Proposal By
DRC Emergency Services, LLC
111 Veterans Memorial Blvd, Suite 1420
Metairie, LA 70005

ELECTRONIC PROPOSAL

Sealed Proposals for RFP #26-008
Services for Disaster Response

City Clerk
City of Key West
1300 White Street
Key West, FL 33040

Evan Fancher
Regional Manager
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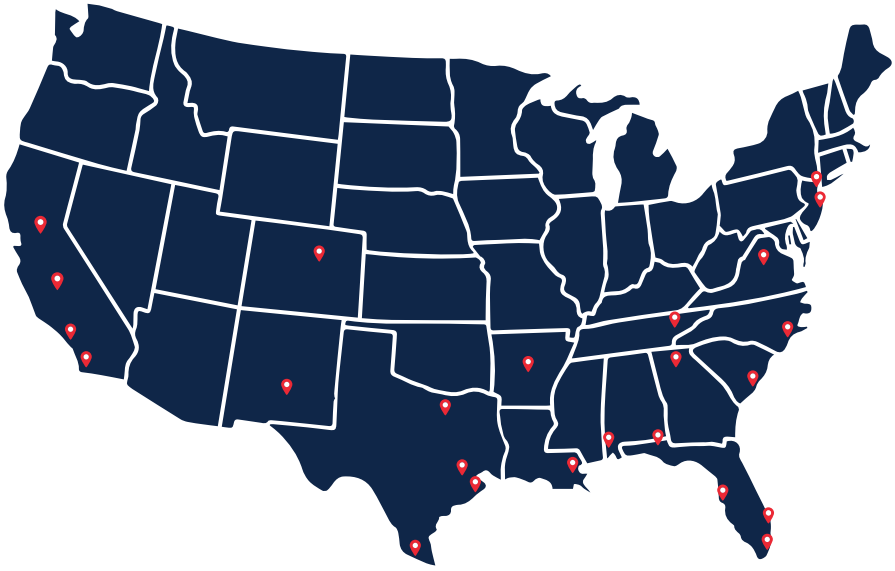
f: (504)482-2852

Kristy Fuentes
Vice President of
Compliance
and Administration
kfuentes@drcusa.com

May 12, 2026
at 3:30 PM

CONTACTS

DRC EMERGENCY SERVICES
Striking Back.



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May 12, 2026

City Clerk
City of Key West
1300 White Street
Key West, FL 33040

Re: Services for Disaster Response
RFP No. 26-008

To Whom It May Concern,

DRC is pleased to present our proposal to provide Services for Disaster Response to the City of Key West. DRC has had the pleasure of holding this contract with the City since 2021.

DRC and The City of Key West: A Winning Partnership

DRC understands the challenges and threats posed by natural disasters in Florida. Our Regional Managers Evan Fancher, Andy Allshouse, and Clint Pate, along with several of our Project Managers, live in Florida, so for us, any disaster here is not just a job, it's personal. DRC has responded to every major disaster to strike Florida in the last 25 years.

Our past work includes the following recent highlights:

2024 – Multiple Disasters Including Four Hurricanes

- **2024 Total –** DRC removed more than **20 million cubic yards of debris** in response to four hurricanes and multiple other disasters in 2024.
- **Four Hurricanes –** DRC performed disaster debris removal in **seven states** following the **four hurricanes** to hit the Gulf Coast in 2024: Beryl, Francine, Helene, and Milton. DRC removed more than **18,000,000 cubic yards of debris on 91 contracts** in our 2024 hurricane response.
- **Florida Hurricane Response –**DRC was activated on 54 contracts for disaster debris removal and logistics in response to Hurricanes Helene and Milton, 41 of which were in Florida. Our 2024 Florida hurricane response included the removal of more than **4.8 million cubic yards of debris, including more than 75,000 hazardous trees.**

2022 - Hurricane Ian

- **Florida Response –** In response to Hurricane Ian in 2022, DRC was activated on 20 contracts for debris removal services. We removed nearly **five million cubic yards of debris** during those operations, including **more than 3.3 million cubic yards of vegetative debris – 100% of which we recycled.**

2017 – Hurricane Irma

- DRC has been the debris removal contractor for Monroe County since successfully cleaning the county following Hurricane Irma in 2017. We have worked with the county to develop debris maps to expedite cleaning the county.
- DRC removed **2,368,358 cubic yards of debris from Hurricane Irma**, including **654,728 cubic yards for Monroe County**.

Comprehensive Services

For more than 20 years, DRC Emergency Services, LLC has been a national leader in providing comprehensive disaster response and recovery services. Our personnel have more than 500 years of combined experience in all aspects of disaster response, including but not limited to the following:

- Emergency debris removal
- Disaster response management
- Temporary Housing
- Workforce Support
- Supplies and Logistics
- FEMA Documentation
- Debris Management
- Right-Of-Way Maintenance
- Marine Debris Salvage
- Vehicle and Vessel Removal
- Dredging
- Technical Assistance
- Project Management
- Construction
- Demolition
- Final Disposal Management

Financial and Organizational Capacity

As part of the Sullivan Brothers Family of Companies, DRC has a bonding capacity of $1B, with additional funding available through our affiliates. Several of our affiliates – including SLS, Forgen, and Callan Marine – specialize in related services, granting DRC access to **more than 1,000 employees** and a wealth of institutional knowledge.

Mobilization and Resources

In addition to the experience of our in-house staff and affiliates, DRC has built long-standing relationships with subcontractors in Florida and across the country that specialize in a wide range of related services. These relationships augment our personnel and equipment resources, allowing DRC to respond **immediately** to any disaster the City of Key West may face.

Commitment to Safety

DRC's professional staff hold **134 unique certifications**, including those from FEMA, OSHA, USACE, the American Red Cross, and others. We bring this knowledge to bear on every project, emphasizing the importance of safety in every aspect of our work. As a result, DRC has a **multi-year OSHA record of zero work-related illnesses or injuries**.

DRC EMERGENCY SERVICES
Striking Back.

Your Local Contact

Evan Fancher, Regional Manager

e: efancher@drcusa.com | c: (205) 478-6400 | o: (888) 721-4372 | f: (504) 482-2852

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

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

Sincerely,

Kristy Fuentes
Vice President, Secretary, Treasurer

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

This action is taken in accordance with the Alabama Limited Liability Company Act, as amended (the "Act"), in lieu of a meeting of the Members of DRC EMERGENCY SERVICES, LLC, an Alabama limited liability company (the "Company"), and is made effective as of January 1, 2018.

WHEREAS, Section 9.01 of the Company's Third Amended and Restated Operating Agreement dated January 1, 2018 (as amended, the "LLC Agreement") and the Act permit the Members of the Company to take the following actions; and

WHEREAS, the undersigned, constitutes the Members of the Company (the "Members").

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

1. The following persons, in their respective capacities indicated below, are hereby authorized and empowered for the express purpose of signing all contracts, agreements, bid documents, filings and other documents necessary for execution between Company and any third-party in the ordinary course of the Company's business, subject to any restrictions of limitations on authority as set forth in the Company's governing documents:

Name	Office/Capacity
John R. Sullivan	President
Todd P. Sullivan	Vice President
William W. Sullivan	Vice President and Secretary
Kristy Fuentes	Vice President of Administration and Compliance, 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, until his or her successor is duly elected and qualified, his or her resignation, his or her removal from office by the Members of his or her death.

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.

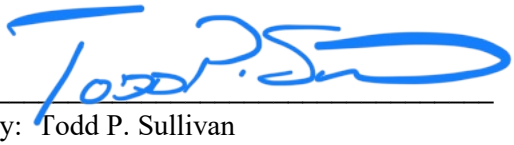
4. This written consent may be executed in counterparts, and all so executed shall constitute one action notwithstanding that all of the undersigned are not signatories to the original or to the same

counterpart. This written consent shall be filed with the minutes of the proceedings of the Members of the Company.

Dated effective as of the date first written above.

DRC EMERGENCY SERVICES, LLC

By: John R. Sullivan
Its: Member



By: Todd P. Sullivan
Its: Member

By: William W. Sullivan
Its: Member

Ron DeSantis, Governor

Melanie S. Griffin, 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, 2026

Always verify licenses online at MyFloridaLicense.com

ISSUED: 09/04/2024

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.

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 05/04/2026

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

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

PRODUCER	CONTACT NAME: Turner Murphy
McGriff, a Marsh & McLennan Agency LLC Company 10100 Katy Freeway, #400 Houston, TX 77043	PHONE (A/C, No, Ext): 713-877-8975 FAX (A/C, No): 713-877-8974 E-MAIL ADDRESS: turner.murphy@marshmma.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Old Republic Insurance Company	24147
INSURER B : Texas Mutual Insurance Company	22945
INSURER C : Argonaut Insurance Company	19801
INSURER D : Vantage Risk Specialty Insurance Company	16275
INSURER E :	
INSURER F :	

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

COVERAGES **CERTIFICATE NUMBER:** YHMF4SRA **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. LIMITS SHOWN ARE INCLUSIVE OF AMOUNTS REQUESTED BY THE CERTIFICATE HOLDER AND MAY NOT REFLECT POLICY LIMIT AMOUNTS IN EXCESS OF THOSE REQUESTED. ***Not Applicable in WY**

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X **COMMERCIAL GENERAL LIABILITY** CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY X PRO-JECT LOC OTHER:	X	X	MWZY31921226	03/31/2026	03/31/2027	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 5,000,000 $ 200,000 $ 10,000 $ 5,000,000 $ 5,000,000 $ 5,000,000
A	**AUTOMOBILE LIABILITY** X ANY AUTO OWNED AUTOS ONLY HIRED AUTOS ONLY SCHEDULED AUTOS NON-OWNED AUTOS ONLY	X	X	MWTB31979226	03/31/2026	03/31/2027	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 5,000,000 $ $ $
A	**UMBRELLA LIAB** X OCCUR X **EXCESS LIAB** CLAIMS-MADE DED RETENTION $	X	X	MWZX31979326	03/31/2026	03/31/2027	EACH OCCURRENCE AGGREGATE	$ 5,000,000 $ 5,000,000
B C	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N: N **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A	X	0001307608 (TX Only) WC929208471754 (All Other States)	03/31/2026	03/31/2027	X PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 1,000,000 $ 1,000,000 $ 1,000,000
D	Contractors Pollution & Errors & Omissions			P03CP0000055602	03/31/2026	03/31/2027	Contractor's Pollution Errors & Omissions Policy Aggregate	5,000,000 5,000,000 5,000,000

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

Re: Services for Disaster Response, RFP No.26-008

Certificate Holder is included as an Additional Insured, where required by written contract on General Liability, Automobile, and Umbrella Liability policies. Primary and Non-Contributory wording applies to General Liability where required by written contract. Waiver of Subrogation, where required by written contract, in favor of Certificate Holder is included on General Liability, Automobile, Workers Compensation and Umbrella Liability policies. Umbrella Liability is Follow Form for the General Liability, Automobile Liability and Employers Liability coverages. In the event of cancellation by the insurance companies, the policies have been endorsed to provide 30 days' Notice of Cancellation (except for non-payment) to the certificate holder shown below. All information provided above is subject to policy terms, conditions, and exclusions.

CERTIFICATE HOLDER

The 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 R Michael Breedlove, Jr

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DISCOVER DRC: A CLOSER LOOK

2001 Founded in 2001, DRC Emergency Services, LLC (DRC) is one of the nation's leading providers of disaster debris removal and recovery services.

1,000 As part of the Sullivan Brothers family of companies, DRC has access to more than 1,000 employees dedicated to disaster recovery and related services.

DRC ensures uninterrupted execution of its projects. DRC excels in concurrent project management, maintaining uninterrupted progress across multiple jurisdictions.

$4.8B+ IN CONTRACTS MANAGED

OVER $1B BONDING CAPACITY

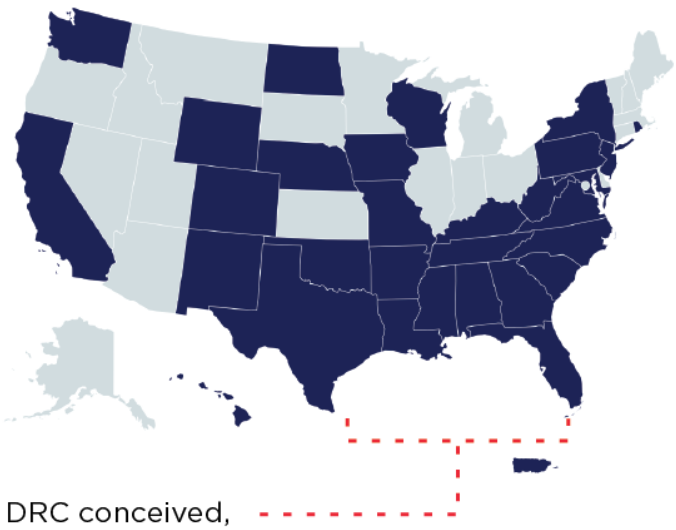
$500M+ WORKING CAPITAL

830+ PROJECTS MANAGED

DRC managed 54 activations for Hurricanes Helene and Milton, including 41 in Florida. We removed more than 4.8 million cubic yards of debris from Florida cities and counties in our 2024 Florida hurricane response.

104 FEMA DECLARED DISASTERS

DRC has performed debris removal services in **31 states and one territory.**



DRC conceived, executed, supervised, and funded a 150-mile Gulf of Mexico shoreline protection system in response to the BP oil spill.

DRC performed debris removal in **seven states** following the **four hurricanes** to hit the Gulf Coast in 2024: Beryl, Francine, Helene, and Milton.

Since 2020, DRC has performed **specialized private property debris removal and demolitions** following devastating wildfires in California, Colorado, Hawaii, New Mexico, and Washington State. In our ongoing wildfire response in New Mexico, we have completed hazardous site assessments, demolitions, hazardous material abatement, erosion control and debris removal on more than **1,000 properties.**

Subcontractors are paid every Friday, with payments covering work completed two weeks prior, ensuring consistent and timely compensation throughout the project duration.

DRC BY THE NUMBERS

DRC holds the U.S. Army Corps of Engineers (USACE) ACI Debris Removal contract for Region 3 (MI, IN, TN, KY, OH, WV) and collaborates with USACE on training and preparations. DRC has been tasked four times under this contract, most recently in response to the December 2023 tornado in Hendersonville, Tennessee, and previously in response to the tornadoes in Graves County and Mayfield, Kentucky, in December 2021.

As a debris removal provider for the National Association of State Procurement Officials (NASPO), DRC is available to work with any state or local government using the NASPO contract.

Certified Arborist on staff full time, Taylor Jumonville.

6.4M
HAZARDOUS TREES AND LIMBS REMOVED

15,000,000
CUBIC YARDS OF VEGETATIVE DEBRIS RECYCLED IN THE LAST FIVE YEARS.

5.6M
CUBIC YARDS 100% RECYCLED FOR SINGLE EVENT RECORD

210,000,000
CUBIC YARDS OF DEBRIS REMOVED

440,000
CUBIC YARDS COLLECTED IN ONE DAY

DRC removed more than **18,000,000 cubic yards** of debris and operated **151 debris management sites** on **91 contracts** in our 2024 hurricane response.

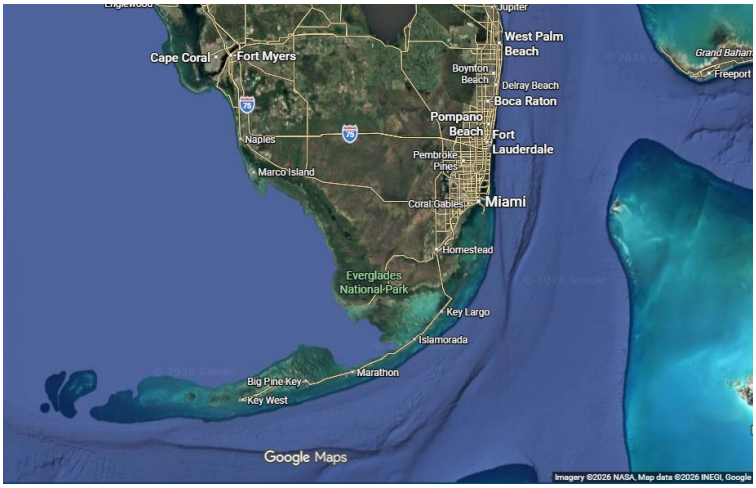
"Very proactive and knowledgeable: DRC provided exceptional support and advice through an unprecedented 2024 hurricane season. Interaction with staff, citizens and elected officials always professional and reflective of the values and interest of the City of Bradenton."

- Irvin Lee, Director of Public Works & Utilities, City of Bradenton, Florida

DRC AND KEY WEST: A WINNING PARTNERSHIP

DRC has responded to every major disaster to strike Florida in the last 25 years, including hurricanes, tropical storms, red tides, tornadoes, and the 2010 BP oil spill. With a staff that brings more than 500 years of combined experience, DRC brings a tailored approach to every project, incorporating the latest technology. DRC is the flexible contractor that can handle any disaster.

Our past work includes the following recent highlights:



HURRICANES HELENE AND MILTON

DRC was activated on 54 contracts for disaster debris removal and logistics in response to Hurricanes Helene and Milton, 41 of which were in Florida. Our 2024 Florida hurricane response included the removal of more than **4.8 million cubic yards of debris, including more than 75,000 hazardous trees.**

SPECIALTY DEBRIS REMOVAL: HURRICANE IAN

In response to Hurricane Ian in 2022, DRC was activated on 20 contracts for debris removal services. We removed nearly **five million cubic yards of debris** during those operations, including **more than 3.3 million cubic yards of vegetative debris – 100% of which we recycled.**

DRC worked in Lee County on debris removal following Hurricane Ian, as a subcontractor/joint venture for the **Florida Department of Environmental Protection** and the **Florida Division of Emergency Management**. Our work in Lee County involved the removal of **1,742,788 cubic yards of debris**, which included vegetative debris, C&D, household hazardous waste, e-waste, white goods, sand, and both RACM and non-RACM demolition debris. **These projects also involved the removal of derelict vessels and vehicles from the mangroves in Fort Myers – a complex operation which DRC performed with care to protect this sensitive ecosystem**.

KNOWLEDGE OF ISLAND LOGISTICS: HURRICANE IRMA

DRC has been the debris removal contractor for Monroe County since successfully cleaning the county following Hurricane Irma in 2017. We have worked with the county to develop debris maps to expedite cleaning the county.

DRC removed **2,368,358 cubic yards of debris from Hurricane Irma**, including **654,728 cubic yards for Monroe County**.

Having standby contracts in place before these disasters struck allowed DRC to make multiple preparations which saved our clients precious time in the days following these disasters. During the pre-disaster planning phase, DRC met with all our standby clients and their third-party monitoring firms to discuss and agree on detailed contingency plans, and we will do the same again with Key West officials prior to any potential future disaster. DRC's experience allows our team to confidently provide **Trusted Leadership in Disaster Response**.

MANATEE COUNTY, FLORIDA – HURRICANE MILTON

DRC's Role: Prime Contractor
Regional Manager: Evan Fancher
Project Manager: Charles Kraft
Total Cost of Project: $61,451,722.12
Length of the Contract: 10/14/24 – 3/2/25
Summary of Work Performed: Debris Management Services

APPROACH AND METHODS

Advance Planning and Preparations

DRC had standby debris removal contracts in place with multiple cities, counties, and other entities in Florida, including Manatee County. DRC's Regional Managers were in touch with all our standby clients in advance of the storm's landfall to review the plans we had in place with them and to prepare for the storm's impact. Having standby contracts in place before the storm struck allowed DRC to make multiple preparations which saved our clients precious time in the days following the disaster. During the pre-disaster planning phase, DRC met with Manatee County and their third-party monitoring firm to discuss and agree on detailed contingency plans.

In consultation with our clients, we established emergency push routes. We identified local subcontractors for emergency push and load and haul and executed Master Service Agreements with them. Thanks to DRC's previous work in Manatee County (including Debris Management Services following Hurricane Ian and Red Tide fish removal in 2022 and 2023), we had established locations for temporary debris management sites, recycling, and final disposal. We secured debris towers; executed contracts with local fuel suppliers; and secured equipment staging areas and trailer parking locations. DRC directed non-local subcontractors to pre-stage equipment, supplies, and personnel at a safe distance outside the storm's projected path.

Deployment, Mobilization, and Operations

As soon as the wind speed dropped to safe levels, DRC had local push crews activated and clearing debris from pre-established priority routes. DRC met with our clients and their debris monitoring firms to prepare work plans. DRC performed an initial debris assessment in each affected location to determine crew needs, to establish DMS requirements, and to prepare debris density maps. We activated local crews and instructed them to stage for measurement at a specific DMS. We then activated pinch points to register and record push crews and equipment; to record times in and out; and to distribute street assignments. At the same time, DRC began to prepare debris management sites to stage, separate, and reduce debris. Once the emergency push was complete, DRC began load and haul operations. **DRC removed a total of 2,514,434.5 cubic yards of debris, including 37,971 hazardous trees, from Manatee County.**

PINELLAS COUNTY, FLORIDA – HURRICANES HELENE AND MILTON

DRC's Role: Prime Contractor
Project Managers: Jarod Tassin, Scott Matthews
Total Cost of Project: $27,095,338.92
Length of the Contract: 10/10/24 – 4/16/25
Summary of Work Performed: Debris Management Services

APPROACH AND METHODS

Advance Planning and Preparations

DRC had a standby debris removal contract in place with Pinellas County, and we had gained familiarity with the County's disaster debris removal needs during our previous work for the County (including Red Tide fish removal in 2018 and 2021). This allowed DRC to make multiple preparations which saved our clients precious time in the days following the disaster. DRC's Regional Manager was in touch with all our standby clients in advance of each storm's landfall to review the plans we had in place with them and to prepare for the storm's impact. We secured debris towers; executed contracts with local fuel suppliers; and secured equipment staging areas and trailer parking locations. DRC directed non-local subcontractors to pre-stage equipment, supplies, and personnel at a safe distance outside the storm's projected path.

