25					

Total: \_\_\_\_\_

Total: \_\_\_\_\_

Authorized Supervisor for  
DRC Emergency Services

Authorized Government Inspector:



**DRC Emergency Services, LLC**

DATE: \_\_\_\_\_

TRUCK NO.:	_____	TRAILER NO.:	_____
MAKE:	_____	MAKE:	_____
MODEL:	_____	MODEL:	_____
COLOR:	_____	COLOR:	_____
LICENSE:	_____	LICENSE:	_____

OWNER OF TRUCK:	_____	DRIVER OF TRUCK:	_____
ADDRESS:	_____	(IF DIFFERENT THAN OWNER)	_____
TELEPHONE:	_____	ADDRESS:	_____
FAX:	_____	TELEPHONE:	_____
CELL:	_____	FAX:	_____
DRIVER LICENSE:	_____	CELL:	_____
DOB:	_____	DRIVER LICENSE:	_____
		DOB:	_____

OWNER OF TRAILER: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY/STATE/ZIP: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_

FAX: \_\_\_\_\_

CELL: \_\_\_\_\_

INCHES ROUND TO DECIMALS			
INCHES	DECIMAL	INCHES	DECIMAL
1 =	0.083	7 =	0.583
2 =	0.167	8 =	0.667
3 =	0.250	9 =	0.750
4 =	0.333	10 =	0.833
5 =	0.417	11 =	0.917
6 =	0.500	12 =	1.000

EXAMPLE:

12 FEET 3 INCHES = 12.250 FEET

MEASUREMENT: (Feet and Inches) L \_\_\_\_\_ x W \_\_\_\_\_ x H \_\_\_\_\_ Total \_\_\_\_\_

DECIMAL CONVERSION: L \_\_\_\_\_ x W \_\_\_\_\_ x H \_\_\_\_\_ Total \_\_\_\_\_

(These conversions are very important as otherwise the measurement multiplications can result in an incorrect TOTAL CUBIC YARDAGE.)

DIVIDED BY 27 = \_\_\_\_\_ CY

DEDUCTIONS = \_\_\_\_\_ CY

NET TOTAL = \_\_\_\_\_ CY

I CERTIFY THAT I HAVE CONDUCTED THE MEASUREMENT OF THE ABOVE REFERENCE TRUCK.

AUTHORIZED SUPERVISOR FOR  
DRC EMERGENCY SERVICES, LLC

AUTHORIZED GOVERNMENT INSPECTOR

FEMA INSPECTOR

AGENCY

PRINT NAME

PRINT NAME

PRINT NAME

DATE

DATE

DATE

COMMENTS:

DRC Emergency Services, LLC

Daily Report - PERSONNEL

Crew # & Name: \_\_\_\_\_

Date/Day: \_\_\_\_\_

Contract: \_\_\_\_\_

Location: \_\_\_\_\_

DRC Supervisor \_\_\_\_\_

Contract #: \_\_\_\_\_

Subcontractor	Last Name	First Name	Job Description	Start Time	End Time	Hours	DRC Supervisor Signature	Jurisdiction Signature

Comments:

DRC Emergency Services, LLC

Daily Report - EQUIPMENT

Crew # & Name: \_\_\_\_\_

Weather: \_\_\_\_\_

Date/Day: \_\_\_\_\_

Operator: \_\_\_\_\_

DRC Supervisor: \_\_\_\_\_

Location/County: \_\_\_\_\_

Contract: \_\_\_\_\_

Inspector: \_\_\_\_\_

Contract #: \_\_\_\_\_

Subcontractor	Equipment Type	ID Number	Truck CY	Start Time	End Time	Hours	DRC Supervisor Signature	Jurisdiction Signature

Comments:

## Site Evaluation

Jurisdiction: \_\_\_\_\_

Site Address: \_\_\_\_\_  
\_\_\_\_\_

Acreage: \_\_\_\_\_

Map Attached?