Deployment, Mobilization, and Operations

As soon as the wind speed dropped to safe levels, DRC had local push crews activated and clearing debris from pre-established priority routes. Once the emergency push was complete, DRC began load and haul operations. **DRC removed a total of 608,980.9 cubic yards of debris, including 31,125 hazardous trees, from Pinellas County following these back-to-back hurricanes.**

Specialty Debris Management: Sand Removal, Screening and Beach Restoration

At Sand Key Park, on a barrier island in Pinellas County on Florida's West Coast, both hurricanes left sand piled high on the roads and in the right-of-way. DRC's emergency push crews removed the sand after each storm, working in shifts, 24 hours a day. We moved the sand into huge piles in a large parking lot, making the roads passable.

At historic Fort De Soto Park, also in Pinellas County, Hurricanes Helene and Milton left the beaches littered with debris. DRC teamed with the Pinellas County Public Works Department to employ DRC's innovative sand screening techniques to remove debris including large tree limbs, broken glass, nails, and other hazards, to restore the beauty of this iconic shoreline.

SARASOTA COUNTY, FLORIDA – HURRICANE IAN

DRC's Role: Prime Contractor
Regional/Project Manager: Tony Swain
Total Cost of Project: $20,975,013.19
Length of the Contract: September 2022 to February 2023
Summary of Work Performed: Disaster Debris Collection, Reduction and Disposal

APPROACH AND METHODS

Advance Planning and Preparations

DRC had standby debris removal contracts in place with multiple cities, counties, and other entities in Florida, including Sarasota County. DRC's Regional Managers were in touch with all our standby clients in advance of the storm's landfall to review the plans we had in place with them and to prepare for the storm's impact. Having standby contracts in place before the storm struck allowed DRC to make multiple preparations which saved our clients precious time in the days following the disaster. During the pre-disaster planning phase, DRC met with Sarasota County and their third-party monitoring firm to discuss and agree on detailed contingency plans.

In consultation with our clients, we established emergency push routes. We identified local subcontractors for emergency push and load and haul and executed Master Service Agreements with them. Thanks to DRC's previous work along Florida's Gulf Coast, and our preparation work with Sarasota County, we had established locations for temporary debris management sites, recycling, and final disposal. We secured debris towers; executed contracts with local fuel suppliers; and secured equipment staging areas and trailer parking locations. DRC directed non-local subcontractors to pre-stage equipment, supplies, and personnel at a safe distance outside the storm's projected path.

Deployment, Mobilization, and Operations

As soon as the wind speed dropped to safe levels, DRC had local push crews activated and clearing debris from pre-established priority routes. DRC met with our clients and their debris monitoring firms to prepare work plans. DRC performed an initial debris assessment in each affected location to determine crew needs, to establish DMS requirements, and to prepare debris density maps. We activated local crews and instructed them to stage for measurement at a specific DMS. We then activated pinch points to register and record push crews and equipment; to record times in and out; and to distribute street assignments. At the same time, DRC began to prepare debris management sites to stage, separate, and reduce debris. Once the emergency push was complete, DRC began load and haul operations. **In less than five months, DRC removed 1,966,419.35 cubic yards of debris – all of which we reduced – from Sarasota County.**

PUERTO RICO – HURRICANE MARIA

DRC's Role: Prime Contractor
Project Manager: Joe Newman
Total Cost of Project: $82,088,685.89
Length of the Contract: November 2017 to October 2020
Summary of Work Performed: Disaster Debris Collection, Reduction and Disposal

PROJECT SUMMARY

On September 20, 2017, when Hurricane Maria made landfall in Puerto Rico as a Category 4, DRC Emergency Services, LLC (DRC) 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. DRC quickly mobilized a huge number of local resources and shipped supplemental resources from the U.S. mainland. **DRC collected, processed and disposed of more than one million cubic yards of debris on an island with rugged terrain and a crippled infrastructure while simultaneously completing the same for an additional eight million cubic yards 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 mainland 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 four TDMS sites while **mobilizing 150 local load and haul and leaner and hanger crews, plus approximately 300 crews from our subcontractor base in the U.S**. All non-local equipment had to be shipped by barge out of the port of Jacksonville, Florida to the port of San Juan, Puerto Rico.

EXECUTION

DRC opened 8 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 Rican crews.** The local crews operated smaller capacity trucks with front-end loaders or skid steers. We executed contracts with eight final disposal sites.

ABILITY TO MANAGE MULTIPLE CONTRACTS

DRC has extensive experience staffing, managing, and executing multiple debris management and emergency response projects nationwide. Our approach is grounded in using highly qualified operational management teams to ensure a coordinated, expeditious and effective response to disasters. DRC's management staff is provided with state-of-the-art resource planning and forecasting systems and empowered to reassign resources as needed. DRC's experience managing multiple contracts includes the following:

2025 Floods, Wildfires, and Tornadoes

2025 was a year of multiple, varied disasters with a wide geographical spread across the country.

DRC was activated by the Texas Division of Emergency Management in 9 counties and 8 cities following the devastating flooding that affected Texas Hill Country in July 2025, and we have removed more than 3,000,000 cubic yards of debris during our ongoing response. Additionally, we have responded to flooding events in Kentucky, Tennessee, and New Mexico this year.

We began a new phase of work in response to the 2024 wildfires and flooding in New Mexico, and we have begun work on the Airport Fire in California.

We have also cleaned up debris following tornadoes in Mississippi, Missouri, Kentucky, Texas, and Tennessee (for the USACE).

2024 Hurricane Season and Wildfires

Four hurricanes – Beryl, Francine, Helene, and Milton – struck the Gulf Coast in a very active 2024 season. DRC was activated on 22 contracts for Beryl, 15 for Francine, 27 for Helene, and 27 for Milton. Helene and Milton were both record-breaking major hurricanes which struck Florida less than 2 weeks apart. DRC's hurricane response work in 2024 spanned seven states from Texas to Virginia and involved the use of 151 DMS sites.

DRC performed specialized private property debris removal in response to wildfires in New Mexico, Washington State, and Hawaii.

2023 Tornadoes, Winter Storms, Wildfires, and Hurricane Idalia

DRC was activated in 40 jurisdictions, managed 13 DMS sites, and removed and disposed of over 2,600,000 cubic yards of debris.

2022 Hurricane Ian

DRC was activated in 20 jurisdictions, managed 21 DMS sites, and removed and disposed of over 5,000,000 cubic yards of debris.

2021 Hurricane Ida

DRC was activated in 45 jurisdictions, managed 93 DMS sites, and removed and disposed of over 18,000,000 cubic yards of debris.

2020 Hurricane Season

DRC was activated in 56 jurisdictions, managed 81 temporary staging and reduction sites, and removed and disposed of over 6,000,000 cubic yards of debris in response to six hurricanes across seven states.

2019 Hurricane Season

DRC was activated in 14 jurisdictions in the Gulf Coast region as Hurricanes Barry and Dorian and Tropical Storm Imelda hit the coast back-to-back over two months. DRC operated and managed five temporary staging and reduction sites in total and removed approximately 210,000 cubic yards of debris.

2018 Hurricane Season

DRC was active in nine jurisdictions in response to Hurricane Michael, where we managed 33 debris management sites and removed approximately 5,850,000 cubic yards of debris.

DRC was concurrently activated in 15 jurisdictions following Hurricane Florence, where we managed 31 temporary staging and reduction sites and picked up approximately 2,500,000 cubic yards of debris.

2017 Hurricane Season

DRC was activated by the Department of Transportation and Public Works in Puerto Rico following Hurricane Maria. During this contract, DRC managed 13 temporary staging and reduction sites and removed over 1,200,000 cubic yards of debris.

Following Hurricane Irma, DRC was activated in 27 jurisdictions simultaneously while managing 30 temporary staging and reduction sites. DRC removed and disposed of over 3,600,000 cubic yards of debris.

DRC was activated in 23 jurisdictions following Hurricane Harvey and simultaneously ran 16 temporary staging and reduction sites during this activation. DRC recovered and reduced over 4,290,000 cubic yards of debris during this activation.

2016 Louisiana Severe Flooding

DRC removed 2,100,000 cubic yards of debris – including 1,000,000 cubic yards which we picked up over the course of just 30 days in East Baton Rouge Parish, Louisiana.

DRC opened and operated two temporary staging and reduction sites – including the largest debris management site on record – 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.

2014 Ice Storm Pax

DRC was simultaneously activated in New Hanover County, Pender County, and the City of Wilmington, North Carolina 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 eight counties, totaling over 12,000 miles of roadway clearing and the trimming of over 225,000 trees.

DRC managed and operated 16 temporary staging and reduction sites in North and South Carolina, reducing and recycling over 1.7 million cubic yards of debris.

2025 TEXAS HILL COUNTRY FLOODS

DRC responded rapidly to the July 2025 flooding in the Texas Hill Country, where we have removed more than 6 million cubic yards of debris from nine counties and nine cities for the Texas Division of Emergency Management.

18	25	6,000,000	$172M
JURISDICTIONS	DMS SITES MANAGED	CUBIC YARDS OF DEBRIS REMOVED	COMBINED CONTRACT TOTAL

2024 FOUR HURRICANES

The 2024 season brought Hurricanes Beryl, Francine, Helene and Milton. DRC was mobilized in 91 jurisdictions in seven states, managed 151 DMS sites, and removed and disposed of more than 18,000,000 cubic yards of debris on contracts surpassing $700 million.

91	151	18,000,000	$700M
JURISDICTIONS	DMS SITES MANAGED	CUBIC YARDS OF DEBRIS REMOVED	COMBINED CONTRACT TOTAL

2022 HURRICANE IAN

Following Hurricane Ian in 2022, DRC recycled 100% of the 3.3 million cubic yards of vegetative debris collected in Sarasota County, Florida, and surrounding municipalities.

20	21	5,000,000	$350M
JURISDICTIONS	DMS SITES MANAGED	CUBIC YARDS OF DEBRIS REMOVED	COMBINED CONTRACT TOTAL

2021 HURRICANE IDA

In 2021, DRC was activated in 45 jurisdictions, managed 93 DMS sites, and removed and disposed of 18,000,000 cubic yards of debris in Response to Hurricane Ida. Our combined contract total for Ida exceeded $335,000,000.

45	93	18,000,000	$335M
JURISDICTIONS	DMS SITES MANAGED	CUBIC YARDS OF DEBRIS REMOVED	COMBINED CONTRACT TOTAL

LEADERSHIP AT A GLANCE

Evan Fancher is the Regional Manager for Key West and will serve as a direct government liaison between the City and the DRC operations team. Joe Newman, Vice President of Operations, will direct and manage the project, leveraging DRC's experienced operations team. Mr. Newman and his team have over 500 years of combined experience in disaster recovery management, including but not limited to the following:

Evan Fancher,
Regional Manager

2024 Hurricanes – DRC was activated on 91 contracts in seven states in response to Hurricanes Beryl, Francine, Helene, and Milton. We have removed more than 18,000,000 cubic yards of debris during these activations.

2022 Hurricane Ian – DRC managed multiple activations across the state of Florida, including three Florida Department of Transportation Regional contracts. DRC recycled 100% of the 3.3 million cubic yards of vegetative debris collected in Sarasota County and surrounding municipalities.

2021 Hurricane Ida – DRC managed multiple Louisiana Department of Transportation district contracts, removing debris in all FEMA-declared parishes across the state, while managing 38 additional local activations in Louisiana, Alabama, and Pennsylvania.

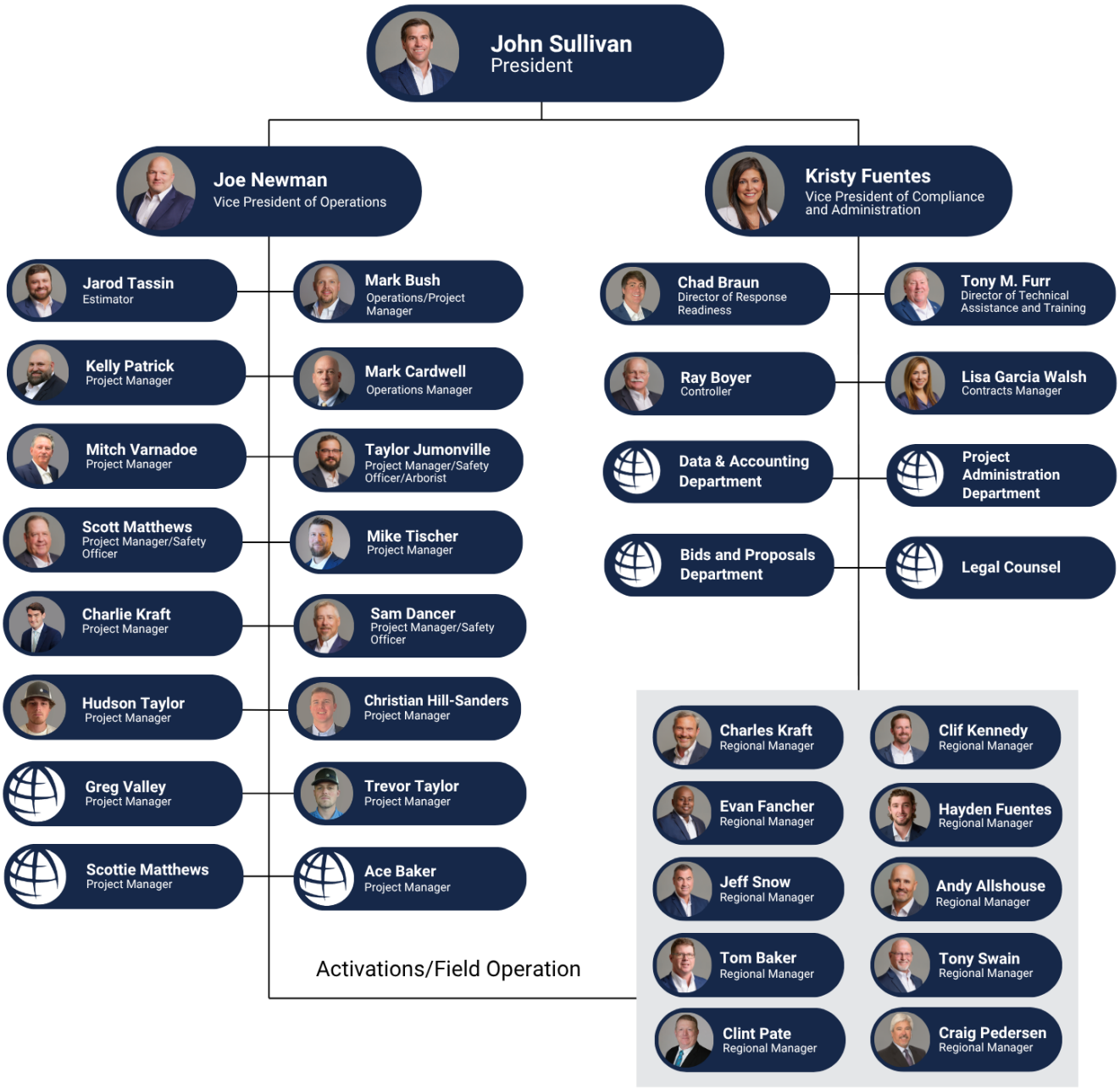
Joe Newman,
Vice President of Operations

Since its inception, the DRC team has responded to major natural and man-made disasters occurring across the United States. DRC's 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 NIMS-certified and/or have specialized training in safety and asbestos management. They are equipped with utility vehicles; digital, handheld, multi-state, two-way radios; cellular communications; and handheld computers; as well as a DRC supervisor handbook including required reports and forms for successful disaster response and management. DRC personnel have the experience and/or training to respond **immediately** to disasters.

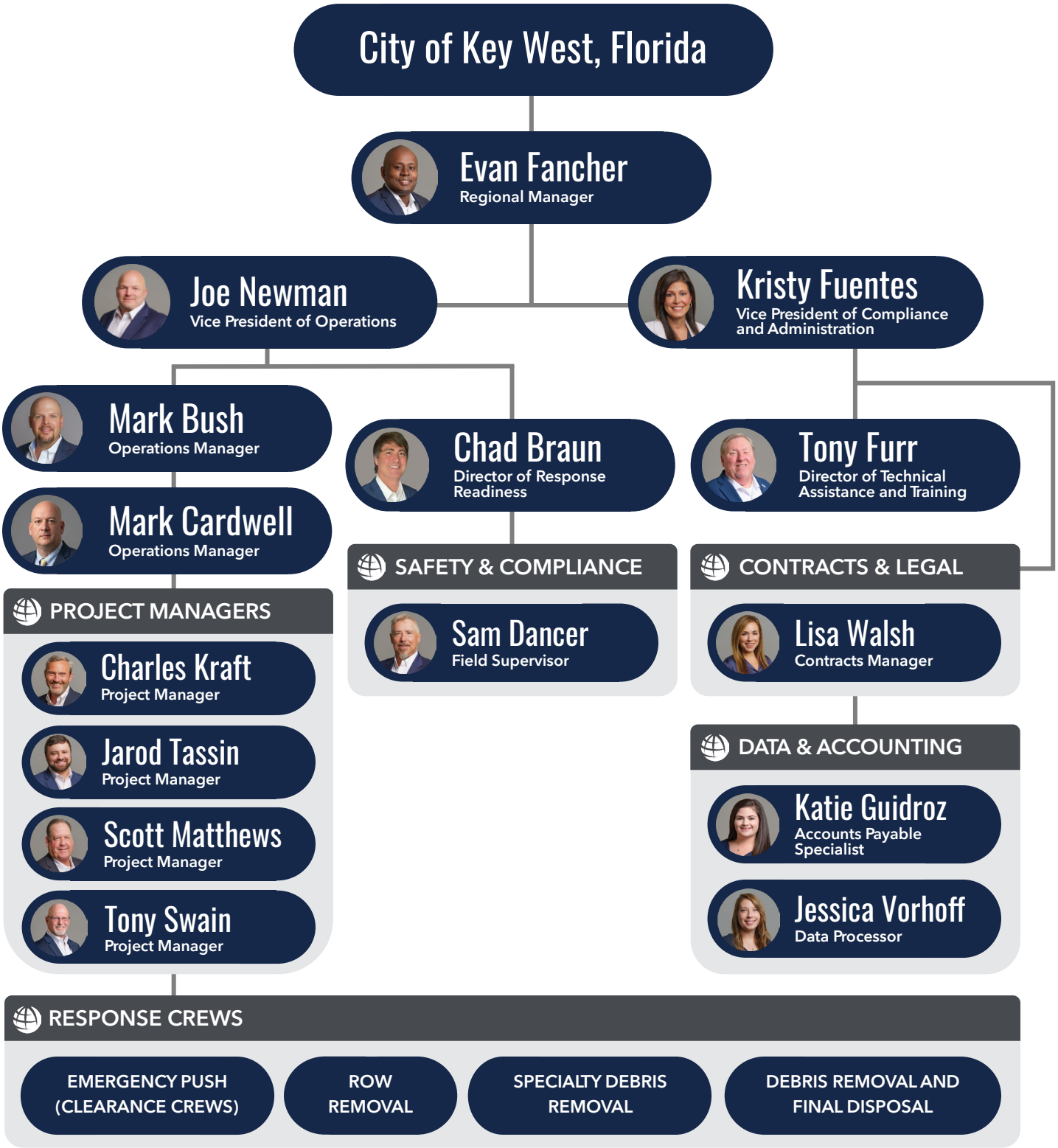
DRC employs more than 30 Regional and Project Managers. Regional Managers are assigned to specific geographic locations throughout the United States to assist, monitor and lead the project teams in response to emergency situations. In the event of a large-scale disaster, Regional Managers may be mobilized to support recovery efforts in any area of the country. Evan Fancher, the Regional Manager for Key West, is capable of responding to the needs of the City 24 hours a day, 7 days a week.

KEY PERSONNEL ROLES

ORGANIZATIONAL CHART



FIELD ORGANIZATIONAL CHART



JOHN SULLIVAN

President

John R. Sullivan is the president of DRC Emergency Services, one of the nation's largest providers of disaster recovery, debris management and emergency response services across the United States. Under his leadership, DRC is at the forefront of every major disaster, working with federal, state and local agencies to restore communities and rebuild critical infrastructure. As an Executive Board member of the Disaster Recovery Coalition of America (DRCA), Mr. Sullivan is dedicated to advancing best practices in disaster response.

With 30 years of experience in the construction and emergency response industries, Mr. Sullivan has extensive expertise in disaster recovery, large-scale infrastructure development, marine construction and dredging. In addition to his leadership at DRC, he plays a key role in the executive management and operations of several portfolio companies, including SLSCO Ltd., Callan Marine and Forgen.

What began as Sullivan Land Services over three decades ago has grown into the Sullivan Brothers Family of Companies, a nationwide enterprise operating in all 50 states with 12,400 employees and 580+ active project locations. Together, these companies are dedicated to transforming communities and improving individual lives by delivering comprehensive solutions across a wide range of industries. Their work spans construction, disaster recovery, infrastructure development, industrial services, environmental remediation, healthcare and energy projects, addressing the diverse needs of both public and private sector clients, including FEMA, USACE and HUD.

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EDUCATION

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

WORK EXPERIENCE

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

New York City Rapid Repairs Program – *New York, NY*
• Over 1,700 homes were repaired throughout the five boroughs of New York following Hurricane Sandy. All repairs were performed in a four-month period and included mechanical, electric, and plumbing.

FEMA Galveston County Emergency Housing – Galveston County, TX
• Involved the complete development of two former athletic fields into fully-functional manufactured home communities totaling 106 units. Both projects were completed in 28 days.

USACE GIWW Willacy County Dredging – Harlingen, TX
• Dredging of approximately 423,000 cubic yards of material in the Gulf Intracoastal Waterway and disposal in designated USACE placement areas.