☐ Yes

☐ No

GPS Coordinates: \_\_\_\_\_ N

\_\_\_\_\_ W

Material to be Staged:

☐ Veg

☐ Both

☐ C & D

☐ Other: \_\_\_\_\_

Reduction Method: \_\_\_\_\_

☐ Compaction

☐ Burining

☐ Grinding

☐ Other

Comments: \_\_\_\_\_  
\_\_\_\_\_



Site Name: \_\_\_\_\_

Owner's Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Telephone Number: \_\_\_\_\_

Email: \_\_\_\_\_

Lease Amount: \_\_\_\_\_

# Customer Complaint Form

Name of person making complaint: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Address: \_\_\_\_\_

Nature of complaint: \_\_\_\_\_

Results of investigation: \_\_\_\_\_

Action taken: \_\_\_\_\_

Date complainant contacted with the results of the investigation and action taken:

Initials of person investigating Complaint:\_\_\_\_\_

Initials of person taking complaint:\_\_\_\_\_





Ron DeSantis, Governor

Halsey Beshears, 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, 2022**

Always verify licenses online at [MyFloridaLicense.com](http://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](http://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 BUSINESS AND PROFESSIONAL  
REGULATION**

CRC1331307

ISSUED: 05/29/2020

CERTIFIED RESIDENTIAL CONTRACTOR  
SMITH, HAMILTON BEVERIDGE  
DRC EMERGENCY SERVICES, LLC

Signature

LICENSED UNDER CHAPTER 489, FLORIDA STATUTES  
EXPIRATION DATE: AUGUST 31, 2022

Ron DeSantis, Governor

Halsey Beshears, Secretary

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

**LICENSE NUMBER: CRC1331307**

**EXPIRATION DATE: AUGUST 31, 2022**

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



ISSUED: 05/29/2020

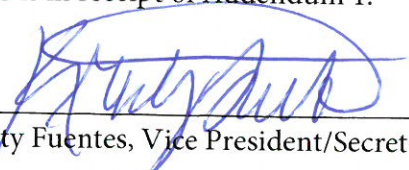
Always verify licenses online at [MyFloridaLicense.com](http://MyFloridaLicense.com)

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.

DRC is in receipt of Addendum 1.

City of Key West

  
Kristy Fuentes, Vice President/Secretary/Treasurer

RFP 002-21 For Professional Services For Disaster Response

Addendum #1

3/31/2021

To all Bidders: The following information is provided in accordance with RFP 002-21 , For Professional Services For Disaster Response as fully and as completely as if they were fully set forth therein:

Black - Vendor questions Red – City response

1. Section 3.2 says that the City can require pre-event staging at its sole discretion.
  - a. In the event that the City requires that, will the city pay the contractor for those pre-staged assets? **That is something that will be discussed in the contract negotiation with the city manager.**
2. Section 4.9 states that the Contractor is responsible for the debris disposal. The final disposal site shall be provided to the City in writing... Separate unit prices for delivery and disposal of debris to TDMS and final disposal may be allowed by the City.
  - a. Does this mean that we should not include any tipping fees in our bid response? Attachment A identifies the tipping fee as a pass through, so I assume that it should not be added into the unit price. **No the tipping fee should not be included.**
3. Please confirm that there are no liquidated damages, no payment and performance bond, and no bid bond required. **No they are not required**

1. Please confirm that we are to submit 1 paper original, 2 flash drives, and zero paper copies. **Correct**
2. P.4 of the RFP states that all blanks are to be filled in by typewriter or manually printed in ink.
  - a. Please confirm that it is acceptable to fill them out electronically in Adobe and print the filled in forms. **Yes it is acceptable**
3. The list of attachments on p.35 differs from the list on page 2.
  - a. Are we missing Attachment U Local Vendor Certification? **Attachment U should be the Non-Collusion Affidavit**
  - b. The list on p.2 matches the forms provided in the RFP.
    - i. Are we to include all of these forms in the proposal? **Yes**
    - ii. Are we to include forms A-U in the proposal and the remainder are for reference only? **Correct**
    - iii. Is Attachment M asking for the proposer to provide a sample contract? **No it is just a sample of the contract if awarded**
      1. If not, is there anything we need to include in response to this section?
    - iv. Are we to include Form W Contracts Provision Template in our proposal? **No**

- v. Please confirm Attachment X Agreement to Furnish is a post award document that doesn't need to be filled out and included in the submittal. **No it doesn't need to be filled out**
- 4. Attachment H states that all addenda must be certified on the form provided and included.
  - a. Will this form be provided on each individual addendum? **It says (if any)**
  - b. Are we missing an addendum acknowledgment form? **It says (if any)**



## ATTACHMENT I

### Insurance and Indemnity

To the fullest extent permitted by law, the CONTRACTOR expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents and employees \*(herein called the "indemnitees") from liabilities, damages, losses and costs, including but not limited to, reasonable attorney's fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, to the extent caused by the negligence, recklessness, or intentional wrongful misconduct of the CONTRACTOR, its Subcontractors or persons employed or utilized by them in the performance of the Contract. Claims by indemnitees for indemnification shall be limited to the amount of CONTRACTOR's insurance or \$1 million per occurrence, whichever is greater. The parties acknowledge that the amount of the indemnity required hereunder bears a reasonable commercial relationship to the Contract and it is part of the project specifications or the bid documents, if any.

The indemnification obligations under the Contract shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the CONTRACTOR under Workers' Compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the CONTRACTOR or of any third party to whom CONTRACTOR may subcontract a part or all of the Work. This indemnification shall continue beyond the date of completion of the work.

CONTRACTOR: DRC Emergency Services, LLC SEAL:

110 Veterans Boulevard, Suite 515, Metairie, LA 70005

Address

Signature

Kristy Fuentes

Print Name

Vice President/Secretary/Treasurer

Title

DATE:

4/7/2021

CONTRACTOR Insurance/Indemnity Language

#### Insurance

CONTRACTOR is to secure, pay for, and file with the City of Key West, prior to commencing any work under the Contract, all certificates for Workers' Compensation, Public Liability, and Property Damage Liability Insurance and such other insurance coverages as may be required by specifications and addenda thereto, in at least the following minimum amounts with specification amounts to prevail if greater than minimum amounts indicated. Notwithstanding any other provision of the Contract, the CONTRACTOR shall provide the minimum limits of liability insurance coverages as follows:

Auto Liability	\$1,000,000	Combined Single Limit
General Liability	\$2,000,000	Aggregate (Per Project)
	\$2,000,000	Products Aggregate
	\$1,000,000	Any One Occurrence
	\$1,000,000	Personal Injury
	\$ 300,000	Fire Damage/Legal
Additional Umbrella Liability	\$2,000,000	Occurrence/Aggregate

CONTRACTOR shall furnish an original Certificate of Insurance indicating, and such policy providing coverage to, City of Key West named as "Additional Insured" on PRIMARY and NON CONTRIBUTORY basis utilizing an ISO standard endorsement at least as broad as CG 2010 (11/85) or its Equivalent, (COMBINATION OF CG 20 10 07 04 and CG 20 37 07 04, providing coverage for completed operations is acceptable) INCLUDING A "Waiver of Subrogation" clause in favor of City of Key West on all policies. CONTRACTOR will maintain the General Liability and Umbrella Liability insurance coverages summarized above with coverage continuing in full force including the "additional insured" endorsement until at least 3 years beyond completion and delivery of the work contracted herein.

Notwithstanding any other provision of the Contract, the CONTRACTOR shall maintain complete Workers' Compensation coverage for each and every employee, principal, officer, representative, or agent of the CONTRACTOR who is performing any labor, services, or material under the Contract. Further, CONTRACTOR shall additionally maintain the following minimum limits of coverage:



Bodily Injury Each Accident	\$1,000,000
Bodily Injury by Disease Each Employee	\$1,000,000
Bodily Injury by Disease Policy Limit	\$1,000,000

If the work is being done on or near a navigable waterway, **CONTRACTOR's** Workers' Compensation policy shall be endorsed to provide **USL&H Act (WC 00 01 06 A)** and **Jones Act (WC 00 02 01 A)** coverage if specified by the City of Key West. **CONTRACTOR** shall provide the City of Key West with a Certificate of Insurance verifying compliance with the workman's compensation coverage as set forth herein and shall provide as often as required by the City of Key West such certification which shall also show the insurance company, policy number, effective and expiration date, and the limits of workman's compensation coverage under each policy.

**CONTRACTOR's** insurance policies shall be endorsed to give 30 days' written notice to the City of Key West in the event of cancellation or material change, using form CG 02 24, or its equivalent.