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

NOTABLE PROJECTS

2025
Flooding in Texas, Kentucky, and Tennessee
2024
Hurricanes Beryl, Francine, Helene, and Milton; New Mexico Wildfire
2023
Hawaii Wildfire; Tornadoes in Alabama, Arkansas, Mississippi, and Oklahoma
2022
Hurricane Ian
2021
Hurricane Ida, Kentucky and Alabama Tornadoes, Texas Severe Winter Storms
2020
Hurricane Zeta, Hurricane Delta, Hurricane Sally, Hurricane Laura, Hurricane Isaias, Hurricane Hana
2019
Hurricane Dorian, Tropical Storm Barry, Tropical Storm Imelda
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Maria, Hurricane Irma, Hurricane Harvey
2016
LA Severe Storms & Flooding
2015
Winter Storm Jonas; Houston, TX Flood

CERTIFICATIONS

• Introduction to Incident Command System, ICS-100
• ICS for Single Resources and Initial Action Incident
• OSHA Safety Certification
• USACE Contractor Quality Management
• FEMA IS-20.24 • FEMA IS-100.b • FEMA IS-200.b

KRISTY FUENTES

Vice President of Compliance and Administration

Kristy Fuentes, DRC's Vice President of Compliance and Administration, offers 20 years of experience in disaster recovery projects, client expansion, and government relations. Throughout the years, Ms. Fuentes has been an essential element in the management of all of DRC's disaster relief projects. Some of these major hurricane projects include Hurricanes Helene, Milton, Ian, Ida, Michael, Florence, Irma, Harvey, Ike, Wilma, and Katrina. Other major projects include the 2025 Texas Hill Country Floods, 2024 South Fork and Salt Fires, 2023 Hawaii Wildfires, 2022 Colorado Marshall Wildfires, 2021 Kentucky Tornadoes, 2021 Winter Storm Uri, 2020 California Wildfires, 2020 Malden Fire, 2016 Louisiana Severe Storms and Flooding, and the 2010 BP Oil Spill. She managed 91 activations in response to Hurricanes Helene and Milton in 2025; these projects involved the operation of 151 debris management sites, as well as the removal and disposal of more than 18 million cubic yards of debris. Ms. Fuentes has been an instrumental asset to the company by acting as the designated liaison for clients and ensuring consistency and quality in performance while managing various projects.

Ms. Fuentes has implemented changes and improvements to the methods and procedures for contracts, licensing, and pre-qualification processes to guarantee contractor compliance with Federal and State regulations. Ms. Fuentes continues to aid clients across the United States in planning, program management, disaster response, demolition contracting, and regulatory compliance while maintaining a key administrative role for every disaster and project DRC performs. Ms. Fuentes' unique oversight and creativity in every role she has assumed has significantly improved DRC's ability to flourish in increasingly demanding disaster recovery environments.

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111 Veterans Boulevard, Ste. 1420,
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EDUCATION

University of New Orleans – New Orleans, LA
Marketing – 1993
Southeastern Louisiana University – Hammond, LA
Marketing - 1992-1993

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA

Chief Executive Compliance Officer, October 2014 - Present
• Overall day-to-day responsibility for directing the DRC ethics, business conduct, and government contract compliance programs. Ensures that all executives and employees have ethics training on an annual basis and that the code provides compliance guidance appropriate to the size and nature of DRC's business.

Vice President of Business Development, 2013 - Present
• Management of DRC's marketing, sales, and communications functions, providing client relations and assistance in planning, program management, disaster response, demolition, contracting, and regulatory compliance.

Regional Manager, 2005 - Present
• Overall day-to-day responsibility for managing all client customer needs, including contracts, maintenance, training, and planning for disaster events.

NOTABLE PROJECTS

2025
Flooding in Texas, Kentucky, and Tennessee
2024
Hurricanes Beryl, Francine, Helene, and Milton; New Mexico Wildfire
2023
Hawaii Wildfire; Tornadoes in Alabama, Arkansas, Mississippi, and Oklahoma
2022
Hurricane Ian
2021
Kentucky Tornadoes, Hurricane Ida, Alabama Tornadoes, Texas Severe Winter Storms
2020
Hurricane Zeta, Hurricane Delta, Hurricane Sally, Hurricane Laura, Hurricane Isaias, Hurricane Hana
2019
Hurricane Dorian, Tropical Storm Barry
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Maria, Hurricane Irma, Hurricane Harvey

PROMINENT CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial • FEMA IS-100.b • FEMA IS-632.a • FEMA IS-633 • FEMA IS-634 • FEMA IS-700 • FEMA IS-702.a

OTHER CERTIFICATIONS

Can be provided upon request.

JOE NEWMAN

Vice President of Operations

Mr. Newman has more than 2 decades of experience overseeing large-scale construction and disaster-related debris management projects. As Vice President of Operations, Mr. Newman maintains business relationships and offers hands-on participation and incident command on all operations. Mr. Newman plays a key role in every major activation, providing operational oversight to measure progress and adjusting processes to ensure the success of the project. Mr. Newman works closely with management personnel and oversees all project managers to maintain efficient team structure during an activation. Since becoming Vice President of Operations in 2017, Mr. Newman has managed teams across multiple types of disasters including Hurricanes, Tropical Storms, Floods, Ice Storms, Tornados, Winter Storms, Fires, and Earthquakes, with a cumulative contract value of more than $1.8 billion. Mr. Newman is a strong leader whose organizational, critical thinking, and communication skills are integral to the success of the team.

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EDUCATION

United States Army
Army Ranger *1995-2000*

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA

Vice President of Operations *March 2016 - Present*

Program Manager *2003 - March 2016*
- On-ground execution of projects
- Crew oversight
- Schedule adherence
- Resource utilization
- Quality, safety, and regulatory compliance

United States Army

Army Ranger *1995 - 2000*
- Ranger Indoctrination Program (RIP)
- Primary Leadership Development Course (PLDC)
- Airborne School

CERTIFICATIONS

- Hazardous Waste Operations & Emergency Response – Initial
- FEMA IS-100.b
Introduction to Incident Command System, ICS-100
- FEMA IS-632.a
Introduction to Debris Operations
- FEMA IS-702.a
NIMS Public Information Systems
- FEMA IS-100.PWB
- FEMA IS-35.17
- FEMA IS-2900

NOTABLE PROJECTS

2025
Flooding in Texas, Kentucky, and Tennessee
2024
Hurricanes Beryl, Francine, Helene, and Milton; New Mexico Wildfire
2023
Hawaii Wildfire; Tornadoes in Alabama, Arkansas, Mississippi, and Oklahoma
2022
Hurricane Ian
2021
Kentucky Tornadoes, Hurricane Ida, Alabama Tornadoes, Texas Severe Winter Storms
2020
Hurricanes Zeta, Delta, Sally, Laura, Isaias, and Hana
2019
Tropical Storm Imelda, Hurricane Dorian, Tropical Storm Barry
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Maria, Hurricane Irma, Hurricane Harvey
2016
Hurricane Matthew, Louisiana Severe Storms and Flooding
2015
Houston, TX Flood
2011
Tornado Outbreak
2008
Hurricane Gustav
2007
Missouri Ice Storm
2006
New York Ice Storm
2005
Hurricane Katrina, Hurricane Dennis

TONY FURR

Director of Technical Assistance and Training

Mr. Furr was the Region VI Debris Subject Matter Expert (SME) from 2013 – 2021 for FEMA and has served as the Infrastructure Branch Director (IBD), Emergency Management Specialist, Appeals Analyst, Procurement Specialist, and Trainer for more than 100 federally declared disasters and emergencies. He is nationally known and recognized in the emergency management community and is highly knowledgeable about FEMA policies, procedures, and debris operations.

Mr. Furr was directly involved in the FEMA Public Assistance (PA) grant program from 2005 (Hurricanes Katrina and Rita) through 2020 COVID-19 events, including Hurricane Ike and Hurricane Harvey. Mr. Furr's knowledge and experience of the FEMA PA program is invaluable to both DRC Emergency Services and all clients while navigating the FEMA Disaster grant programs. Mr. Furr is also a FEMA trainer for Grants Management and Debris Management. He has delivered the Debris Management training at the National Hurricane Conference, the Texas Emergency Managers Conference, and the Oklahoma Emergency Managers Conference, and he has presided over the round table workshops hosted by the Disaster Recovery Coalition of America (DRCA) in FEMA Region VI.

Tony Furr is among the most knowledgeable people working in the debris management business, with firsthand field experience managing major disasters and PA grants.

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EDUCATION

Mitchell Community College – Statesville, North Carolina
Technical or Occupational Certificate in Engineering – 2002

Stanley Community College – Albemarle, North Carolina
Technical or Occupational Certificate – 1980

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA
Director of Technical Assistance & Training, *2021 - Present*
• Provide ongoing education to DRC Personnel and Jurisdictions through training and workshops
• Attend meetings with FEMA
• Consult with Clients to help identify and suggest equipment, products, or services they may need
• Perform a key role in project planning and identification of resources needed

Department of Homeland Security-Federal Emergency Management Agency (FEMA)
Public Assistance Task Force Lead/Debris Task Force Lead, *2016-2021*
• Regional Debris Subject Matter Expert (SME)
• Managed United States Army Corps of Engineers (USACE) mission assignment (MA) for Federal Operational Support (FOS) for a debris mission consisting of ten debris SMEs conducting field operations
• Coordinated the Debris Task Force, which consists of state, federal, and local agencies, to promote an efficient and effective debris removal mission consisting of an excess of 5,000,000 cubic yards of debris across 26 Parishes
• Liaison to the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) for debris issues

NOTABLE PROJECTS

• Designed and implemented the Chambers County Audit Program (DR-1791-TX) as requested by the Office of Inspector General (OIG). Specific program elements included research and analysis of OIG findings, guidance to the seven-person FEMA/State Audit Team on the necessary steps and methodology of the audit process, interpretation of statutory regulation and policy, and communication and coordination between all stakeholders on the project progress and results

• At the request of Senior Management, designed and developed the current Region 6, Debris Management Plan (DMP) templates to aid the Grantee / Subgrantees in the development of their own comprehensive DMP

• Served as Region 6 Debris Subject Matter Expert (SME), reviewing all applicant-submitted Debris Management Plans

• Performed technical review of the City of Dayton's (subgrantee) second appeal for FEMA HQ and provided White Paper technical analysis of programmatic compliance

CERTIFICATIONS

ICS-100 • ICS-200 • FEMA IS-24 • FEMA IS-632.a • FEMA IS-634 • FEMA IS-800.b • FEMA IS-821 • FEMA IS-00022 • FEMA IS-00230 • FEMA IS-00317 • FEMA IS-00393.a • FEMA IS-00631 • FEMA IS-00632 • FEMA IS-00821 • FEMA IS-1812 • National Wildlife Coordinative Group Certifications L-381 and L-480 • E0193 Certified Appeal Analyst • Various field training, including CEF, Hazard Mitigation, PA Ops 1, PA Ops 2, and Debris • Project Management (Certified Project Manager (CPM) URS Corporation

CHAD BRAUN

Director of Response Readiness

Mr. Braun is a nationally recognized expert in debris disaster response with over 2 decades of experience leading emergency operations for the U.S. Army Corps of Engineers (USACE). He has managed large-scale debris missions following major hurricanes and natural disasters across Florida, Puerto Rico, Mississippi, Louisiana, Texas, Alabama, and Tennessee. Notably, he served on the USACE Debris National Cadre as a Debris Subject Matter Expert (SME) from 2016 to 2025, leading and overseeing debris removal and disposal operations during some of the most complex emergency missions in recent U.S. history. Mr. Braun has directed large field teams, led major public and private debris cleanup efforts, and developed response protocols for national-level debris operations. His subject matter expertise in Government coordination, debris contracting, and disaster logistics make him a critical asset to our response team.

In addition to his disaster response work, Mr. Braun has a deep background in federal construction and service contract management, overseeing more than $700 million annually in global construction and $330 million in service contract task orders. He has served as a warranted Administrative Contracting Officer (ACO) for multi-million-dollar programs, delivered design-build projects, and provided leadership for large scale Civil Works Projects. Mr. Braun has led technical evaluations for major acquisitions, served as a CPARS Assessing Official, and played key roles on Source Selection Evaluation Boards. His credentials and leadership in high-risk, multi-site operations, reflect his ability to deliver results across mission-critical federal programs.

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EDUCATION

Tennessee Technological University
B.S. in Civil Engineering

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA
Director of Response Readiness, 2025 - Present

USACE - Huntsville Center - Huntsville, AL
Emergency Operations SME, 2015 - 2025
• SME for FEMA Debris Emergency Operations—coordinated logistics, contracts, and recovery across FL, LA, TX, TN. Key player in Hurricane Maria Response; led $749M T&M contract support for Puerto Rico's power grid recovery. Directed post-disaster debris management with federal, state, and local partners; supervised large-scale response teams. Oversaw $700M+ in construction and $330M+ in service task orders annually across global programs.
USACE - Mobile District - Crestview, FL
Resident Engineer/Office Chief, 2019
• Oversaw $50M+ in military construction and SRM projects. Led construction team, ensured QA/safety compliance, and evaluated CMS A&E proposals.
USACE - Transatlantic Middle East District - Iraq
Lead Office Engineer, 2017
• Supported $300M emergency dam stabilization; led SOP development for high-risk cost-reimbursable contracts. Supervised Iraqi engineers and served as COR for personnel services.
USACE - Nashville District - Center Hill, TN
Team Lead, 2008 - 2015
• Directed teams of 50–80 QA staff for national debris removal ops. Managed megaprojects including $120M barrier wall and $87M grouting contracts. Led $58M+ in REA and mod resolution; implemented VECPs saving $6.8M.

CERTIFICATIONS

• Registered Professional Engineer, Tennessee License #112212 • Certified Construction Manager, CMAA • DAWIA Level II Contracting • DAWIA Level III Facility Engineering • 10-hour OSHA Construction Safety and Health • FEMA/USACE - COR Certification/Credentials • USACE - Civil Level One Training • FEMA IS-100.c • FEMA IS-700.b
• Hazwoper

NOTABLE PROJECTS

2024-2025 - Hurricane Helene, Hurricane Milton
2023 - Hurricane Idalia
2022 - Hurricane Ian
2021-2020 - Tennessee Floods, Hurricane Laura, Hurricane Delta, Tennessee Tornadoes
2017-2018 - Hurricane Maria, Hurricane Irma
2016 - Louisiana Severe Storms and Flooding, Texas Floods
2005-2006 - Hurricane Katrina

LISA WALSH

Contracts Manager

Prior to joining DRC, Ms. Walsh provided administrative assistance for emergency response projects involving FEMA protocol. Since joining DRC in 2010, she gained experience in data management operations following some of the largest debris generating natural disasters in recent history, and she became an integral part of DRC's data department. Ms. Walsh was responsible for overseeing data collection for state and federally funded projects, helping to recover $2.5 billion in data collection since 2016. Ms. Walsh is very important to DRC's continued success in data.

Since 2013, Ms. Walsh has overseen all contracts for DRC as Contracts Manager. Her role is to maintain all contractual records and documentation, such as receipt and control of all contract correspondence; managing the pre-events contracts database; and coordinating with new and existing clients in establishing pre-event contract awards, contract renewals, and contract extensions. Ms. Walsh has provided continuous administrative aid to DRC's management personnel on all major disasters since 2010 through assisting and maintaining close relationships with each jurisdiction to ensure that all documentation is received and sent in a timely manner.

(888) 721-4372

Lwalsh@drcusa.com

111 Veterans Boulevard, Ste. 1420,
Metairie, LA 70005

EDUCATION

Our Lady of Holy Cross College – New Orleans, LA
Bachelor's Degree in Accounting – May 2015
Nunez Community College – Chalmette, LA
Associates Degree in Business Technology – 2010

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA

Contracts Manager, *November 2013 - Present*
• Maintain contractual records and documentation such as receipt and control of all contract correspondence.
• Ensure that signed contracts are communicated to all relevant parties to provide contract visibility and awareness and interpretation to support implementation.
• Responsible for applying for, renewing, and activating general contractor's licenses nationwide; prequalification with Department of Transportation offices nationwide
• Responsible for Secretary of State annual filings and authorizations to do business

Project Administrator, *July 2010 - November 2013*
• Provided administrative assistance to the Chief Operating Officer, Regional Manager, and several Project Managers for projects in Louisiana, including, but limited to:
  • MC52 BP Oil Spill Clean Up
  • St. Bernard Road Project
  • Orleans Parish Sheriff's Office
  • Hurricane Isaac Recovery – Assisted project managers in several contracts; coordinated and managed personnel to scan and submit tickets to the Mobile office
• Project Administrator for two demolition projects for the City of New Orleans; responsibilities included filing permits, making LA One Calls, reviewing all packets for demolition paperwork before demolition, attending monthly meetings with the City of New Orleans, and providing invoicing reconciliation
• Researched bids and RFPs throughout the United States

Law Offices of Christian D. Chesson – New Orleans, Louisiana
Paralegal/Office Manager, *September 2006-January 2009*
• Assisted in Chapter 7 Bankruptcy and Lemon Law documentation for clients
• Provided overall office management, including:
  • Client relations
  • Accounts payable/receivable
  • Administrative support to ten attorneys in the New Orleans office location
  • Liaison between the New Orleans office and the Lake Charles office locations

Advanced Cleanup Technologies, Inc. – Rancho Dominguez, California
Administrative Manager, *October 2005-May 2006*
• Director of Human Resources for the Southeastern Branch of ACTI
• Administrative office manager duties included documentation and operational support for operations manager and project managers; invoicing for emergency response projects following FEMA protocol

PROMINENT CERTIFICATIONS

• Hazardous Waste Operations & Emergency Response – Initial

OTHER CERTIFICATIONS

Can be provided upon request.

LISA WALSH

Contracts Manager

NOTABLE PROJECTS

2025
Flooding in Texas, Kentucky, and Tennessee
2024
Hurricanes Beryl, Francine, Helene, and Milton; New Mexico Wildfire
2023
Hawaii Wildfire; Tornadoes in Alabama, Arkansas, Mississippi, and Oklahoma
2022
Hurricane Ian
2021
Kentucky Tornadoes, Hurricane Ida, Alabama Tornadoes, Texas Severe Winter Storms
2020
Hurricane Zeta, Hurricane Delta, Hurricane Sally, Hurricane Laura, Hurricane Isaias, Hurricane Hana
2019
Tropical Storm Imelda, Hurricane Dorian, Tropical Storm Barry
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Maria, Hurricane Irma, Hurricane Harvey
2016
Hurricane Matthew, Louisiana Severe Storms and Flooding (DR-4277)
2015
Winter Storm Jonas, Houston, TX Flood
2014
Winter Storm Pax
2013
Midwestern Tornado Outbreak
2012
Super Storm Sandy, Hurricane Issac
2011
Hurricane Irene
2010
BP Oil Spill
2008
Hurricane Gustav, Hurricane Ike
2006
Hurricane Wilma
2005
Hurricane Rita, Hurricane Ophelia, Hurricane Katrina, Hurricane Dennis

MARK BUSH

Operations Manager/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 also served six years in the US Army as a Light Wheel Mechanic and served as a Squad Leader with the 4th Brigade/4th Infantry Division. Mr. Bush went to Lamar University in Beaumont, TX. Upon joining DRC, he worked as a Project Manager. Currently, Mr. Bush works for DRC as Operations Manager. As Operations Manager, Mr. Bush contributes information and recommendations for strategic plans and reviews; prepares and completes action plans; implements production, productivity, quality, and customer service standards; resolves problems in the field; completes audits; identifies trends; analyzes and improves organizational processes and workflows; maintains safe and healthy work environments by establishing, following, and enforcing standards and procedures; and complies with legal regulations. His prior experience has helped him hone his skills in personnel management, reliability and responsiveness, attention to detail, adaptability to change, and time management.

Mr. Bush managed debris removal operations following the Babb Road Wildfire in Washington in 2020 and the Marshall Fires in Colorado in 2021. In 2022, he managed several projects in Florida following Hurricane Ian. Additionally, Mr. Bush led DRC's response to Winter Storm Mara for Travis County, Texas in 2023. In 2024, he managed projects for the State of Washington following the Oregon & Grey Fires. Mr. Bush also directed debris removal operations in Harris County following the May 2024 Derecho, in the City of Houston following Hurricane Beryl, and in several Louisiana cities and parishes following Hurricane Francine. The value of his 2024 work exceeded $24 million. Beginning in July 2025, Mr. Bush has overseen DRC's response to the Texas Hill Country Floods. Mr. Bush is currently managing operations in nine counties and eight cities in Central Texas, from which he has managed the removal and disposal of more than $97 million worth of debris.

(888) 721-4372

Mbush@drcusa.com

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Metairie, LA 70005

WORK EXPERIENCE

DRC Emergency Services, LLC
Operations Manager/Project Manager, 2017–Present
- Manages the daily logistical coordination of crews, heavy equipment, and support resources
- Implements health and safety protocols to ensure that all work is completed safely
- Plans workflow and future crew movement
- Produces daily work site documentation
- Coordinates DMS closures
- Manages all phases of assigned projects, ensuring contractual obligations are met
- Accountable for the personnel and equipment onsite

Orion Water Solutions
Field Service Supervisor/Operations Coordinator, 2014-2017
- Served as the supervisor and coordinator for all operations, including but not limited to managing the logistics of mobile equipment, chemical shipments, and all personnel.

MILITARY EXPERIENCE

United States Army
- Squad Leader with the 4th Brigade/4th Infantry Division, 2007-2013
- Jalalabad, Afghanistan. Tasked with Base Defense Ops and served as a member of a QRF Team in support of Operation Enduring Freedom.

EDUCATION

Lamar University, 1995-1997
Houston Area Plumbers Joint Apprenticeship Training, 1999-2003

CERTIFICATIONS

- Hazardous Waste Operations & Emergency Response – 40-Hour • TX All-lines Ins. Adjuster (lic#2156078) • SafeLand USA • SafeGulf USA
- H2S Awareness Training CPR AED Certified
FEMA IS-5.a • FEMA IS-10.a • FEMA IS-37.23 • FEMA IS-100.c • FEMA IS-111.a • FEMA IS-200.c • FEMA IS-235.c • FEMA IS-241.c • FEMA IS-242.c • FEMA IS-317.a • FEMA IS-321 • FEMA IS-325 • FEMA IS-632.a
- FEMA IS-633 • FEMA IS-700.b

NOTABLE PROJECTS

2025
Texas Flooding
2024
Hurricane Beryl, New Mexico Wildfire
2023
Hawaii Wildfire; Arkansas and Oklahoma Tornadoes
2021
Hurricane Ida, Texas Severe Winter Storms, Marshall Fires
2020
Hurricanes Zeta, Delta, Sally, and Hana; Babb Road Wildfire
2019
Hurricane Dorian, Tropical Storm Barry, Tropical Storm Imelda
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Harvey

EVAN FANCHER

Regional Manager

Mr. Fancher joined DRC in 2021 with more than seven years of relevant experience, 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. As DRC's Regional Manager for South Florida, he is responsible for helping to secure pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region. Prior to working with DRC, he led several infrastructure projects for local governments throughout South Florida. He also has experience working with FEMA, and as such, he conducts training courses with local governments, helping them to understand FEMA guidelines and best practices.

Mr. Fancher managed 20 simultaneous activations in response to Hurricane Ian; this project involved the removal and disposal of a combined total of 5 million cubic yards of debris. In response to Hurricanes Helene and Milton, Mr. Fancher oversaw 13 contract activations with values exceeding $81 million, including activations in Manatee and Sarasota Counties, and the Cities of Bradenton and Sarasota.

(888) 721-4372

Efancher@drcusa.com

111 Veterans Boulevard, Ste. 1420,
Metairie, LA 70005

EDUCATION

Florida State University, Tallahassee, Florida
Master's in Applied American Policy and Politics, 2014
University of Alabama at Birmingham, Birmingham, Alabama
Bachelor's Degree in Political Science and Sociology, 2011

WORK EXPERIENCE

DRC Emergency Services, LLC

Regional Manager, South Florida 2021–Present
• Specializing in client services, incident command and command center operations.
• Extensive knowledge of federal disaster and emergency response-related programs, policies and operations.
• Hands-on participation and incident command in response and recovery operations for numerous major disasters and emergencies.

CERTIFICATIONS

FEMA IS-5.a
FEMA IS-10.a
FEMA IS-37.23
FEMA IS-111.a
FEMA IS-235.c
FEMA IS-241.c
FEMA IS-242.c
FEMA IS-317.a
FEMA IS-325
FEMA IS-559
FEMA IS-632.a
FEMA IS-633
FEMA IS-700.b
FEMA IS-800.d
FEMA IS-1001
FEMA IS-1010

NOTABLE PROJECTS

2024
Hurricane Helene, Hurricane Milton
2023
Red Tide Fish Kill Removal
2022
Hurricane Ian
2021
Hurricane Ida

TONY SWAIN

Regional Manager

Mr. Swain joined DRC with 15 years of experience as a Project Manager, and prior to working for DRC, he had been involved in DRC's projects since 2006. As DRC's Regional Manager for North and South Carolina, he is responsible for helping to secure pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region.

Mr. Swain oversaw the response to Hurricanes Matthew, Isaias, Irma, Florence, and Dorian, which resulted in a cumulative contract value of approximately $34 million. In 2020, Mr. Swain managed the removal and disposed of more than $2 million worth of debris from the City of Wilmington following Hurricane Isaias. Mr. Swain also oversaw the removal of around two million cubic yards of debris in several Florida communities following Hurricane Ian. In response to Hurricane Ida, Mr. Swain aided in the removal of more than two million cubic yards of debris in Louisiana. Following Hurricane Helene, Mr. Swain managed activations for the South Carolina Department of Transportation and the City of Spartanburg, which involved the removal of more than 2.3 million cubic yards of debris, including more than 54,000 hazardous trees, for a total contract value of more than $42 million.

(888) 721-4372

Tswain@drcusa.com

111 Veterans Boulevard, Ste. 1420,
Metairie, LA 70005

EDUCATION

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

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA

Regional Manager for North and South Carolina – 2009-Present

- Specializing in client services, incident command and command center operations
- Extensive knowledge of federal disaster and emergency response-related programs, policies and operations
- Hands-on participation and incident command in response and recovery operations for numerous major disasters and emergencies
- Regional Manager for contracts in eight counties for the South Carolina Department of Transportation; helped remove debris from over 12,000 miles of roadway and trimmed over 225,000 trees following Ice Storm Pax; managed and operated over fifteen Debris Management Sites, reducing and recycling over 1.5 million cubic yards of debris
- Senior Project Manager for contracts with the City of Wilmington, New Hanover and Pender Counties in North Carolina, removing approximately 400,000 cubic yards of debris following ice storms; simultaneously directed ice storm debris removal in the Cities of Thomasville and Archdale, North Carolina

Continued -

- Acted as senior project manager during emergency debris removal in Piscataway Township, NJ and for the New York Department of Transportation following Superstorm Sandy
- Logistics for Virginia Department of Emergency Management after several strong storms in Bath, Allegany and Rockwell Counties
- Managed beach restoration projects in Surf City, NC and N. Topsail Beach, NC
- Project manager for Escambia County, FL for the removal of oil from Pensacola and Perdido Bays. Management of all opening and closings of turbidity boom covering the openings of numerous estuaries in both bays on a 24-hour basis
- City of Baltimore, Anne Arundel County, Prince William County, VDOT, and the City of Arlington - snow removal after the accumulation of 80 inches of snow

Cahaba Disaster Recovery, LLC– Mobile, Alabama
Project Manager – 2007-2009

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

TONY SWAIN

Regional Manager

FDR-Florida Disaster Recovery, LLC – Florida Keys, Florida
Client Relations and Management – 2006-2007
• Managed a roll-off container company that operated from Homestead to Key West.

Grubbs Emergency Services LLC/Grubbs Construction Company, Inc. – Brooksville, Florida
General Manager, Procurement Administrator, Mine Management – 1998-2006
• City of Miami - Project manager, procurement - Vegetative, C&D, hangers, leaners, stumps, removal, reduction and haul off of mulch
• Oversaw 20 projects in the S. Florida area after Hurricanes Katrina and Wilma
• Hurricanes Charlie, Frances, and Jeanne - Project manager and procurement for 46 contracts activated in Seminole, Osceola, DeSoto, Pasco, Marion, and Lake Counties; scope included removal of vegetative and C&D and all associated tree work.
• Procured all subcontractors for 46 separate contracts in 2004 and 21 contracts in 2005, as well as overseeing billing/collections to clients and payments to subcontractors
• Completed all projects on or ahead of schedule and all clients received the FEMA reimbursement they were expecting

CERTIFICATIONS

• FEMA IS-5.a
• FEMA IS-10.a
• FEMA IS-33.17
• FEMA IS-35.17
• FEMA IS-100.b
• FEMA IS-100.PWB
• FEMA IS-325
• FEMA IS-632.a
• FEMA IS-633
• FEMA IS-634
• FEMA IS-702.a
• FEMA ICS 300
• FEMA ICS 400

NOTABLE PROJECTS

2024
Hurricane Helene
2022
Hurricane Ian
2021
Hurricane Ida
2020
Hurricane Sally, Hurricane Laura, Hurricane Isaias
2019
Hurricane Dorian
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Irma, Hurricane Harvey
2016
Hurricane Matthew, Louisiana Serve Storms and Flooding (DR-4277)
2015
Winter Storm Jonas, Houston, TX Flood
2014
Ice Storm Pax
2013
Midwestern Tornado Outbreak
2012
Hurricane Isaac, Superstorm Sandy
2011
Hurricane Irene
2010
BP Oil Spill, Virginia Winter Storm
2008
Hurricane Gustav, Hurricane Ike
2006
Hurricane Wilma
2005
Hurricane Rita, Hurricane Ophelia, Hurricane Katrina, Hurricane Dennis

SAM DANCER

Project Manager/Field Supervisor

After more than a decade in military and law enforcement, Mr. Dancer joined DRC as a Field Supervisor and Project Manager. His responsibilities as Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors.

Mr. Dancer helped seven cities and parishes in Louisiana respond to Hurricane Ida, and he oversaw the removal and disposal of more than 8.6 million cubic yards on contracts worth more than $151 million. In 2024 and 2025, Mr. Dancer managed activations in Texas, Louisiana, and Florida following Hurricanes Beryl, Francine, Helene, and Milton. The cumulative value of his 2024 and 2025 projects is approximately $8 million.

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Sdancer@drcusa.com

111 Veterans Boulevard, Ste. 1420,
Metairie, LA 70005

EDUCATION

Southeastern Louisiana University – Hammond, LA
Computer Science

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA

Field Supervisor/Project Manager, 2013 – Present
• Manages all phases of assigned projects, ensuring contractual obligations are met. Accountable for the personnel and equipment onsite. Projects include St. Louis County and the City of Bridgeton, MO, tornado debris removal; Tuscaloosa, AL (ALDOT) residential demolition of tornado-damaged residences; Terrebonne Parish, LA, St. Louis Bayou Cleanout project; City of New Orleans, LA, Strategic Demolition for Economic Recovery project.

Cahaba Disaster Recovery– Mobile, Alabama

Project Manager, 2008-2012
• Directed all phases of disaster-related projects from contract activation to final closeout; coordinated mobilization of subcontractors and ensured crews in the field operated in accordance with OSHA and DEQ regulations; maintained effective communication with local governing bodies, FEMA, Army Corps of Engineers, and monitoring firms. Recovery projects included areas impacted by Hurricanes Gustav and Ike, the City of Fayetteville, Arkansas ice storm; the City of Nashville, Tennessee flooding; BP Oil Spill; and the Port au Prince, Haiti earthquake.

Omni-Pinnacle Emergency Response – Slidell, LA

Field Supervisor, 2005-2008
• Managed the day-to-day activities of crews and employees in the field, including operations involving tree cutting, debris removal, debris disposal, waterway clearing and residential and commercial demolition; ensured that FEMA, OSHA, DEQ and contractual obligations were met; project involvement included Hurricanes Katrina and Rita in unincorporated St. Tammany Parish, LA and Wilma in Indian River County, FL.

MILITARY EXPERIENCE

Louisiana Army National Guard (Infantry) – Houma, Louisiana

Squad Leader, 1989-1991
• Accountable for the proper training and the well-being of an eleven-person infantry squad; maintained combat readiness of the squad and all assigned weapons and equipment to ensure mission completion; unit was activated for Desert Storm.

United States Army (Infantry) – Multiple Locations

Senior Custodial Agent, Fire Team Leader/Track Commander, 1983-1986
• Controlled entry of US and German personnel into the limited and exclusion areas of a remote nuclear missile site and provide tactical response in the event of a perimeter breach; ensured that the soldiers in the fire team were properly trained and all assigned equipment was maintained; participated in Bright Star, Egypt (1985).

SAM DANCER

Project Manager/Field Supervisor

PROMINENT CERTIFICATIONS

• Hazardous Waste Operations & Emergency Response – Initial
• LDEQ Asbestos Contractor/Supervisor
• FEMA IS-100.c Introduction to Incident Command System, ICS-100
• FEMA IS-100.pwb Introduction to the Incident Command System
• FEMA IS-632.a Introduction to Debris Operations
• FEMA IS-633 Debris Management Plan Development
• FEMA IS-634 Introduction to FEMA's Public Assistance Program
• FEMA IS-700.b National Incident Management System (NIMS), An Introduction
• FEMA IS-702.a NIMS Public Information Systems
• USACE CQM Training Certificate
• CPR: Adult, Child, Infant, & AED Training (BLS)

OTHER CERTIFICATIONS

FEMA IS-5.a • FEMA IS-10.a • FEMA IS-11.a • FEMA IS-20.24 • FEMA IS-21.21 • FEMA IS-35.21 • FEMA ISI-36 • FEMA IS-37.17 • FEMA IS-37.21 • FEMA IS-37.24 • FEMA IS-42 • FEMA IS-60.b • FEMA IS-75 • FEMA IS-100.a • FEMA IS-100.b • FEMA IS-100.c • FEMA IS-111.a • FEMA IS-200.a • FEMA IS-200.b • FEMA IS-200.c • FEMA IS-201 • FEMA IS-230.e • FEMA IS-230.d • FEMA IS-235.c • FEMA IS-240.b • FEMA IS-241.b • FEMA IS-241.c • FEMA IS-242.c • FEMA IS-244.b • FEMA IS-315 • FEMA IS-315.a • FEMA IS-317 • FEMA IS-317.a • FEMA IS-324.a • FEMA IS-325 •FEMA IS-360 • FEMA IS-368.a • FEMA IS-394.a •FEMA IS-403 • FEMA IS-405 • FEMA IS-453 • FEMA IS-559 • FEMA IS-632.a • FEMA IS-634 • FEMA IS-660 • FEMA IS-700.a • FEMA IS-700.b • FEMA IS-800.b • FEMA IS-800.d • FEMA IS-904 • FEMA IS-905 • FEMA IS-906 • FEMA IS-907 • FEMA IS-909 • FEMA IS-912 • FEMA IS-914 • FEMA IS-1000 • FEMA IS-1001 • FEMA IS-1010 • FEMA IS-1150 • FEMA IS-1151 • FEMA IS-1172 • FEMA IS-2002 • FEMA IS-2200 •FEMA IS-2900.a • FEMA IS-2901 • OSHA-105 •OSHA-107 • OSHA-108 • OSHA-112 • OSHA-113 •OSHA-115 • OSHA-116 • OSHA-121 • OSHA-122 •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

NOTABLE PROJECTS

2024
Hurricane Beryl, Hurricane Francine, Hurricane Helene, Hurricane Milton
2021
Hurricane Ida, Alabama Tornadoes, Texas Severe Winter Storms
2020
Hurricane Delta, Hurricane Laura
2019
Hurricane Dorian, Tropical Storm Barry
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Irma, Hurricane Harvey
2016
Louisiana Serve Storms and Flooding (DR-4277)
2015
Houston, TX Flood
2014
Winter Storm Pax
2013
Midwestern Tornado Outbreak
2012
Hurricane Isaac
2011
Hurricane Irene
2010
BP Oil Spill
2008
Hurricane Gustav, Hurricane Ike
2005
Hurricane Rita, Hurricane Katrina, Hurricane Dennis

ACCESS AND AWARDS

• TWIC Card
• Access to the Homeland Security Information
• Network for LA, MS, TX, AL and the EM Site
• Louisiana War Cross
• National Defense Service Medal
• Good Conduct Medal
• Army Achievement Medal

JAROD TASSIN

Estimator and Project Manager

Mr. Tassin joined DRC in 2021 with four years of relevant work experience, having worked for a debris monitoring firm. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance, ensuring that personnel are properly trained and equipped to carry out their duties, investigating incidents and accidents in the field and taking appropriate corrective action, coordinating with other departments to ensure that field operations are running smoothly, coordinating daily meetings and reports, and coordinating subcontractors. As an Estimator, he estimates costs for all aspects of DRC's debris removal and management projects. Mr. Tassin is also technician and traffic control support certified for Louisiana.

Mr. Tassin oversaw the operation for the Marshall Fires in Colorado, which had a contract value of $27 million, and cleanup for Hurricanes Ian and Ida, which had a combined contract value of approximately $44 million. In 2024, Mr. Tassin assisted Pinellas County, Florida during its response to Hurricane Milton. Additionally, he oversaw debris removal operations for six jurisdictions in Florida following Hurricane Helene. Mr. Tassin has also managed debris removal projects in Vermillion Parish, Louisiana, Pointe Coupee Parish, Louisiana, and Jackson County, Florida. In 2024, Mr. Tassin managed the removal and disposal of approximately one million cubic yards of debris, and the combined value of his projects exceeded $34 million.

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Jtassin@drcusa.com

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EDUCATION

Southeastern Louisiana State University, December 2021
AAS, Construction Technology

Brother Martin High School, May 2016

WORK EXPERIENCE

DRC Emergency Services, LLC
Estimator, May 2024 – Present
• Estimates costs for all aspects of DRC's debris removal and management projects.

Project Manager, November 2021 – Present
• Manages all phases of assigned projects, ensuring contractual obligations are met.
• Accountable for the personnel and equipment onsite.

CERTIFICATIONS

Asbestos Supervisor Initial 40 Hours • ATSSA Traffic Control Supervisor Certification • LDEQ Asbestos Contractor/Supervisor • Hazwoper 40 HR • VDOT Intermediate Work Zone and Flagger Certification
FEMA IS-5.a • FEMA IS-10.a • FEMA IS-37.23 • FEMA IS-37.24 • FEMA IS-100.c • FEMA IS-111.a • FEMA IS-200.c • FEMA IS-235.c • FEMA IS-241.c • FEMA IS-242.c • FEMA IS-317.a • FEMA IS-321 • FEMA IS-324.a •
FEMA IS-325 • FEMA IS-559 • FEMA IS-632.a • FEMA IS-633 • FEMA IS-700.b • FEMA IS-800 • FEMA IS-1001 • FEMA IS-1010 • FEMA IS-00100.c

NOTABLE PROJECTS

2024
Hurricane Helene, Hurricane Milton
2023
Hurricane Idalia
2022
Hurricane Ian
2021
Hurricane Ida
Boulder Country, Colorado, Marshall Fire

SCOTT MATTHEWS

Project Manager

MMr. Matthews has more than three decades of relevant work experience as a Project Supervisor and Manager. He has a proven track record of coordinating and planning for complex contracts, including developing project milestones. His duties as a Project Manager consist of on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors.

In his first year with DRC, Mr. Matthews managed the removal and disposal of more than three million cubic yards of debris across four Louisiana jurisdictions in response to Hurricane Ida. In response to Hurricane Ian, Mr. Matthews worked closely with the Florida Department of Transportation, the Florida Department of Environmental Protection, and several Florida jurisdictions while aiding in the removal and disposal of more than 2.6 million cubic yards of debris. In 2024, he assisted in managing six activations in Texas and Florida following Hurricanes Beryl, Helene, and Milton, as well as other severe weather events. In 2025, Mr. Matthews assisted in managing waterway debris removal from Hurricane Helene for the Tennessee Emergency Management Agency, as well as debris removal for the Texas Division of Emergency Management following the July 2025 Texas Hill Country Floods.

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Smatthews@drcusa.com

111 Veterans Boulevard, Ste. 1420,
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EDUCATION

Ocean County College, Toms River, NJ
Some college
Point Pleasant Borough High School, Point Pleasant Beach, NJ

WORK EXPERIENCE

DRC Emergency Services, LLC
Project Manager, 2021 - Present
- Manages all phases of assigned projects, ensuring contractual obligations are met.
- Accountable for the personnel and equipment onsite.

Wheelabrator South Broward
Supervisor, 1991 - 2021
- Established and enforced clear goals to keep employees working collaboratively.
- Provided ongoing training to address staff needs.
- Identified and corrected performance and issues to reduce impact to business operations.
- Maintained operating schedules to provide effective coverage for key areas and achieve objectives.

Continued—
Princess Carpentry
Carpenter, 1986 - 1990
- Installed building structures such as windows, trim and cabinetry while meeting job deadlines.

CERTIFICATIONS

FDOT MOT Advanced

NOTABLE PROJECTS

2025
Texas Hill Country Floods

2024
Hurricanes Beryl, Francine, Helene, Milton
Texas Derecho

2023
Hurricane Idalia

2022
Hurricane Ian

2021
Hurricane Ida

CHARLES KRAFT

Regional Manager

Mr. Kraft has been working with DRC for two decades and has a wealth of experience managing clean-up following hurricanes, winter storms, floods, and tornadoes. As Regional Manager for Alabama, his duties include assisting with securing pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region.

Additionally, Mr. Kraft was instrumental in the design and implementation of DRC's Project Manager's Toolbox, an automated system which provides seamless real-time information exchange between office and field, no matter the size and scale of the project(s). The toolbox replaces paper and endless emails with a secure database that utilizes Microsoft Multifactor authentication (MFA) and HIPAA compliant digital signatures.

Mr. Kraft worked for several jurisdictions in Alabama following Hurricanes Sally and Zeta, managing the removal and disposal of close to one million cubic yards of debris. In response to Hurricane Ida in Louisiana, he oversaw the removal and disposal of more than three million cubic yards of debris from Tangipahoa Parish. In 2024, Mr. Kraft managed projects in Texas, Louisiana, Florida, and Georgia in response to Hurricanes Beryl, Francine, Helene, and Milton. His 2024 work experience includes Manatee County, where Mr. Kraft oversaw the removal and disposal of 2.5 million cubic yards of debris worth $61 million.

(888) 721-4372

Ckraft@drcusa.com

111 Veterans Boulevard, Ste. 1420,
Metairie, LA 70005

EDUCATION

University of South Alabama – Mobile, Alabama
Business

WORK EXPERIENCE

DRC Emergency Services, LLC

Regional Manager, Alabama, 2012–Present
- Specializing in client services, incident command and command center operations.
- Extensive knowledge of federal disaster and emergency response-related programs, policies and operations.
- Hands-on participation and incident command in response and recovery operations for numerous major disasters and emergencies.

Project Manager
- Manages all phases of assigned projects, ensuring contractual obligations are met.
- Accountable for the personnel and equipment onsite.

CERTIFICATIONS

FEMA IS-100.c • FEMA IS-200.c • FEMA IS-632.a • FEMA IS-700.b • FEMA IS-702.a • FEMA IS-5.a • FEMA IS-10.a • FEMA IS-33.17 • FEMA IS-35.17 • FEMA IS-37.24 • FEMA IS-111.a • FEMA IS-235.c • FEMA IS-241.c • FEMA IS-242.c • FEMA IS-315.a • FEMA IS-317.a • FEMA IS-324.a • FEMA IS-325 • FEMA IS-559 • FEMA IS-633 • FEMA IS-634 • FEMA IS-800.d • FEMA IS-1001 • FEMA IS-1010 • FEMA IS-2900 • Introduction to Incident Command System, ICS-100 • ICS for Single Resources and Initial Action Incident, ICS-200 • Introduction to Debris Operations • National Incident Management System (NIMS) An Introduction • IMS Public Information Systems

NOTABLE PROJECTS

2024
Hurricane Milton, Hurricane Beryl
2023
Mississippi Tornado, Hurricane Idalia
2022
Hurricane Ian
2021
Hurricane Ida, Alabama Tornadoes
2020
Hurricane Zeta, Hurricane Sally
2019
Hurricane Dorian, Tropical Storm Barry
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Harvey
2016
Louisiana Severe Storms and Flooding (DR-4277), Winter Storm Jonas
2015
Houston, TX Floods
2014
Ice Storm Pax
2013
Midwestern Tornado Outbreak
2012
Super Storm Sandy, Hurricane Isaac
2011
Hurricane Irene
2010
BP Oil Spill
2008
Hurricane Ike, Hurricane Gustav
2006
Hurricane Wilma
2005
Hurricane Rita, Hurricane Ophelia, Hurricane Katrina

MARK CARDWELL

Operations Manager

Mr. Cardwell is a Kentucky native with over two decades of service with the U.S. Army Corps of Engineers (USACE), where he served as an Emergency Management Specialist. He holds an Industrial Maintenance Technology education and has built an extensive career in emergency management, debris operations, and disaster recovery. Mr. Cardwell is a certified member of the ESF-3 Debris Subject Matter Expert (SME) Cadre and has served as a Mission Manager and Debris SME across numerous federal disaster responses. He has also trained and mentored USACE debris removal districts nationwide on regulatory compliance and recovery best practices. Currently, Mr. Cardwell works for DRC as Operations Manager. As Operations Manager, Mr. Cardwell contributes information and recommendations for strategic plans and reviews; prepares and completes action plans; implements production, productivity, quality, and customer service standards; resolves problems in the field; completes audits; identifies trends; analyzes and improves organizational processes and workflows; maintains safe and healthy work environments by establishing, following, and enforcing standards and procedures; and complies with legal regulations.