Certificates of Insurance submitted to the City of Key West will not be accepted without copies of the endorsements being requested. This includes additional insured endorsements, cancellation/material change notice endorsements, and waivers of subrogation. Copies of USL&H Act and Jones Act endorsements will also be required if necessary. **PLEASE ADVISE YOUR INSURANCE AGENT ACCORDINGLY.**

**CONTRACTOR** will comply with any and all safety regulations required by any agency or regulatory body including but not limited to OSHA. **CONTRACTOR** will notify City of Key West immediately by telephone at (305) 809-3811 of any accident or injury to anyone that occurs on the jobsite and is related to any of the work being performed by the **CONTRACTOR.**



This Certifies that  
**James Gunter**

Has Completed a Florida Department of Transportation Approved  
Temporary Traffic Control (TTC) Advanced Course.

Date Expires: 04/12/2023

Certificate # 50211

Instructor: Jack Luckhardt

FDOT Provider # 110

**Safety Links**

Phone: 800-768-7036

1855 W State Rd 434 Ste. 283

Longwood, FL 32750

[www.safetylinks.net](http://www.safetylinks.net)

[ghansen@safetylinks.net](mailto:ghansen@safetylinks.net)



# Certificate of Completion

**James Gunter**

**Has Completed a Florida Department of  
Transportation Approved Temporary Traffic  
Control (TTC) Advanced Course.**

**04/12/2023**

Date Expires

**110**

FDOT Provider #

**Jack Luckhardt**

Instructor

**50211**

Certificate #



**Safety Links**  
1855 W State Rd 434 Ste. 283  
Longwood, FL 32750  
[www.safetylinks.net](http://www.safetylinks.net)  
[ghansen@safetylinks.net](mailto:ghansen@safetylinks.net)



For more information about Temporary Traffic  
Control (TTC) or to verify this certificate

[www.motadmin.com](http://www.motadmin.com)



801 Arthur Godfrey Road • Suite 401 • Miami Beach, FL 33140 • (888) 721-4372 • Fax: (504) 482-2852  
[www.drcusa.com](http://www.drcusa.com)

April 9, 2021

City of Key West  
Attn: City Clerk  
1300 White St.  
Key West, FL 33040

Re: Professional Services for Disaster Response  
RFP No. 002-21

Dear Sir or Madam,

DRC Emergency Services has worked with Monroe County for over a decade and is familiar with the City's Temporary Debris Management Sites listed below.

Primary Sites

1. Truman Waterfront Property
2. 5701 College Road
3. Wickers Football Field
4. Rockland Operations, LLC.

Secondary Sites

1. Trumbo Road Property
2. Indigenous Park
3. South Roosevelt Boulevard Bridle Path

Sincerely,

Kristy Fuentes  
Vice President, Secretary, Treasurer

ATTACHMENT  
M

DISASTER RESPONSE SERVICE PROVIDER DRAFT CONTRACT DOCUMENTS

Terms and conditions will be negotiated upon selection.





801 Arthur Godfrey Road • Suite 401 • Miami Beach, FL 33140 • (888) 721-4372 • Fax: (504) 482-2852

[www.drcusa.com](http://www.drcusa.com)

April 9, 2021

City of Key West  
Attn: City Clerk  
1300 White St.  
Key West, FL 33040

Re: Experience in relation to Professional Services for Disaster Response  
RFP No. 002-21

Dear Sir or Madam,

For 32 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. DRC has managed over 500 debris removal projects, including the removal of 156,400,000 cubic yards of debris. Setting new industry standards is what our customers have come to expect. Additionally, DRC, along with our family of companies, performs a multitude of large-scale assignments for Federal, state, regional, county and municipal entities, with a keen focus on the turnkey provision of base camp, sheltering, housing services, and disaster catering as well as the comprehensive rehabilitation and reconstruction of communities impacted by emergencies and disasters. As a leader in the disaster response industry, we have executed the provision and recovery of over 50,000 sheltering and housing units over the past decade, with comprehensive values in excess of \$1.0 billion.