Prior to joining DRC, Mr. Cardwell developed deep expertise in managing multi-agency disaster recovery operations, cross-functional field teams, and large-scale logistics in coordination with FEMA and state and local governments. His professional background includes roles as Engineering Technician, Facility Operations Specialist, and Maintenance Mechanic with USACE, and he previously served in the U.S. Army as an Infantry Squad Leader and Recruiting Station Commander. His core strengths include debris program management, contract management and execution, multi-agency coordination, and field team leadership.

(888) 721-4372

mcardwell@drcusa.com

111 Veterans Boulevard, Ste. 1420, Metairie, LA 70005

EDUCATION

Industrial Maintenance Tech
2006

WORK EXPERIENCE

DRC Emergency Services, LLC
Operations Manager, 2026 – Present
• Manages the daily logistical coordination of crews, heavy equipment, and support resources
• Implements health and safety protocols to ensure that all work is completed safely
• Plans workflow and future crew movement
• Produces daily work site documentation
• Coordinates DMS closures
• Manages all phases of assigned projects, ensuring contractual obligations are met
• Accountable for the personnel and equipment onsite

United States Army Corps of Engineers
Emergency Management Specialist, August 2022 - April 2026
• Develops and maintains emergency plans, SOPs, and training programs in coordination with federal, state, and local agencies.
• Member of the Louisville District Debris PRT since 2017; ESF3 Debris SMS Cadre (2019); ESF3 Debris SME Cadre (2023).
• Served as Debris SME and Mission Manager for multiple national disaster events.
• Leads cross-functional recovery teams — including GIS specialists, contractors, realty experts, and QC teams.
• Provides technical guidance, regulatory compliance oversight, and mentorship.

Engineering Technician, January 2020 - August 2022
• Managed contracts for facility inspections, repairs, and improvements; tracked projects using CEFMS II for budgeting and scheduling.
• Served as Team Leader for Hurricane Laura and Delta TA/TM missions and led EM response to the December 2021 Mayfield Tornadoes.
• Conducted on-site investigations of critical infrastructure and served as liaison between the Operations Division and private industry.
• Planned and staffed large-scale missions, overseeing resource allocation and deployment operations.

NOTABLE PROJECTS

2024
North Carolina Debris
2023
Hawaii Wildfires
2022
Eastern KY Flooding
2021
Western KY Tornadoes
2020
Clarksville Tornadoes, Hurricane Laura/Delta TA/TM
2019
Hurricane Dorian FEMA PDA USACE Liaison
2018
Flood Fighter, Mission Manager
2018
Hurricane Irma/Maria (USVI)

CERTIFICATIONS

Debris Team Training (presenter)– 2024 • Louisville District Leadership Development Program (LDP) 2020 • USACE EM Basic Course – 2023 • FEMA IS-100, 200, 300, 400, 700, 800

ADDITIONAL REGIONAL AND PROJECT MANAGERS

DRC employs approximately 60 full-time employees, all of whom are equipped with unique experience and distinctive professional backgrounds. Our staff holds degrees in areas such as Civil Engineering, Computer Science, Business Technology, Construction Science, Accounting, and Forestry. DRC's management team includes former U.S. Army Rangers, a former FEMA Public Assistance/Debris Task Force Lead, and U.S. Army Corps of Engineers Emergency Operations Leaders. To support DRC's dedication to safety and preparedness, many of our staff are FEMA-certified in National Incident Management Services (NIMS), hold certifications in first aid and CPR, and retain both 40-hour Hazwoper training and mandated 40-hour OSHA training. With experience managing FEMA declared disasters for more than 20 years, DRC's personnel can provide disaster debris relief for communities nationwide.

ANDY ALLSHOUSE, REGIONAL MANAGER

Mr. Allshouse has seven years of relevant work experience and a Bachelor of Science Degree in Community Health Education from Western Michigan University. Prior to working with DRC, Mr. Allshouse worked with SLSCO, DRC's sister company, in disaster response. Mr. Allshouse currently resides in New Port Richey, Florida. As Regional Manager for Central Florida, Mr. Allshouse is responsible for helping to secure pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region.

As a project manager, Mr. Allshouse facilitated the removal and disposal of a combined total of 3.8 million cubic yards of debris in response to Hurricanes Ian, Ida, and Idalia, resulting in a cumulative contract value of $53 million. **Since 2024, Mr. Allshouse's region of Central Florida has seen 24 contract activations from Hurricanes Helene and Milton, and the total value of these contracts has nearly eclipsed $40 million.**

TOM BAKER, REGIONAL MANAGER

Mr. Baker joined DRC in 2020 with more than 25 years of experience in Operations, Acquisitions, Finance, and Sales in the Solid Waste and Recycling Industry, as well as a Master's Degree in Taxation and a Bachelor of Business Administration in Accounting from Georgia State University. Before joining DRC's team, he previously worked as an Area Municipal Services Manager for Republic Services in Los Angeles, California, where he managed a team of 14 municipal managers while juggling responsibility for contracts with an annual revenue of $400 million, including the City of Los Angeles Commercial Contract and the Los Angeles Unified School District Contract. Mr. Baker brings his experience in employee management, financial analysis, project management, municipal sales, contract negotiation, and operations supervision to DRC. As the Regional Manager for the Northeast United States, Mr. Baker helps to secure pre-event contracts with jurisdictions, facilitate communication with clients to coordinate appropriate disaster planning before and after an event, identify local sub-contractors and DMS sites, and assist other Regional Managers with mobilization and response post-disaster when not in his region.

Mr. Baker worked as the Project Manager in New York City following Hurricane Isaias, resulting in a contract value of more than $7.7 million. Mr. Baker also oversaw debris removal and disposal operations following Hurricanes Francine, Beryl, Ian, Ida, Zeta, and Laura, resulting in a contract value of more than $38 million. In 2024 and 2025, **Mr. Baker managed DRC's activation for the South Carolina Department of Transportation (SCDOT) following Hurricane Helene; under Mr. Baker's purview, DRC removed and disposed of more than 900,000 cubic yards of debris from state roads across South Carolina.**

HAYDEN FUENTES, REGIONAL MANAGER

Mr. Fuentes joined DRC with a wealth of experience and expertise that will greatly benefit our clients and partners. His professional journey includes roles such as Project Manager at DRC Emergency Services and Branch Manager at Enterprise Holdings, which have equipped him with a strong foundation in leadership, project management, and operational excellence. His duties as a Regional Manager consist of helping to secure pre-event contracts with jurisdictions, facilitating communication with clients to coordinate appropriate disaster planning before and after an event, identifying local subcontractors and DMS sites, and assisting other Regional Managers with mobilization and response post-disaster when not in his region.

As a Project Manager, Mr. Fuentes oversaw activations in several jurisdictions throughout the State of North Carolina and Louisiana following Hurricanes Isaias, Laura, and Zeta. He facilitated the removal of a total of 467,000 cubic yards of debris and provided on site management of five debris management sites, resulting in over $6.6 million of federal funding.

As DRC's Regional Manager for Georgia, Tennessee, and Kentucky, **Mr. Fuentes oversaw 19 contract activations in 2024 and 2025**, including DRC's debris removal operations following Tropical Storm Debby, Hurricane Helene, the Old Hickory Tornado, the Laurel County, Kentucky Tornado, and the Floyd County, Kentucky Floods. Mr. Fuentes's most notable projects from the last two years include DRC's debris removal operations for Bacon County, Georgia, wherein we removed more than 1.2 million cubic yards of debris, the Georgia Department of Transportation in Districts 2, 4, and 5, where DRC removed and disposed of more than 3.6 million cubic yards of debris worth more than $101 million; and projects with the Tennessee Department of Transportation and the Tennessee Department of Emergency Management. **Mr. Fuentes assisted with the removal and disposal of more than $370 million worth of debris on behalf of these Tennessee agencies in 2025, and more than $500 million across his region since 2024.**

CLIF KENNEDY, REGIONAL MANAGER

As a former Captain in the U.S. Marine Corps, Mr. Kennedy handled the training and combat readiness of hundreds of Marines and led expeditionary combat operations around the world. His leadership and experience conducting operations in extreme situations gives him a unique perspective in the disaster response business. As Regional Manager for Colorado and Texas, Mr. Kennedy is responsible for helping to secure pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region.

Mr. Kennedy handled several Mechanical Dredging and Waterway Debris Removal Projects within the City of Houston, TX, with a cumulative contract value of $43.5 million. Upon joining the DRC team, Mr. Kennedy worked with the Texas General Land Office restoring 125 miles of Texas coastline after Hurricane Harvey; during this project he coordinated with eight different federal, state, and county agencies and completed the project on time while navigating numerous unexpected contingencies.

In 2022, Mr. Kennedy handled the Marshall Fire in Boulder County, Colorado, which had a total contract value of $27 million. Additionally, he oversaw the removal of debris following flash floods in Larimer County, Colorado. In 2024, Mr. Kennedy oversaw 22 activations in Texas following Hurricane Beryl; under his supervision, DRC's work crews removed more than 2 million cubic yards of debris during our response to the hurricane. Additionally, **Mr. Kennedy has overseen the removal and disposal of more than $115 million worth of debris during DRC's response to the South Fork and Salt Fires in New Mexico since 2024, and Mr. Kennedy has led DRC's response to the July 2025 Floods that devastated the Texas Hill Country. Mr. Kennedy has managed the removal and disposal of more than 3 million cubic yards of debris from 9 counties and 8 cities in Central Texas in response to the Texas Hill Country Floods.**

Mr. Kennedy has a Bachelor's Degree in Political Science from Texas A&M University. He lives in Clifton, TX with his wife, Kat, and their four children.

CLINT PATE, REGIONAL MANAGER

Mr. Pate comes to DRC with more than 30 years of experience. Before joining the DRC team, Mr. Pate worked for an engineering firm for 23 years designing highways. In 2014, he was elected to serve on the Jackson County, Florida Commission where he worked for eight years. For two years, Mr. Pate was Chairman of the Board of the County Commission, where **he helped with the cleanup after Hurricane Michael, Hurricane Sally, and the start of Covid.** Mr. Pate is skilled in sales, project management, and contract reviews, and he has remarkable knowledge of elected officials and leaders in the panhandle of Florida.

From his position in government, Mr. Pate managed disaster recovery efforts following Hurricane Michael in 2018. After this storm, **DRC removed approximately $35 million worth of debris from Jackson County alone.** In 2024, Mr. Pate assisted with DRC's response to Hurricanes Helene and Milton in Florida.

CRAIG PEDERSON, REGIONAL MANAGER

Currently serving as a Regional Manager for DRC Emergency Services, LLC., Craig assists City and County jurisdictions throughout the State to prepare and recover from Federal Emergency Management Agency (FEMA) designated natural disasters.

Prior to serving in his current capacity with DRC, Craig served two terms (eight years) as an elected Kings County District 4 Supervisor. Along with the many duties required in this role, he served two years as Chairman of the Eight County San Joaquin Valley Unified Air Pollution Control District (APCD). The District, one of two APCD's in the Nation designated as Serious Non-Attainment under the Clean Air Act. During his time on the District Air Board Craig enjoyed both the challenges and the rewarding outcomes while working with the U.S. Environmental Protection Agency,

California Air Resources Board (CARB), as well as the local communities and industries to find common sense solutions to air quality issues facing the San Joaquin Valley.

Craig served eight years (two years as chair) on the National Association of Counties Agriculture and Rural Affairs Committee. The committee addressed and created national policy positions on many vital issues such as Rural Broad Band Access, the 2018 Farm Bill, the United States Mexico Canada Free Trade Agreement (USMCA) and the Waters of the United States (WOTUS). During his time on the committee, his work culminated with an invitation from President Donald J. Trump to attend and witness the signing of both the 2018 Farm Bill and the United States Mexico Canada Free Trade Agreement.

Craig is a lifelong agriculturalist, operating a third-generation diversified family farm, Pedersen Farms. The operation consisted of 2,000 acres growing 40 different commodities ranging from cotton to organic broccoli and melons to dairy replacement cattle during his 34 years of ownership. Mr. Pedersen proudly served on many different commodity and trade associations as a recognized leader in the California agriculture industry.

Mr. Pederson is currently assisting DRC's debris removal operations in Orange County following the 2025 Airport Fire. DRC has already removed and disposed of approximately $10 million worth of debris during this ongoing project.

JEFF SNOW, REGIONAL MANAGER

Mr. Snow comes to DRC with more than a decade of experience in the Solid Waste and Recycling Industry in California. He earned his Bachelor's Degree in Business from California State University and his MBA and MIM from Thunderbird School of Global Management, where he also earned certificates from studies at École du Commerce in Paris, France. Prior to working for DRC, Mr. Snow served as President of Rainbow Disposal in Huntington Beach, California – where he and Rainbow were recognized as the nation's leader in recycling and diversion of materials from landfills. Upon acquisition of Rainbow by Republic Services, he served as Senior Area Municipal Sales Manager for Republic Services. He also served as Vice President for CR&R Environmental Services throughout Southern California. Mr. Snow was a leader in the "Don't Waste L.A." movement which culminated in a revolutionized commercial waste & recycling franchise system for the City of Los Angeles, dramatically increasing recycling, good jobs and clean air.

Mr. Snow is a distinguished sustainability and community leader with recognitions from the United States Congress, State of California Senate, State of California Assembly, and Orange County, California. DRC believes in giving back to the communities we serve, and Mr. Snow is dedicated to community service leadership throughout California. He currently serves on the Boards of Directors for Special Olympics, Coastkeeper, Abound Food Care, and Influencers For Good (Passkeys).

Mr. Snow's duties as California Regional Manager for DRC include improving local government's resilience and preparation for natural disasters through pre-event contracts, joint planning and training, identifying local Emergency Push routes for life safety, identifying Debris Management Sites within jurisdictions, partnering with local subcontractors to bolster economic reinvigoration following a disaster event, and assuring timely communications and mobilization for emergency response and recovery following a disaster event.

Mr. Snow is currently managing DRC's response to the 2025 Airport Fire in Orange County, California. DRC has removed and disposed of approximately $10 million worth of debris during our ongoing response to the 2025 Airport Fire.

ACE BAKER, PROJECT MANAGER

With more than 20 years of experience in logistics management, industrial and residential construction, demolition, rigging and recovery, Mr. Baker joined DRC as a Project Manager in October of 2024. Prior to his work with DRC, Mr. Baker was an independent contractor in his home state of Missouri where he provided oversight for crews and companies working to restore infrastructure following natural disasters. His work in independent contracting gave him the expertise needed to successfully lead a team and manage field operations. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance, ensuring that personnel are properly trained and equipped to carry out their duties, investigating incidents and accidents in the field and taking appropriate corrective action, coordinating with other departments to ensure that field operations are running smoothly, coordinating daily meetings and reports, and coordinating subcontractors.

In his first year at DRC, Mr. Baker managed five contracts following the spring 2025 flooding in Eastern Kentucky. Mr. Baker also helped with DRC's response to Hurricane Helene for the Georgia Department of Transportation and the Virginia Department of Emergency Management, and he supported DRC's response to the July 2025 Texas Hill Country Flood. **The total value of Mr. Baker's contracts for 2025 exceeded $88 million**.

TAYLOR JUMONVILLE, PROJECT MANAGER

Mr. Jumonville has nine years of experience in project management, both for DRC and for our sister company, SLSCO. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors. Mr. Jumonville is also asbestos certified, technician and traffic control support certified for Louisiana, and a certified arborist. Mr. Jumonville presently resides in Lafayette, Louisiana.

Mr. Jumonville's most notable project is the Hurricane Ida Cleanup, which resulted in the removal and disposal of over 2.3 million cubic yards of debris. Mr. Jumonville also managed DRC's Hurricane Zeta response for the Alabama Department of Transportation (ALDOT) in 2020, and assisted ALDOT following the Dallas County Tornado in 2023. In 2024, Mr. Jumonville oversaw 7 contract activations during DRC's response to Hurricane Francine in Louisiana. Additionally, **Mr. Jumonville managed a project for the U.S. Army Corps of Engineers in Tennessee following the 2023 Old Hickory Tornado**; the contract value for this ongoing project has eclipsed $4.5 million.

CHARLIE KRAFT, PROJECT MANAGER

Charlie Kraft joined DRC in 2024 after graduating from Spring Hill College with a B.S. in Business Administration with a concentration in Supply Chain Management. He gained hands-on experience in project management during DRC's responses to Hurricanes Debby, Francine, and Helene. **Mr. Kraft personally oversaw projects in the Cities of St. Marys, Kingsland, and Richmond Hills, Georgia, as well as the City of Palm Coast, Florida, and the Florida Department of Transportation following Hurricane Helene**. The value of Mr. Kraft's 2024 projects exceeded $840,000.

In 2025, **Mr. Kraft assisted with the removal and disposal of more than $340 million worth of debris for the Tennessee Emergency Management Agency** following Hurricane Helene. Mr. Kraft also managed specialty projects in Sarasota and Pinellas Counties, Florida, in 2025.

SCOTTIE MATTHEWS, PROJECT MANAGER

Mr. Matthews joined DRC in 2024 with two years of experience in the Disaster Recovery Industry as well as a Bachelor's Degree in Psychology from the University of South Carolina, Beaufort. His prior work included being a Field Supervisor/Operations Manager for a debris monitoring firm as well as a supervisor on FEMA disaster recovery projects for Landfall Strategies. As Field Supervision/Operations Manager, Mr. Matthews managed a team of monitors after Hurricanes Helene and Milton (for the City of Longwood, Florida; Appling County Georgia; and Jeff Davis County, Georgia) and mapped multiple Florida counties (Orange, Lake, Polk) using 360 cameras & LIDAR pre- and post-storm for the State of Florida. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance, ensuring that personnel are properly trained and equipped to carry out their duties, investigating incidents and accidents in the field and taking appropriate corrective action, coordinating with other departments to ensure that field operations are running smoothly, coordinating daily meetings and reports, and coordinating subcontractors.

Mr. Matthews served as a project manager in 3 counties following the 2025 Laurel County, Kentucky Tornado and the 2025 Floyd County, Kentucky Floods. Additionally, Mr. Matthews has assisted DRC's response to the July 2025 Texas Hill Country Floods in Kimble and Menard Counties, Texas. In total, **Mr. Matthews oversaw the removal and disposal of more than $26 million worth of debris in 2025.**

KELLY PATRICK, PROJECT MANAGER

Kelly Patrick came to DRC in 2020 with 3 years' experience in the debris removal industry. Previously, he was a practicing attorney working primarily in environmental law. As an attorney for both the State of Louisiana and the Plaintiffs' Steering Committee in MDL 2179 class action regarding the Deepwater Horizon oil spill, he served on teams that accomplished landmark settlement agreements with BP.

As a Project Manager for DRC, he manages debris removal projects from start to finish, including meeting with clients, damage assessment, planning, deployment of assets, and progress monitoring. Mr. Patrick has managed projects following Hurricanes Delta and Ida, the February 2021 ice storm and May 2021 flood in East Baton Rouge Parish, as well as the August 2021 tornado in Randolph County, Alabama. **Mr. Patrick also managed a waterway clearing project for East Baton Rouge Parish, wherein he**

oversaw the removal and disposal of more than 30,000 tons of wet debris. In 2024, Mr. Patrick managed DRC's response to Hurricane Francine in East Baton Rouge/City of Baton Rouge and the City of Baker, Louisiana. Additionally, Mr. Partick has overseen blight reduction, tree removal, and demolition projects in Louisiana in 2024 and 2025.

HUDSON TAYLOR, PROJECT MANAGER

Mr. Taylor joined DRC in 2024 with two years of experience in the construction field. His work experience includes a year as a Heavy Equipment Operator for Taylor Mongomery, and as a Demolition and Abatement General Laborer, giving Mr. Taylor the necessary skills to tackle debris contracting for Taylor Brothers Solutions alongside his brother Trevor Taylor before they both joined DRC. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance, ensuring that personnel are properly trained and equipped to carry out their duties, investigating incidents and accidents in the field and taking appropriate corrective action, coordinating with other departments to ensure that field operations are running smoothly, coordinating daily meetings and reports, and coordinating subcontractors.

Mr. Taylor assisted with DRC's debris removal operations in Burnet County, Texas after the July 2025 Texas Hill Country Floods. **The total value of Mr. Taylor's 2025 work exceeded $45 million.**

TREVOR TAYLOR, PROJECT MANAGER

With 8+ years of experience in the Construction and Debris Removal industries, Trevor Taylor joined DRC in 2024. Mr. Taylor's previous work includes being a Production Manager for Weedoo Greenboat, where he led a team of 10 employees, as well as work as a Debris Contractor for his own company Taylor Brothers Solutions, where he oversaw the removal of more than 40,000 cubic yards of debris from Hurricane Ian on North Captiva Island, FL and assisted in the removal of more than 150,000 cubic yards of debris from Hurricane Idalia in Citrus County, FL. . His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance, ensuring that personnel are properly trained and equipped to carry out their duties, investigating incidents and accidents in the field and taking appropriate corrective action, coordinating with other departments to ensure that field operations are running smoothly, coordinating daily meetings and reports, and coordinating subcontractors.

Mr. Taylor's 2025 work includes the removal and disposal of more than $28 million worth of debris for the Tennessee Department of Transportation following Hurricane Helene. **Following the July 2025 Texas Hill Country Floods, Mr. Taylor has managed multiple contract activations worth more than $43 million.**

MIKE TISCHER, PROJECT MANAGER

Mr. Tischer joined DRC in 2022 with 14 years of experience in the Disaster Recovery Industry. He earned a Bachelor of Science in Environmental Geosciences with a Minor in Geography from North Illinois University. Prior to joining DRC, Mr. Tischer worked for Arcadis from 2010 to 2022, where he honed his ability to manage and interact with clients, regulators, and local, federal, and state governments; coordinate field operations; and manage staffs as large as 230 people. Mr. Tischer is well versed in tree removal operations, wildfire debris cleanup operations, pre-demos and asbestos operations, and environmental health and safety compliance. Mr. Tischer's unique background brings a fresh

view to DRC's disaster operations and will be a huge asset to DRC in the years to come. As a Project Manager, Mr. Tischer can handle on-site management of all phases of projects and make necessary adjustments to ensure optimal performance; ensure that personnel are properly trained and equipped to carry out their duties; investigate incidents and accidents in the field and take appropriate corrective action; coordinate with other departments to ensure that field operations are running smoothly; coordinate daily meetings and reports; and coordinate subcontractors.

Since joining DRC in 2022 as a Project Manager, Mr. Tischer assisted with DRC's response to Hurricane Ida in Terrebonne Parish, Louisiana. Mr. Tischer also oversaw the Larimer County Flood Cleanup and the Marshall Fire Cleanup in Boulder County, Colorado. In 2024, Mr. Tischer managed debris removal operations in Lafayette Parish, Louisiana following Hurricane Francine, and Mr. Tischer directed DRC's Hurricane Beryl response in Brazoria County, Texas. **Mr. Tischer's most impressive experience is his management of DRC's ongoing response to the South Fork and Salt Fires for the State of New Mexico, during which he has overseen the removal and disposal of more than $115 million worth of debris.**

GREGORY VALLEY, PROJECT MANAGER

Mr. Valley came to DRC in 2024 as a former firefighter and upgrade captain for the St. Tammany Parish Fire Department and a former member of the United States Marine Corps Reserves. In addition to overseeing a fire station, its staff and its service area, he was also deployed with the fire service to other locations to assist with emergency management after natural disasters. Mr. Valley went to Lake Charles, Louisiana after Hurricane Laura to assist a volunteer fire district covering their area and responding to fires. Following this deployment, he returned to Lake Charles to help a local tree service with debris cleanup and tree removal. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance, ensuring that personnel are properly trained and equipped to carry out their duties, investigating incidents and accidents in the field and taking appropriate corrective action, coordinating with other departments to ensure that field operations are running smoothly, coordinating daily meetings and reports, and coordinating subcontractors.

Mr. Valley assisted with the Georgia Department of Transportation's response to Hurricane Helene in District 4, where DRC removed and disposed of more than 1.6 million cubic yards of debris, as well as the Texas Division of Emergency Management in Kendall County following the July 2025 Texas Hill Country Floods. In total, **Mr. Valley managed projects with values exceeding $48 million in 2025.**

MITCH VARNADOE, PROJECT MANAGER

Mr. Varnadoe has been with DRC since 2021, and he has more than a decade of relevant work experience. Mr. Varnadoe's responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors.

Mr. Varnadoe was the Project Manager on DRC's contract with the United States Army Corps of Engineers in response to the 2022 Kentucky Tornadoes. Additionally, Mr. Varnadoe **facilitated debris removal and disposal**

in multiple communities following Hurricane Ian, which resulted in the removal and disposal of $69 million worth of debris. In 2024, Mr. Varnadoe assisted in managing several activations in Georgia, Alabama, and Texas following Hurricane Beryl, Hurricane Helene, and the May 2024 Texas Derecho. **The total value of Mr. Varnadoe's 2024 projects exceeded $39 million.**

"They are a great group to work with after a major disaster. They are represented by military veterans on staff and stand by their word."

- Judge Mark Allen, Jasper County, Texas

SUBCONTRACTORS & EMPLOYMENT

EMPLOYMENT OF LOCAL & MINORITY SUBCONTRACTORS

DRC maintains **one of the industry's largest networks 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.

DRC has access to more than 2,000 firms through our pre-qualified supplier database, including more than 1,200 Small Business Enterprises (SBE). Many are also designated as Minority-Owned Business Enterprise (MBE), Women-Owned Business Enterprise (WBE), Disadvantaged Business Enterprise (DBE), Small Disadvantaged Business (SDB), HUB Zone Business, 8(a) Business Development Program, and/or Veteran-Owned Small Business (VOSB), including Service-Disabled Veteran-Owned Small Business (SDVOSB) contractors.

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. Interested businesses may apply to be added to DRC's subcontractor list at any time by filling out the application form on our website, drcusa.com, or by calling (888) 721-4DRC.

PROPOSED SUBCONTRACTORS

DRC has teamed with the following subcontractors. These partnerships augment our resources and ability to quickly respond to any contingency that disrupts Key West.

COMPANY	CONTACT INFORMATION	SCOPE OF WORK
La Isla Tree	81001 Overseas Hwy Ste 105 Islamorada, FL 33036 305-853-6849	emergency push
Arbortech Tree and Landscaping	86560 Overseas Hwy Islamorada, FL 33036 (305) 852-5180	emergency push; load & haul operations
Danny's Tree Svc	250 Key Honey Ln Tavernier, FL 33070 (305) 852-5906	emergency push
Tim Mathews	160 Florida Ave Tavernier, FL 33070 (305) 853-7044	emergency push
Alternative Tree Services	14 S Andros Rd Key Largo, FL 33037 (305) 451-5041	emergency push
Treescapes	14 Barracuda Ln Key Largo, FL 33037 (786) 417-1393	emergency push

Discount Rock and Sand	10500 Aviation Blvd, Unit 2 Marathon, FL 33050 305-743-5680	emergency push
Removal Services	Angel Parets 786-512-6791 Angelparets@hotmail.com 815 Ponce De Leon Blvd Coral Gables, FL 33134	load & haul operations
Above and Beyond Landscaping, LLC	John Essenwine (772) 631-6768 john@ablflorida.com PO Box 975 Palm City, FL 34991	load & haul operations
DNR Group, Inc.	Glenn Nelson (504) 451-2368 nelsonbros1@cox.net 12246 River Rd. St. Rose, LA 70087	load & haul, waterway debris removal

In addition to the local subcontractors listed above, the following subcontractors have a rich history with DRC:

Removal Services is a Coral Gables–based firm with proven experience supporting large-scale debris operations and coastal restoration efforts throughout South Florida. The company successfully performed load and haul services under DRC Emergency Services in Vero Beach following a tornado event in 2024, demonstrating its ability to respond quickly and operate effectively under emergency conditions. In addition, Removal Services supported beach restoration efforts under DRC for the City of Hollywood, further highlighting its versatility and capability across multiple project types.

With a strong local presence and a commitment to performance, Removal Services brings dependable equipment, experienced personnel, and a thorough understanding of operational and regulatory requirements. Their track record of delivering quality work in both disaster response and environmental restoration makes them a trusted subcontractor and a valuable asset to any debris management team.

Above & Beyond Landscaping is a landscaping and debris cleanup and hauling company based in Palm City, Florida. DRC worked with Above & Beyond during our response to Hurricanes Helene and Milton for several municipalities including the City of Bradenton, the Town of Longboat Key, and Pinellas County. Above & Beyond has worked with DRC on the following projects:

- Hurricane Helene – Largo (City of), Bradenton (City of), and Pinellas County, Florida
- Hurricane Milton – Largo (City of), Bradenton (City of), Longboat Key (Town of), Indian Rocks Beach (City of), and Belleaire (City of), Florida

DNR Group is a Saint Rose, Louisiana-based company which has operated in the Post Disaster Renovations industry within the Construction - Special Trade Contractors sector for more than 20 years. DNR Group has the capacity and experience to assist with all facets of disaster debris removal, including waterway debris removal. DNR Group has worked with DRC on many contracts for disaster debris removal and demolition, including the following:

- 2025 Texas Hill Country floods
- Hurricanes Helene and Milton – Manatee County, Florida
- Hurricane Beryl – Houston, Texas
- Hurricane Ian – Manatee County, Florida
- Hurricane Ida – Terrebonne Parish, Louisiana
- Houston Dredging (multi-year, ongoing)

OUTREACH AND TRAINING

The use of local resources is vitally important to a successful disaster recovery operation. We pride ourselves in facilitating local involvement during recovery efforts and encourage local knowledge and experience. DRC utilizes local vendors to the maximum extent possible to minimize load times, transportation costs, and schedule risk.

Upon receipt of Notice of Award, DRC will schedule an informational and technical assistance workshop for potential vendors and businesses. The workshop will provide all interested local businesses with information about the overall scope of work and opportunities for contracting and partnership with DRC. Our highly qualified and experienced staff will also provide hands-on technical assistance and training in all relevant aspects of the debris removal and management process, so that local subcontractors are ready to partner with DRC in providing superior services to Key West.

The Regional Manager will recruit local subcontractors and small and diverse business enterprises by utilizing DRC's subcontractor database, as well as the following resources:

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

STANDARDS AND OVERSIGHT

Under the leadership of Chad Braun, Director of Response Readiness, management of subcontractors involves carefully vetting them for experience, compliance with safety standards, and ensuring proper licensing and insurance before onboarding. Effective subcontractor management is critical for DRC to ensure projects are completed safely, efficiently, and on schedule. Clear communication of project requirements, timelines, and performance expectations is essential to align subcontractor efforts with DRC's goals and standards. Regular monitoring through site inspections, performance reviews, and daily progress reports helps maintain quality control and address any subcontractor issues proactively. DRC's strong relationships with subcontractors are built on trust and accountability, which not only improves workflow coordination but also reduces risk, enhances safety compliance, and ensures that debris removal operations meet client and regulatory standards.

As an extension of DRC, subcontractors are held to the same environmental regulations and compliance standards that we are, further ensuring the success and efficacy of our contract with Key West.

PROMPT PAYMENT OF SUBCONTRACTORS

Subcontractors are paid every Friday, with payments covering work completed two weeks prior, ensuring consistent and timely compensation throughout the project duration.

EQUAL OPPORTUNITY POLICY

DRC is an equal 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 employees with disabilities. 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 workforce 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.

FAMILY OF COMPANIES

Together with our commonly owned affiliates SLS, Forgen, and Callan Marine, DRC can respond immediately to disaster events and provide almost every service that may be required to move through the complete disaster recovery timeline. We are the only company in the United States that can perform all these services in a streamlined manner from both the contracting and management sides. This portfolio of companies is under the same ownership and shares all resources and assets, including financial, personnel, equipment and facilities**. DRC has access to over 1,000 employees through our family of companies, making us a trusted partner for towns, cities, and jurisdictions nationwide in disaster recovery services.**

SLS provides the full spectrum of general contracting, construction management, infrastructure, disaster response, health and humanitarian services throughout North America and beyond. From emergency sheltering, facilities operation, mass population care, and catering to field hospitals and rapid repairs, we mobilize within hours to provide relief and stability when disaster strikes. With an aggregate bonding capacity of $4 billion, SLS performs a multitude of large-scale assignments for federal, state, regional, county and municipal entities—with a keen focus on the comprehensive rehabilitation, reconstruction and recovery of communities impacted by emergencies and disasters. Additionally, our team provides infrastructure, facility construction and rehabilitation services; remote workforce compounds and basecamp facilities; turnkey health solutions; and intermodal, industrial and marine facility construction.

Forgen is one of the largest environmental construction companies in the United States, offering remediation and infrastructure solutions across the country. Our integrated geotechnical and civil construction and environmental remediation services restore and strengthen our natural surroundings to protect people, communities, and the environment for generations to come. We have successfully delivered large, multi-disciplinary projects for public and private sector clients across North America for more than a decade, safely tackling complex challenges across a variety of industries.

Callan Marine is a highly specialized marine construction firm capable of providing design, engineering, management, and construction services. We provide every type of marine construction activity including debris management and removal, dredging, shoreline protection, beach renourishment, port/dock facility construction, and wetland construction. Our work restores berthing depths for ship docks and navigation channels and facilitates transportation in our nation's waterways. We are recognized as the leading marine construction service provider on the Gulf Coast, with a long list of government and private clients who continually utilize Callan Marine for comprehensive marine construction services.

PROJECT UNDERSTANDING & MANAGEMENT APPROACH

DRC's approach to project planning and management is based on several core strengths:

- Time-Tested Strategies
- Flexibility and Adaptability
- Availability of Resources
- Technological Innovation

DRC will put these strengths to work for the City of Key West in the following ways:

CUSTOMIZED DISASTER DEBRIS MITIGATION, PLANNING, AND TRAINING

Situated off the southern coast of Florida, Key West is more likely to face hurricanes and tropical storms than other types of disasters – and will need a disaster debris removal contractor familiar with island logistics and constrained-site staging. DRC is well positioned to assist the city, as we have assisted multiple cities, counties, and state and federal agencies in preparing for and responding to similar events. DRC's knowledge of island logistics is proven by our work on multiple hurricanes, including Hurricanes Irma and Maria. DRC has been the debris removal contractor for Monroe County since successfully cleaning the county following Hurricane Irma in 2017. We have worked with the county to develop debris maps to expedite cleaning the county.

DRC's highly trained and experienced personnel will meet with the City of Key West before disaster strikes to work collaboratively on developing a comprehensive response plan.

RESPONSIVE STAFFING

DRC currently employs approximately 60 full-time personnel. Your Regional Manager, Evan Fancher, is **available to assist the City of Key West 24/7.** In the event of an activation, your assigned Project Manager will be available 24/7 as well.

DRC's Regional Managers and Project Managers are based throughout the country and will be relocated as needed to respond to large-scale disasters. Through our affiliated companies, we have **access to more than 1,000 additional employees** in disaster recovery and related industries. DRC also maintains a large network of subcontractors, industry contacts, and staffing agencies to assist us in **rapidly ramping up staffing when needed** – as we did in 2024, during four simultaneous hurricane response activations across multiple states.

DRC'S CURRENT OFFICE LOCATIONS

COMMITMENT TO SAFETY

DRC's professional staff hold **134 unique certifications**, including those from FEMA, OSHA, USACE, the American Red Cross, and others. We bring this knowledge to bear on every project, emphasizing the importance of safety in every aspect of our work. As a result, DRC has a multi-year OSHA record of **zero work-related illnesses or injuries.**

AVAILABILITY OF RESOURCES

Through a combination of owned, rented, and leased equipment, and maintaining Master Service Agreements with multiple subcontractors and equipment suppliers across the country, DRC is prepared to mobilize to the City of Key West with the equipment required to meet the challenges presented by an event of any size. With a **bonding capacity exceeding $1 billion**, and access to additional resources through our affiliates, DRC also has the financial resources needed to execute multiple major projects simultaneously.

RAPID MOBILIZATION

With a customized plan for the City of Key West in place and our staff, equipment, and subcontractors at the ready, DRC is prepared to respond immediately to any event that may strike the City. Highlights of our mobilization plan for the City of Key West include the following:

- Equipment and staff can be staged **prior to an anticipated event**
- Project Manager and support staff in place at the City of Key West's Emergency Operations Center **within 24 hours** following Notice to Proceed
- First push complete **within 70 hours**
- Full mobilization **within 48 hours**

SPECIALIZED DEBRIS REMOVAL EXPERTISE

As a leader in the debris removal industry for more than 20 years, DRC can provide the expertise to remove, manage, and dispose of any type of debris, including but not limited to the following:

- Vegetative Debris
- Hazardous Tree and Limb Removal
- Removal of Hazardous Stumps
- Construction & Demolition (C&D) Debris
- White Goods (Household Appliances)
- Household Hazardous Waste
- E-Waste
- Canal/Waterway Debris Removal
- Vehicle and Vessel Removal
- Sand Screening, Soil Recovery, and Beach Restoration
- Dead Animals
- Private Property Debris Removal & Demolition

TECHNOLOGICAL INNOVATION

DRC's state-of-the-art office and in-field technology drives the following:

- Safe and efficient debris removal
- Precise mapping of storm damage, collection grids, and more
- Specialized debris removal in hard-to-reach areas and sensitive ecological environments
- Maximum reimbursement from FEMA and other agencies
- Compliance with all local, state, and federal regulations
- Real-time access to data and communications even during power outages and inclement weather

CLEAR AND OPEN COMMUNICATION

From initial contract award through post-event evaluations, DRC recognizes the importance of clear and open communication with the City of Key West. We take our responsibility as your debris removal contractor very seriously, and we want to make sure we are meeting the City's needs, both under clear skies and in times of disasters. We are available for training and consultation throughout the year. During an activation, DRC will continually seek to anticipate, listen to, and meet or exceed the City's needs, as well as to proactively offer ideas and suggestions based on our experience. We will practice these communication strategies with all staff, subcontractors, government agencies and other stakeholders.

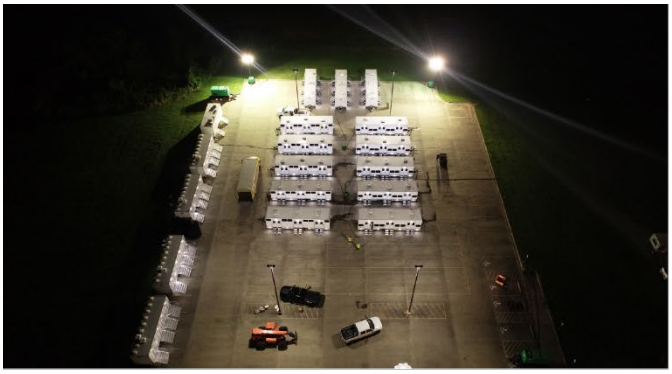
ENVIRONMENTAL STEWARDSHIP

Our work centers on restoring damaged environments, and in all our projects, DRC seeks to minimize our ecological impact. Strategies include seeking opportunities to recycle various debris types; carefully managing the removal and storage of hazardous wastes to reduce spillage; quickly repairing any damages; and educating ourselves on and then carefully following local regulations regarding wildlife and ecosystem protection.

COMPREHENSIVE AND ANCILLARY SERVICES

DRC can provide a multitude of ancillary services that may be needed in the days, weeks, months, or even years following an event, including but not limited to the following:

- Fire suppression support
- Potable water truck and drinking water
- Reefer and refrigerator container with ice delivery
- Temporary housing and facilities
- Emergency power generators
- Temporary satellite communications
- Temporary sanitary facilities
- Pumping and water relocation/removal for flood control
- Sewer, culvert, and catch basin cleaning
- Decontamination of buildings and facilities
- Mold remediation
- Mobile fleet repair facilities, technicians, and mechanics
- Temporary signage and traffic control
- Mobile food and water distribution site, tents, and furnishings, inclusive of operation and staffing
- Emergency temporary dry-in of facilities
- Temporary security
- Temporary lighting
- Emergency cleaning of stormwater catch basins, culverts and wastewater systems
- Temporary fueling facilities/equipment, inclusive of storage and dispensing
- Rental of various types of equipment (i.e. loaders, dump trucks, etc) with operators
- Temporary fencing
- Materials
- Dredging
- Geotechnical and civil construction
- Maritime construction
- Flood control
- Shoreline protection
- Ecosystem restoration
- Wetlands construction
- Environmental remediation



THREE-PHASE APPROACH

PREPARE **RESPOND** **RECOVER**

Every mission starts with preparation, succeeds through rapid response, and ends with full recovery.

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

CORE VALUES

- ACCOUNTABILITY
- PREPARATION
- COURTESY & RESPECT
- HONESTY
- HARD WORK

"Their dedication and expertise are unparalleled, and I am confident that they will provide exceptional service to any organization that requires their assistance."

- Matthew Jewell, Parish President, St. Charles Parish

PREPARE

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 the City and DRC's team to make introductions and 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 the training and response phases of the contract. These provisions include but are not limited to the following:

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

LOCAL TEAMING PARTNERS, VENDORS, AND SUBCONTRACTORS

DRC maintains a network of more than 2,000 subcontractors, approximately 30 of which are primary subcontractors that have been a part of DRC's responses since our inception. These subcontractors, along with DRC's own personnel and equipment, are capable of mobilizing events of any size. The identification of local subcontractors prior to activation secures commitment of equipment and insurance requirements. In compliance with the Stafford Act, and in recognition of the value of local knowledge and expertise in any disaster scenario, DRC encourages local participation. DRC uses the following methods to identify local subcontractors:

- Outreach programs
- Government databases
- Website applications
- Client and vendor referrals
- SBE compliance departments
- Direct mail outreach

AVAILABLE EQUIPMENT

DRC will use owned equipment, subcontractor equipment, and/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 2021 hurricane season, DRC operated more than 4,000 pieces of equipment simultaneously while responding to Hurricane Ida.**

Additionally, DRC has Master Service Agreements in place with national equipment suppliers, such as Herc, Sunbelt, Bottom Line, United, Caterpillar, William Scotsman, etc., 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 Horsepower	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 Makes and Models	45
Roll-Off Trucks	Primarily Galbreath 60,000-Pound Hoist on Various Makes	82
Roll-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	13
Walking Floors	48-Foot 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 Night 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
	TOTAL:	**4225**

MARINE VESSELS/EQUIPMENT

EQUIPMENT TYPE	QUANTITY
Inland Marine Harvester	1
Air Boat	3
Amphibious Aquatic Excavator	1

Tugboat	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
TOTAL:	**61**

SPECIALTY EQUIPMENT

DRONES AND UNMANNED AERIAL VEHICLES (UAVS)

When authorized by the city, DRC will utilize drone (UAV) flights to support right-of-way patrols and supplement our ability to identify areas within the scope of the project that require debris management. UAVs help us quickly and safely assess inaccessible areas, confirm vegetation encroachments, and document hangers, leaners, and edge-of-ROW overhang prior to dispatch. High-resolution, geotagged imagery (and, when approved, LiDAR) allows our planners to assess structural damage, estimate clearance needs, and produce orthomosaics that guide crew routing and access restoration.