The below projects collectively provided over 7,600 beds and approximately 817,000 meals. Through these projects and many others, DRC has developed reliable and consistent processes and procedures while remaining agile to meet each client's unique needs. Each of the projects below included catering and dining, site work, IT & technology, cleaning & maintenance, sheltering, security, logistical support, and facility management. Please see Tab 4- Past Performance for more information regarding DRC's past performance/experience.

- |                                       |                                     |
|---------------------------------------|-------------------------------------|
| ● FDOT Hurricane Response Shelter     | ● VDEM Emergency Shelters           |
| ● MEMA/Columbia Gas Emergency Shelter | ● TXDOT Emergency Response Mancamps |

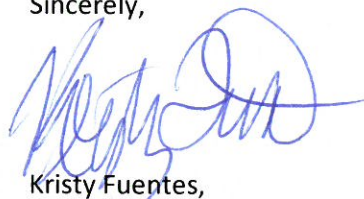
DRC has extensive experience working with FEMA on major disaster recovery projects. With over 32 years of experience, DRC has developed an inherent understanding of how to direct emergency response and recovery. The company has an unparalleled record for providing jurisdictions the maximum reimbursement rate granted by FEMA. **DRC has a 32-year record of assisting local jurisdictions with FEMA reimbursement without a single deobligation.** This 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.

The 2020 hurricane season consisted of numerous hurricanes including Hurricanes Hanna, Laura, Isaias, Sally, Delta, and Zeta; DRC was mobilized in Alabama, Georgia, Louisiana, Mississippi, Florida, Texas, and North Carolina and removed and disposed of over 5,900,000 cubic yards of debris for contracts totaling over \$305 million. 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. In response to Hurricane Harvey, DRC worked closely with Harris County, TX, which has a population of 4,713,000, removing and disposing of over 1,263,400 cubic yards of debris. Following Hurricane Delta, DRC provided Jefferson County, TX with Logistical Services; Jefferson County has a population of 251,565. Other jurisdictions DRC has provided similar services to in the past with populations over 30,000 include but are not limited to: State, of Washington, Forsyth County, GA, City of New Orleans, LA, Jackson County, FL, City of Wilmington, NC, Monroe County, FL.

Thank you for the opportunity to offer our services and we look forward to working with the City of Key West in the future.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Kristy Fuentes', with a large, stylized flourish at the end.

Kristy Fuentes,  
Vice President/ Secretary/ Treasurer

ATTACHMENT

P

**PUBLIC ENTITY CRIMES CERTIFICATION**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted to the City of Key West, Florida, by  
Kristy Fuentes, Vice President/Secretary/Treasurer  
(Print individual's name and title)  
for: DRC Emergency Services, LLC  
  
(print name of entity submitting sworn statement)  
  
Whose business address is: 110 Veterans Boulevard, Suite 515, Metairie, LA 70005  
And (if applicable) its Federal Employer Identification Number (FEIN) is  
  
(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement 63-1283729):
2. 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 of the United States, including, but not limited to, any Proposal 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.
3. I understand that "conviction" as defined in Paragraph 287.133(1)(g), 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.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
  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 of 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 36 months shall be considered an affiliate
5. 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 Proposals or applies to Proposal 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, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies).

Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active

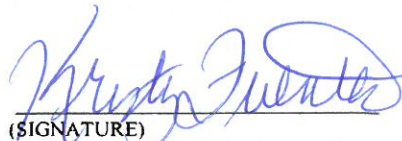
in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the 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.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the 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. However, there has been a subsequent proceeding before an Administrative Law Judge of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Administrative Law Judge determined that it was not in the public interest to place

the entity submitting this sworn statement on the convicted vendor list. (Attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

  
(SIGNATURE)

3/29/2021

(DATE)

STATE OF Louisiana

COUNTY OF Jefferson Parish

PERSONALLY APPEARED BEFORE ME, the undersigned authority

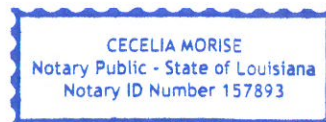
DRC Emergency Services, LLC who, after first being sworn by me.

Kristy Fuentes (name of individual) affixed his/her signature in the space provided above on this 29 day of March, 2021



NOTARY PUBLIC

Cecelia Morise  
Printed Name



My commission expires \_\_\_\_\_ My commission is for life.