HELICOPTERS

Helicopters can play a crucial role in disaster debris removal by providing rapid, flexible, and efficient access to areas that are otherwise inaccessible due to damaged infrastructure, blocked roads, or hazardous conditions. Their ability to maneuver in tight spaces allows them to efficiently transport personnel, heavy equipment, and essential supplies directly to affected areas. In situations where time is critical, helicopters can quickly air-lift debris or clear paths for emergency responders, accelerating the overall recovery process. Their utilization enhances the speed of both initial damage assessments and cleanup operations and helps ensure the safety of ground crews by reducing their exposure to the areas' unstable environments.

The photo to the right depicts DRC's use of a helicopter to quickly and safely remove derelict vessels from the mangroves in Fort Myers following Hurricane Ian without damaging the sensitive environment.

JOINT PLANNING, TECHNICAL TRAINING, AND EDUCATIONAL SERVICES

DRC Emergency Services, LLC can help local governments prepare for any contingency with confidence. DRC's Director of Technical Assistance and Training, Tony Furr, provides ongoing education to DRC's personnel and the jurisdictions we serve. He has delivered the Debris Management training at the National Hurricane Conference, the Texas Emergency Managers Conference, and the Oklahoma Emergency Managers Conference, and he presided over the roundtable workshops hosted by the Disaster Recovery Coalition of America (DRCA) in FEMA Region VI.

DRC's staff is highly trained to aid local governments with comprehensive planning and support. **We are committed to helping our clients understand the principles of Emergency Management** and have had overwhelming success providing training programs and pre-event planning workshops.

Mr. Furr and our Key Personnel are always available to provide the City of Key West with planning and training exercises. DRC will provide regular planning, training, and feedback sessions throughout the length of the City's contract at no extra cost.

Typical workshops include one or more of the following topics:

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

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

Benefits of planning and training sessions include the following:

- 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

Determining equipment staging areas ahead of time allows DRC to seamlessly mobilize resources in advance of a disaster, whenever possible. In all cases, it saves time in the response. While discussing potential plots to stage equipment, the following should be considered:

- Staging away from residential areas
- Easy access from main right-of-way
- Sufficient acreage to manage large number of vehicles
- Fencing around the facility preferred

TEMPORARY DEBRIS MANAGEMENT SITE SELECTION

DRC is familiar with the approved Temporary Debris Management Sites provided in Attachment W. In preparing for additional sites, DRC will discuss potential TDMS sites with the City of Key West during the planning phase. Important criteria will include the following:

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

IDENTIFYING PERMANENT DISPOSAL, TRANSFER, AND RECYCLING FACILITIES

DRC has agreements in place with most major disposal and recycling facilities in the area. If additional disposal facilities are required, DRC's management will be responsible for working with the City to identify these facilities and to secure favorable terms and conditions with each facility. Additionally, DRC's staff includes Jeff Snow and Tom Baker, experts in recycling, resource recovery, and disposal. With more than 30 years of experience, they bring expertise and exceptional knowledge to every project.

ESTABLISHING EMERGENCY PUSH ROUTES & COLLECTION GRIDS

Creating a plan to map emergency push routes and collection grids before disaster strikes will save time in the days afterward. Exact routes will vary based on which areas sustain the most damage, but they should always include hospitals, police departments, emergency shelters, nursing homes, and major traffic routes.

FORECASTING

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

The following scenario is for discussion and demonstration only. Type, category, and intensity of the event determine the number of trucks and personnel required. Each activation presents unique circumstances which require a tailored response.

EVENT TYPE "E" CATASTROPHIC EVENTS: CITY WIDE DEBRIS REMOVAL

NUMBER OF TDMS SITES: Up to three

EQUIPMENT: Knuckle boom self-loading trucks, dump trucks/trailers, laborer with chainsaw, front-end loaders

TOTAL EXPECTED CUBIC YARDS OF DEBRIS: Up to 250,000 cubic yards

PERSONNEL REQUIRED: Project Manager, Superintendent, two foremen, laborers with chainsaws, equipment operators, staff of 3-5 per TDMS, and full back-office staff

SCHEDULING AND ROUTING: As this event is likely a major hurricane, DRC's Regional Manager would be in contact at least 72 hours ahead of landfall. He shall meet with city staff to introduce the Project Manager assigned to the City of Key West, discuss location and time of the initial delivery of Push crews for exclusive use by the city at the direction of the DRC Project Manager. The next day, the DRC Project Manager shall meet city staff at the agreed upon location with Push crews to start clearing roads and assess damage. During the initial Push, the DRC Project Manager shall conduct a damage assessment and discuss findings with city staff and the city's debris monitor. DRC will simultaneously work with City staff to activate TDMS.

Once the City selects the day to begin removal of the debris, DRC shall provide the necessary trucks to begin removal. These trucks will need to be measured and certified by the debris monitor. Additionally, DRC will need to perform site work at the TDMS including tower delivery, and restroom facilities.

Collection of debris will be organized in a logical fashion. Zones shall be established by the city. DRC is happy to work with the city to establish optimal work zones. Collection will begin and continue throughout the project in accordance with local ordinance and at the direction of city staff. Collection shall continue unless there is lightning in the area. Debris collection will be segmented by waste stream by truck. Trucks that are picking up vegetative debris shall only haul vegetative debris to the TDMS. Trucks hauling construction and demolition debris shall only haul construction and demolition debris to the TDMS. Trucks can be reassigned to haul a different waste stream, but only after they are emptied at the TDMS first. No debris mixing shall be tolerated, and no hand sorting shall occur. We work with the city to help residents understand how to properly separate debris at the curb.

Once debris is at the TDMS, DRC shall begin grinding vegetative debris immediately. Typically, C&D and other debris types lag vegetative debris on getting out to the curb. By immediately grinding vegetative debris, DRC is able to keep piles small and manageable and keep the debris site as tidy as possible. C&D and mixed debris are compacted as they begin to come in and are hauled away as quickly as possible. C&D debris is the more unsightly of the two predominant waste streams and must be disposed of quickly.

The city and DRC shall work together to immediately identify, permit (if necessary), and approve the final destination for the debris streams. Once the final destination(s) are ready to accept debris, DRC shall begin final haul out.

Daily reports will be provided by DRC that outline the amount of debris, the types of debris, and the zones in which the debris was collected.

RESPOND

1 ALERT PHASE
2 RESPONSE TIMELINE
3 PRELIMINARY DAMAGE ASSESSMENTS & PUBLIC RELATIONS
4 EMERGENCY PUSH OPERATIONS
5 LOADING AND HAULING OPERATIONS
6 DMS SITE OPERATIONS
7 FINAL DISPOSAL
8 PROJECT CLOSEOUT

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
- DRC will identify and assess the readiness of our network of subcontractors for Emergency Push and Load and Haul Operations
- Our team will pre-stage equipment and personnel as needed to respond to the immediate aftermath of the event
- DRC will map Emergency Push Collection routes, if these have not been determined in the planning phase

POST-DISASTER IMPACT RESPONSE TIMELINE

Upon receipt of Notice to Proceed or Task Order, DRC will immediately commence mobilization of equipment, operators, and laborers.

DRC has the capacity to meet, sustain, and manage all facets of disaster response, including **responding within 24 hours.** DRC proposes the following time frames for immediate disaster response:

WITHIN 24 HOURS AFTER NOTICE TO PROCEED

- Project Manager and support staff are in place and interacting with the City of Key West's Point of Contact
- At least 50 percent of required equipment and manpower are in place
- Staging and certification of equipment is underway
- Permitting and mobilization of TDMS sites has begun
- Emergency Push activities are well underway, in coordination with utility providers
- Initial Damage Assessment is complete
- Public Service Announcements are initiated
- Logistical Support requirements have been assessed
- Initial Safety Meeting takes place
- Time and location of daily productivity meetings is established

WITHIN 48 HOURS AFTER NOTICE TO PROCEED

- Initial understanding of crew type and quantity has been established with the City's Point of Contact
- Full Mobilization is complete
- At least one TDMS is operational, so that load and haul activities can begin
- DRC has initiated discussions with final disposal and recycling/composting providers (if applicable)
- Mapping of Collection Zones has been finalized in consultation with the City's Point of Contact
- Truck certifying continues
- Daily productivity meetings continue between DRC, the City's Point of Contact, and the Monitoring Firm assigned to the project
- Daily Safety Meetings continue

WITHIN 70 HOURS AFTER NOTICE TO PROCEED

- Emergency Push complete (if applicable)

WITHIN 96 HOURS AFTER NOTICE TO PROCEED

- All contractual requirements (bonds, safety plans, dust control, community outreach, etc.) are submitted
- Productivity assessments are 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 meetings continue between DRC, the City's Point of Contact, and the Monitoring Firm assigned to the project
- Daily Safety Meetings continue

EMERGENCY ROAD CLEARANCE/PUSH OPERATIONS

In an emergency push operation, debris is "pushed" or cleared from the public roadways in an order of priority established by the City of Key West. DRC's goal in a push operation is to make roadways and intersections as safe as possible by increasing visibility and minimizing traffic obstructions. Push routes are predetermined with the help of City personnel, who have a clear understanding of the geography of the community.

Push crews consist of four to five personnel with supervision, chainsaws, and equipment capable of moving heavy material, such as skid steers, front end loaders, etc. This phase of work is usually accomplished within one to five days after the event, depending on the scale of the disaster. For safety reasons, debris is collected only during daylight hours.

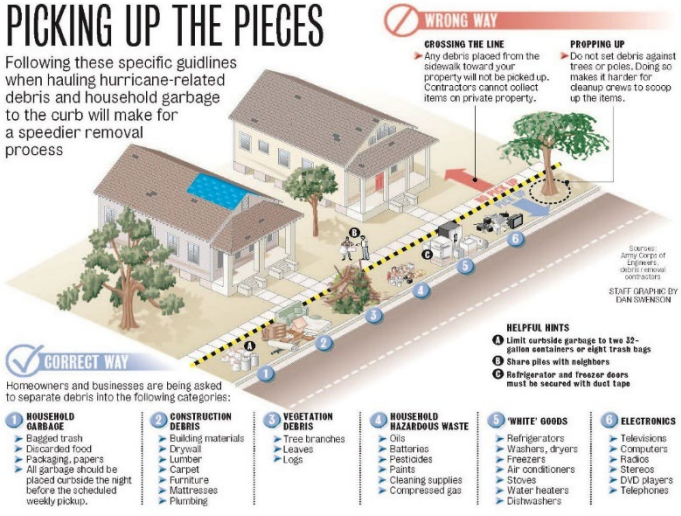
PRELIMINARY DAMAGE ASSESSMENTS

Within 24 hours of an incident, DRC and local, state, and federal officials will have completed preliminary damage assessments to indicate the scope of losses and recovery needs. Through the debris assessment, DRC will accomplish the following:

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

PUBLIC RELATIONS

In the midst of chaos brought on by a disaster, clear communication about the recovery process helps to restore a sense of safety to communities. Providing the public with guidance regarding the material collection and separation process will also significantly enhance the efficiency of the operation.



To ensure effective communication with the public about debris collection operations and timelines, DRC will coordinate with the City on creating a communications plan, including disseminating Public Service Announcements (PSAs) and flyers. These PSAs and flyers will be shared on various platforms including local websites, radio and television news outlets, and social media channels. Please see the example flyer (pictured at right) that defines and illustrates material separation for residents.

LOADING AND HAULING OPERATIONS

FIELD OPERATIONS

Within 24 to 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 generally 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 debris removal operators will be given area maps designating assignment/authorized areas or zones of operation as well as transport routes designated and/or approved by the City. Field supervisors shall ensure that all debris removal operators are licensed and certified to operate the required equipment. As crews complete zones, the areas will be jointly surveyed by DRC and the City of Key West and closed out.

RIGHT-OF-WAY AND PUBLIC PROPERTY DEBRIS REMOVAL

DRC's Debris Removal Crews will remove all eligible debris from the right-of-way and haul it to a designated Temporary Debris Management Site and/or directly to a final disposal site. At the request of the City of Key West, DRC will also demolish structures and/or remove debris from public easements, improved public property, and public properties other than rights-of-way.

Eligible debris is that which has been generated directly by the event or as a result of the event.

This image depicts a typical post-disaster scenario that involves construction and demolition debris (C&D). In this case, the public has been advised through PSAs and a flyer such as the above to place disaster generated debris in the right-of-way (ROW) in separate piles organized by debris type for separate collections.

PRIVATE PROPERTY DEBRIS REMOVAL

For debris on private property to be eligible, Private Property Debris Removal must be authorized.

FEMA may extend public assistance to include 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, DRC 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 of the City's residents.

DRC has extensive experience in removing all kinds of debris from private property after every type of disaster. Upon the request of the City of Key West, DRC will remove debris from private properties as directed. Depending on the severity of the event, and with proper documentation in place, FEMA reimbursement may be available.

The FEMA Private Property Debris Removal Program plays a crucial role in facilitating the cleanup and recovery process for individuals and families affected by natural disasters. Here's a breakdown of key aspects of the program:

- **ELIGIBILITY CRITERIA:** The program is designed to assist property owners whose residences or businesses have been damaged or destroyed by a federally declared disaster, providing financial assistance for the removal of debris from their private properties.
- **TYPES OF DEBRIS COVERED**: Eligible debris includes vegetative debris and construction and demolition materials resulting directly from the disaster event, such as fallen trees, damaged structures, and household belongings.
- **DOCUMENTATION REQUIREMENTS:** Property owners must submit thorough documentation, including photographs, damage assessments, and estimates for debris removal costs, to support their eligibility for assistance under the program.
- **ENVIRONMENTAL CONSIDERATIONS**: Debris removal activities must adhere to environmental regulations and guidelines to minimize ecological impact and ensure safe disposal of hazardous materials, such as asbestos or household chemicals.

- **REIMBURSEMENT PROCESS:** Upon completion of debris removal operations, property owners or their contractors submit documentation of incurred expenses to FEMA for reimbursement, subject to verification and approval.
- **COMMUNITY OUTREACH AND EDUCATION:** FEMA conducts outreach and education initiatives to inform property owners about the program, eligibility requirements, and available resources to facilitate their participation and ensure equitable access to assistance.

The FEMA Private Property Debris Removal Program serves as a vital resource for individuals and communities navigating the challenges of post-disaster recovery, offering financial support and logistical assistance to expedite the cleanup process and facilitate the rebuilding of homes and businesses.

POLICY UPDATE

Pre-approval from FEMA is not required for the Applicant to begin PPDR work (including on privately owned residential and commercial property); however, for the Applicant to receive PA funding, FEMA must determine that the work is eligible. The Applicant must notify FEMA that PPDR is being conducted and the type of property on which the PPDR is being conducted and the type of property on which the PPDR is being conducted (e.g., privately-owned residential or commercial property) so FEMA can ensure notifications to the necessary FEMA components and federal partners.

- FEMA Memorandum, dated October 17, 2022

CERTIFICATION OF EQUIPMENT

DRC will begin the certification of equipment as soon as possible, generally within 12 to 24 hours after a Notice to Proceed is issued. Trucks will be 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.

CLEAN-AS-YOU-GO POLICY

DRC's Clean-As-You-Go Policy aims to eliminate inefficiencies in emergency road clearance and load and haul operations by ensuring that all staff and subcontractors completely clear each assigned area before moving on to the next. Work crews and truck drivers are responsible for ensuring that each area is clean to the City's standards before moving on to the next. DRC's project managers will ensure compliance with our Clean-As-You-Go Policy.

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 adheres to FEMA's guideline of three scheduled collections or passes. In rare cases, particularly following major flooding, additional collections may be warranted.

DEBRIS TYPES

VEGETATIVE DEBRIS

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

DRC's crews can collect vegetative debris using a wide spectrum of equipment. To increase efficiency, DRC will often combine the removal of hazardous trees, including "leaners" (leaning trees) and "hangers" (hanging limbs), with the collection of other vegetative debris.

Once collected, vegetative debris will be transported to a Temporary Debris Management Site for processing. There are two main ways of reducing vegetative debris to conserve valuable landfill space:

- Reduction by **grinding** creates mulch, a valuable resource which can be used in landscaping, by farms as compost, or distributed to households for use in gardens; or it can be burned as a fuel source
- Reduction by **burning** provides for the most cost-effective processing, in areas where burning is an option

HAZARDOUS TREE AND LIMB REMOVAL

A tree is considered hazardous if its condition was caused by the disaster and it poses a risk to public health and safety. If possible, leaner and hanger removal will be performed in advance of load and haul activity so that these trees and limbs can be collected simultaneously with ROW debris. Crews may include climbers with chainsaws, as well as bucket trucks, automated saw trucks, and excavators.

FEMA uses the following criteria to define whether a leaner or hanger is hazardous. These criteria will be used by the City of Key West's independent monitoring firm to determine the eligibility of each tree to be removed:

- The tree trunk must be six inches in diameter or greater when measured at chest height
- More than 50% of the crown is damaged or destroyed
- The trunk is split or branches broken, exposing the heartwood
- The tree has fallen or been uprooted within a public use area
- The trunk is leaning at an angle greater than 30 degrees
- Hanging limbs must be at least 2 inches in diameter and pose a threat of falling into an improved public area or right-of-way

REMOVAL OF HAZARDOUS STUMPS

Stump removal usually takes place late in the debris removal process. The City's monitor will generally determine the eligibility of stumps for removal. 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 the following criteria:

- 50% or more of the root ball is exposed (if less than 50% of the root ball is exposed, it may be flush cut)
- The stump's diameter is greater than 24 inches, as measured 24 inches above the ground
- The stump is located on improved public property or a public right-of-way
- The stump poses an immediate threat to life, public health and safety

Crews will use excavators to extract larger stumps, then load them onto flatbed trailers for transport to the TDMS or final disposal facility, where they will be ground into mulch. Most often, large stumps must be split prior to grinding, whereas smaller stumps can be ground directly. After removing larger stumps, DRC will fill the hole to ground level.

- DRC removed approximately **11,000,000 cubic yards of vegetative debris** across Florida, Georgia, South Carolina, and Virginia in response to Hurricane Helene in 2024, including **132,402 hazardous trees.**
- Following Hurricane Ida in 2021, DRC collected and disposed of more than **12,400,000 cubic yards** of vegetative debris, including **243,484 hazardous trees.**
- While working on the recovery in Florida Department of Transportation Regions 2 and 3 after Hurricane Michael, DRC collected more than **2,660,000 cubic yards** of vegetative debris, including **17,609 hazardous trees.**
- During the same storm in Jackson County, Florida, DRC collected more than **2,587,000 cubic yards** of vegetative debris, including **43,763.00 hazardous trees.**
- While working on the recovery in Puerto Rico after the effects of Hurricane Maria, DRC collected **98,009 hazardous trees** from the island as a part of a **$82 million contract.**

CONSTRUCTION AND DEMOLITION (C&D) DEBRIS

Construction and Demolition (C&D) Debris consists of building materials, drywall, lumber, carpet, furniture, mattresses, and plumbing. C&D Debris is produced most often by floods, tidal surge, and earthquakes.

When collecting C&D Debris, DRC carefully considers local and state restrictions on landfill material acceptance. Using a TDMS provides an opportunity for reduction by material separation and compaction. Additionally, some building materials may be salvageable for reuse, if local facilities are in place. Transportation directly to the final disposal site does not allow for reduction; however, in some cases it may be more efficient.

A wide variety of equipment can be used to collect C&D Debris, including self-loaders.

- DRC removed more than **857,000 cubic yards of C&D debris** in response to Hurricanes Helene and Milton in 2024.
- Following Hurricane Ida in 2021, DRC collected and disposed of **4,800,000 cubic yards of C&D debris.**
- In the States of North Carolina and Florida, during Hurricanes Michael and Florence—which occurred simultaneously—DRC removed approximately **654,000 cubic yards of C&D.**
- DRC's response to severe flooding in the City-Parish of East Baton Rouge, Louisiana, in 2016 required the use of more than 300 hauling vehicles in the collection, processing, and/or recycling of more than **1,200,000 million cubic yards of C&D debris.**

WHITE GOODS

"White goods" are appliances, including refrigerators, washers, dryers, freezers, air conditioners, stoves, water heaters, and dishwashers.

DRC will collect white goods separately, often using light duty trucks and trailers with a liftgate. We will then transport them to a designated area at a TDMS or directly to a recycler. Any profits from recycling will be returned to the City unless otherwise stipulated in the contract.

The public will have been informed by DRC's public relations campaign to remove all contents from refrigerators and freezers prior to collection or to duct tape the doors shut to facilitate safety and ease of collection. Refrigerators and freezers collected with contents shall be staged for content removal and disposal. Freon shall be removed by a certified technician under the guidance of EPA regulations.

- In response to Hurricane Ian in 2022, DRC removed and recycled/disposed of **3,628 appliances** in South Florida. This work included the removal of **892 appliances from waterways.**

- After Hurricane Harvey in 2017, DRC removed and recycled/disposed of 4,227 appliances in the Houston area.
- The Baton Rouge area experienced historic flooding in 2016. DRC removed and recycled/disposed of more than **10,000 appliances** as part of a **$45 million contract.**

HAZARDOUS AND INDUSTRIAL WASTE, INCLUDING HOUSEHOLD HAZARDOUS WASTE

Household Hazardous Waste (HHW) consists of small quantities of used or leftover household cleaning and maintenance products, such as gasoline, oils, batteries, pesticides, paint, cleaning solvents, and compressed gas.