ATTACHMENT Q

ANTI-KICKBACK AFFIDAVIT

STATE OF Louisiana )

: SS

COUNTY OF Jefferson Parish )

I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employees of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

By: \_\_\_\_\_

Kristy Fuentes, Vice President/Secretary/Treasurer

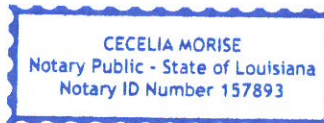
Sworn and subscribed before me this 29 day of March 2021.

NOTARY PUBLIC, State of <sup>Louisiana</sup> ~~Florida at Large~~

*Cecelia Morise*

My Commission Expires:

My commission is for life.





ATTACHMENT R  
CONFLICT OF INTEREST STATEMENT

Proposer must disclose the name of any person that is an employee of the City and also an officer, director, employee or agent of the Proposer, or a relative of an officer, director, employee or agent of the Proposer. Further, each Proposer must disclose the name of any City employee that owns, directly or indirectly, an interest of one percent (1%) or more in the Proposers Company, its affiliates, or parent or subsidiary organizations.

None

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Persons Name

***Describe the Persons Possible Conflict of Interest***

ATTACHMENT S

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF Louisiana )

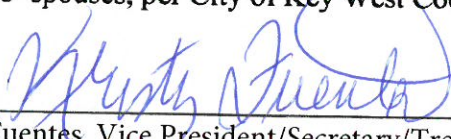
: SS

COUNTY OF Jefferson Parish )

I, the undersigned hereby duly sworn, depose and say that the firm of \_\_\_\_\_

DRC Emergency Services, LLC

provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.

By:   
Kristy Fuentes, Vice President/Secretary/Treasurer

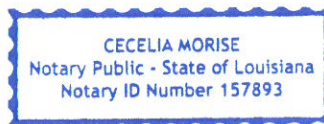
Sworn and subscribed before me this 29 day of March 2021.

NOTARY PUBLIC, State of <sup>Louisiana</sup> ~~Florida~~ at Large

Cecelia Morise

My Commission Expires:

My commission is for life.



**ATTACHMENT T**  
**CONE OF SILENCE AFFIDAVIT**

STATE OF Louisiana )

: SS

COUNTY OF Jefferson Parish )


I, the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of DRC Emergency Services, LLC have read and understand the limitations and procedures regarding communications concerning City of Key West Code of Ordinances Sec. 2-773 Cone of Silence.

By: \_\_\_\_\_

  
Kristy Fuentes, Vice President/Secretary/Treasurer

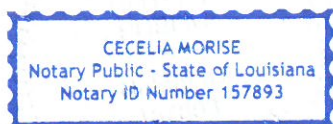
Sworn and subscribed before me this

29 day of March 2021.

  
\_\_\_\_\_

NOTARY PUBLIC, State of Louisiana ~~at Large~~

My Commission Expires: My commission is for life.




ATTACHMENT U

NON-COLLUSION AFFIDAVIT


LOUISIANA  
STATE OF FLORIDA )  
PARISH Jefferson :  
SS COUNTY OF MONROE )

I, the undersigned hereby declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Contract.

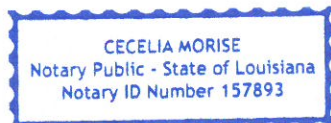
By:   
Kristy Fuentes,  
Vice President/Secretary/Treasurer

Sworn and subscribed before me this

29th day of March, 2021.

  
NOTARY PUBLIC, State of Florida at Large  
Louisiana

My Commission Expires: My commission is for life.





or more under a federal grant must file the required certification. See 2 C.F.R. Part 200, Appendix II, ¶ I; 31 U.S.C. § 1352; and 44 C.F.R. Part 18.

**c. Suggested Language.**

**Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352 (as amended)**

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

**d. Required Certification.** If applicable, contractors must sign and submit to the non-federal entity the following certification.

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

**Certification for Contracts, Grants, Loans, and Cooperative Agreements**

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

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







**FEMA**

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

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

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

Signature of Contractor's Authorized Official

Kristy Fuentes, Vice President/Secretary/Treasurer  
Name and Title of Contractor's Authorized Official

3/29/2021  
Date