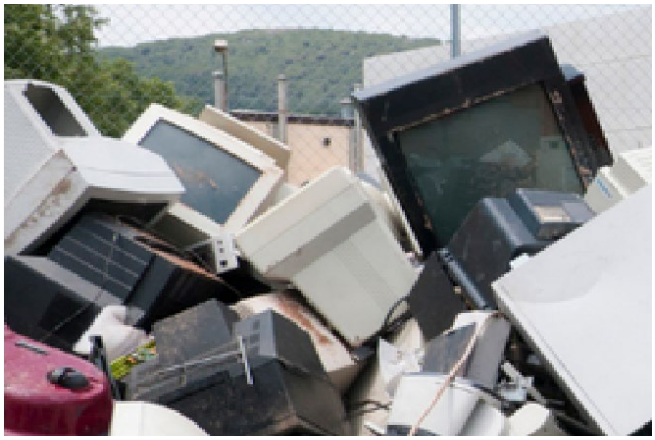
- DRC has removed **268,750 pounds of household hazardous waste** for the State of New Mexico during our ongoing response to the 2024 South Fork and Salt Fires.
- DRC removed **955,751 pounds of household hazardous waste** in response to Hurricanes Helene and Milton in 2024.
- In our response to Hurricane Ian in South Florida in 2022, DRC removed and disposed of **698,889 pounds of household hazardous waste.**
- After the severe flooding of the City-Parish of East Baton Rouge, Louisiana in 2016, DRC removed and disposed of **554,880 pounds of household hazardous waste.**

Hazardous waste is collected separately from other types of debris and securely placed in spill-proof containers for transportation to staging at a TDMS or direct transport to a qualified recycler or disposal facility. When stored at a TDMS, the area is generally protected with lining or berms, or both, depending upon the requirements of the state environmental agency. When materials are recycled, the recycler will often collect the items from the TDMS, pack them appropriately, and transport them to the recycling facility.

ELECTRONIC WASTE COLLECTION (E-WASTE)

E-Waste debris includes televisions, computers, radios, stereos, DVD players, telephones, etc.

DRC will make one or two separate passes to collect e-waste, depending on the severity of the disaster. General laborers, along with a supervisor, will collect the items using light duty trucks and trailers, then transport them either to a specific area of the TDMS or directly to a recycler.



- DRC removed **8,715 pounds of e-waste** in Boulder County, Colorado following the Marshall Fires.

- After Hurricane Florence, DRC removed **2,786 e-waste units** in Pender County alone; the total number of units DRC collected in response to Hurricane Florence was **3,116.**
- After 2017's Hurricane Harvey, DRC removed **12,011 e-waste units** in the Houston area.
- DRC removed **18,908 e-waste units** in response to the 2016 Baton Rouge floods.

TIRES

Following flood events or tidal surge, debris removal crews often find tires in debris piles on the public ROW. Tires create a special problem for landfill operators, as they tend to rise or float and can ultimately damage the landfill cap. Therefore, DRC's debris removal crews will separate tires from other debris.

Tires can be easily collected using light duty equipment. Ideally, we will transport them directly to the recycler or shredder. Federal and state regulations often require a waste hauler permit to transport tires.

CANAL/WATERWAY DEBRIS REMOVAL

Canal debris removal is most often performed under the oversight of state environmental regulators, especially in environmentally sensitive areas. Environmental factors always take priority when developing an operations plan. Debris removal may be land-based or water-based. Collection methods vary widely due to physical dynamics, environmental considerations, regulations, and scope of work.

Targets can be identified by side-scan sonar or below surface observation. Target removal may span from the water bottom to surface debris, or it may be limited to designated depths.

When appropriate, debris can be collected with grapples mounted on barges of varying sizes or even small boats. Land-based operations consist of removal of targets with long reach excavators equipped with a spoils or dredge bucket.

Temporary Offloading Sites can be used to 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.

- DRC is currently contracted by the City of Houston for a multi-phase waterway debris removal project and has removed **2.2 million cubic yards** of debris from Houston waterways to date.
- In response to Hurricane Ida in 2021, DRC collected and disposed of **over 428,000 cubic yards** of debris from canals and waterways across 5 jurisdictions.

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.

Operating procedures for vehicle and vessel removal projects vary from state to state due to legal requirements. The scope of work is always developed in consultation with the jurisdiction.

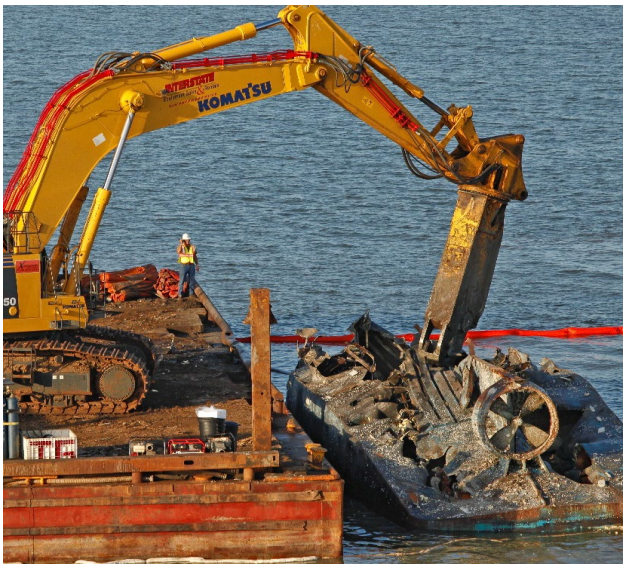
To begin a vehicle and/or vessel removal project, DRC will activate one or more aggregation sites for storage, processing, recordation, and access. Arranging the vehicles in a grid pattern allows for easiest access.

For a land-based recovery, DRC will tag and record vehicles and vessels prior to removal. For a water-based recovery, we will locate and record the vessels prior to removal.

At the aggregation site(s), DRC or a properly trained and licensed subcontractor will remove fluids from the vehicles and vessels. DRC will send an initial notification to the vehicle's owner, as determined by VIN information gathered in the field using the State Police database, according to local and state regulations. Additional notifications may be sent using certified mail, if required by law. DRC will also allow private insurance companies to access the vehicles for viewing.

Salvaged vessels and vehicles may be retrieved by either owners or insurance companies. Those that are not retrieved after ample notification will be crushed and recycled. Any proceeds from recycling will be returned to the City unless otherwise stipulated in the contract.

- During our ongoing response to the South Fork and Salt Fires, **DRC has removed 133 burned vehicles** on behalf of the State of New Mexico.
- DRC's recent experience in the removal of sunken vessels includes the Louisiana Parishes of Jefferson, Terrebonne, and East Baton Rouge. In the City-Parish of East Baton Rouge, our annual channel clearing project for 2022 totaled **$11,622,990.**
- DRC **removed 80 burned vehicles** following the Marshall Fires in Boulder County, Colorado.



- After Hurricane Ike struck Texas in 2009, DRC removed sunken vessels and debris from four major bays and waterways in the affected area. We used side scan sonar to identify targets in advance and in combination with a well-designed implementation plan**. DRC removed a total of 2,100,000 cubic yards of vessels and debris,** and the complete marine operation was concluded **in just over 30 days.**

SAND SCREENING, SOIL RECOVERY, AND BEACH RESTORATION

DRC's innovative methods for the handling and screening of sand have allowed many jurisdictions to bring back their beaches, better—even after powerful storm surges from record-breaking events including Hurricanes Helene, Milton, Ida, Florence, Irma, and Ike.

After disaster strikes, many jurisdictions are faced with large quantities of sand that have washed up on the roadways, as well as on public and private property. DRC will collect the sand and move it to a nearby Temporary Debris Management Site for processing. Sand that remains on the beach often contains large quantities of debris. We will process this sand directly on the beach before restoring the sand removed and processed from other areas.

DRC uses a variety of equipment in sand and soil processing, including the following:

- **Skid steers and front-end loaders** to recover displaced material from adjacent properties
- **Beach rakes** to remove hidden and surface debris from beachfronts
- **Shaker screens and trammels** to screen sand and soils

DRC's teams are able to process 100 to 200 cubic yards of sand per hour. After screening, the clean material is returned to its original location. Beach contours and dunes can then be re-created. The debris that has been removed will be taken to a TDMS for reduction and haul-out to final disposal.

- In Jefferson Parish, Louisiana, after Hurricane Ida in 2021, DRC recovered, screened, and restored **87,616 cubic yards of sand.** Additionally, DRC segregated and disposed of **42,779 cubic yards of silt and soil.**
- For the City of Fort Lauderdale following Hurricane Irma in 2017, DRC recovered more than **57,684 cubic yards** of sand from roadways, sidewalks, and parking lots. We then screened the sand and restored the beauty of these Florida beaches.
- In response to Hurricane Florence in 2018, DRC removed and screened **38,336 cubic yards of sand** to restore beaches in North Carolina.

"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."
– David Bundick, Superintendent of Solid Waste, City of Wilmington

HURRICANE IRMA BEACH CLEAN UP & RESTORATION

EXPERTISE IN THE REMOVAL OF DEAD ANIMALS

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.

All carcasses should be disposed of as soon as possible. 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.

- DRC led the Red Tide Fish Kill cleanup project in Pinellas County in 2018, collecting over **1,800 tons of dead fish** in a three-month span while also cleaning and maintaining **45 miles of coastline.** The **total contract amount was $6,895,562.**
- After the severe flooding in the Baton Rouge area in 2016, DRC removed and disposed of dead animals as needed as part of a **$37,820,004 contract** with the City.
- For the City of Galveston following Hurricane Ike in 2008, DRC removed and disposed of dead animals as needed as part of a **$38,007,492 contract** with the City.

PROTECTION OF ARCHAEOLOGICAL SITES AND HUMAN REMAINS

If in the process of debris removal DRC discovers evidence of a possible archaeological site, we will immediately cease work and contact FEMA. A qualified monitor may be required. If human remains are found, DRC will contact local authorities.

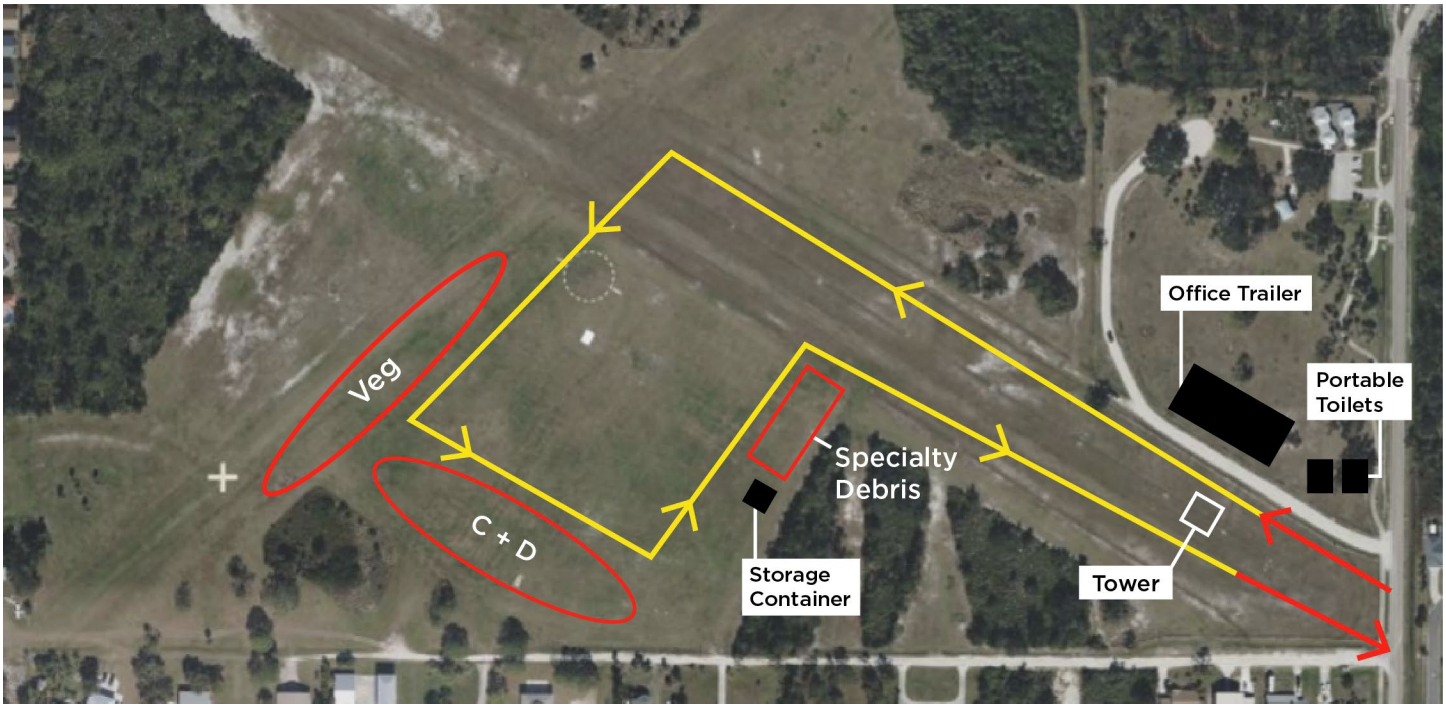
TEMPORARY DEBRIS MANAGEMENT SITE OPERATIONS

PERMITTING AND SITE MOBILIZATION

Within 24 hours of notice to proceed, DRC will begin mobilization to pre-established TDMS locations. DRC will determine the number of TDMS sites based on estimated volumes, travel times, traffic patterns, and materials to be processed. Once operational, a TDMS should facilitate a minimum of five loads per truck per day.

If applicable, DRC will promptly execute Land Use Agreements with any private landowners. For any sites not already permitted, Kristy Fuentes, DRC's Vice President of Administration and Compliance, will submit a permitting request.

Prior to use, DRC will perform an environmental audit of each site. This audit will involve documenting the site using historical records and data; taking photos and video, possibly using drones; and taking soil samples. Depending on state regulations, other steps may be required, such as creating a Stormwater Pollution Prevention Plan (SWPPP), perimeter silt fencing, or air monitoring.



SITE SETUP AND MAINTENANCE

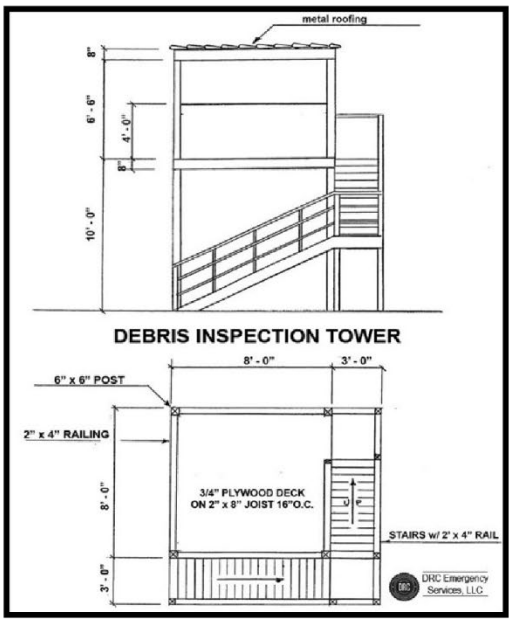
TYPICAL ON-SITE EQUIPMENT, SUPPLIES, AND MANPOWER NEEDS

- Signage
- Equipment Operators
- Security Personnel
- Front-End Loader with Thumb
- Grinder – Horizontal or Tub
- Air Curtain or Above Ground Incinerator (if required)
- Inspection Tower(s)
- Site Manager
- Traffic Control Devices
- Bulldozer
- Excavator
- Sweeper
- Water Truck
- Perimeter Fencing (if required)

Access and traffic flow – DRC will establish separate points of ingress and egress to improve traffic flow and operational efficiency. Truck routes will be mapped to avoid driving through residential areas.

Traffic Control – 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 – DRC will construct inspection towers to facilitate observation and measurement of debris hauled for storage at debris staging sites. If volume warrants it, each Temporary Debris Management Site will contain two inspection towers: one tower at the point of ingress for use by the monitoring firm, and one tower at the point of egress to ensure all debris hauling trucks are in fact empty upon leaving the site. A single tower may be utilized if ingress and egress points are the same. Sometimes we will use all-terrain man lifts instead of constructed towers.



Maintenance and Grading – DRC will perform maintenance and grading of the debris management site 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.

JOB SITE SECURITY

DRC will determine security needs on a case-by-case basis, in consultation with the City. Security on a debris removal site is a top priority for DRC, and several measures can be implemented to protect workers, the public, and nearby property. Only authorized personnel will have access to job sites.

Signage is one of the first lines of defense; clearly posted warning signs alert drivers and pedestrians to potential hazards, restricted areas, and heavy equipment zones.

Lighting is equally important, especially for early morning or evening operations, ensuring that workers can see clearly and that hazards are visible from a distance.

Fencing helps define the perimeter of the work zone, preventing unauthorized access and keeping debris contained within the site.

Gates provide controlled entry points for trucks and equipment, allowing site managers to monitor who enters and exits.

Security personnel play a key role in enforcing these measures; they oversee access control, monitor for safety violations, and deter theft or vandalism of equipment and materials.

Together, these security components create a controlled, well-organized environment that minimizes accidents, protects the public, and keeps operations running smoothly.

DEBRIS STORAGE AREA

Debris is segregated into five main areas:

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 – C&D debris will be stored separately within an area that will facilitate material separation, compaction or grinding.

Recyclables/Salvage – Recyclable/salvageable materials will be stockpiled in accordance with the site plan.

White goods – White goods will be stockpiled in a contained area in accordance with the site plan, unless they are being transported directly to the recycler.

Household Hazardous Waste (HHW) – HHW will be segregated and stored in an approved containment area protected by lining and/or berms.

DEBRIS REDUCTION METHODS

Grinding and/or Chipping Operations – Grinding or chipping can achieve a 4 to 1 reduction of vegetative debris or greater. The resulting product can be burned for use as fuel or reused as mulch or compost. Grinding or chipping is less often used as a reduction method for C&D material due to its impact on equipment.

Burning – Most common in rural settings, burning is the most efficient reduction method for vegetative debris, as a 95% reduction can be achieved. However, environmental impact and safety must be considered. Air curtain incineration and trench burning mitigate the release of smoke and ash into the air and surrounding areas.

Compaction – Compaction is the best reduction method for construction and demolition debris. When combined with recycling, a 2 to 1 reduction ratio can be achieved.

FINAL DEBRIS DISPOSAL

DRC will transport debris to [final disposal site(s) mentioned earlier in the proposal]. If additional sites are needed, For most projects, DRC will work with the City to determine final disposal location(s) for processed debris 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 OPTIONS

Vegetative Debris – After reduction by grinding or chipping, vegetative debris can serve a multitude of useful purposes. It can serve as a viable fuel source for manufacturing, etc., or used for agricultural purposes. It can be donated to residents for use in flower beds and gardens. It can be used as an alternative daily cover in landfills, when allowed. It can also be used as a roadbed for temporary roads, and it 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 – White goods are easy to recycle due to abundant processors.

Electronic Waste (E-Waste) – Electronic waste items are quite abundant, particularly following a flood or tidal surge. E-waste is brought to specialized recycling facilities, where recyclable components are separated from hazardous waste and reenter the stream of commerce. Meanwhile, the hazardous components from E-waste are disposed of according to environmental regulations.

Tires – Tires can be recycled by third party facilities, who remove toxic and non-rubber components from the tires and then shred and reduce the remaining rubber into a fine powder. This recycled tire by-product can be used as an industrial fuel source, as construction fill, or in road bases, as well in the production of new tires or even in playground surfaces.

"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, Director of Construction Services, Texas General Land Office (GLO)

BENEFICIAL USE PROGRAMS

State and federal agencies across the country have created Beneficial Use Programs. These programs provide guidelines for how non-hazardous waste materials may be diverted from landfills and reused or recycled, providing economic, environmental, and social benefit to the community. Examples of beneficial uses, which vary by state, may include the following:

- Sediment from dredging projects can be used to nourish beaches, to enhance wetland habitats, to restore brownfields, or as construction fill.
- Organic materials such as vegetative debris, yard waste, race track stable bedding, and residues from agricultural or forestry production can be used as compost to enrich soil.
- Construction & Demolition materials such as steel, concrete, wood products, brick and clay tile, and asphalt shingles can be reused in myriad ways, such as for fuel, new products for road or building construction, mulch, soil amendment, or compost.

DRC will seek beneficial uses for non-hazardous debris in the City of Key West wherever possible, following state and local regulations and guidance.

Following the severe flooding in the Baton Rouge area in 2016, DRC opened and operated two temporary debris staging and reduction sites – **including the largest Temporary Debris Staging and Reduction Site on record** – 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. DRC removed more than 2,500,000 cubic yards of debris – including 1,000,000 cubic yards which we picked up over the course of just 30 days in East Baton Rouge Parish, Louisiana.

TEMPORARY DEBRIS MANAGEMENT SITE CLOSEOUT

Once operations are complete, DRC will restore all Temporary Debris Management Sites. The scope of restoration is determined by post-use site conditions, terms of the land lease, and/or the City's directive and mutual understanding when public property is used. Restoration will include final removal of all debris and other managed components as well as all structures and temporary features. Additionally, DRC will perform grading and leveling, removal of temporary roads and fencing, and grassing or seeding as necessary to restore the site to documented pre-use condition. In most cases, both the property owner and the state environmental agency must inspect, release, and approve the final closure of a site.

DRC will use drone footage and still photography to illustrate the current condition of the site as it compares to the baseline or pre-use documentation. We will also conduct environmental sampling that mirrors pre-use sampling. For example, random soil samples, surface samples, and, if necessary, water samples, may be taken and sealed in containers for comparison with pre-use samples. 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.

DEMOBILIZATION

The project leader, whether that be the Project Manager or the Regional Manager, begins removing all equipment from the site once the TDMS closeout procedures have been finalized and the City approves. Typically – dependent upon the scope of the project – DRC's demobilization process is concluded within 48 hours, including the final delivery of all project reports and documentation.

DEBRIS MANAGEMENT SITE DURING AND AFTER OPERATIONS

ANCILLARY SERVICES

TEMPORARY HOUSING, SUPPLIES AND LOGISTICS

In a post-disaster scenario, access to basic needs such as clean water and electricity is often compromised. DRC will mobilize to procure and distribute items such as water, ice, and generators as needed, under the direction of the City of Key West.

DRC's sister company, SLS, specializes in supplies and logistics for disaster recovery. SLS has a complete management, operations, and logistics team ready at a moment's notice in multiple locations throughout the United States. With expedited response times to any area of the country, the SLS team and services are fully scalable to respond to assignments of any size, nature, and location.

SLS has performed multiple missions that have included bottled water, ice, and/or generator services in response to notable disasters, such as Winter Storm Uri (TX), Hurricane Harvey (TX), Hurricane Ida (LA), Hurricane Ian (FL), Hurricane Michael (FL), and others.

As part of the Sullivan Brothers Family of Companies, DRC and SLS often collaborate on projects. This collaboration expands the scope of services, personnel, equipment, and financial resources available to our clients. One example of DRC's collaboration with SLS includes the provision of emergency supplies and logistics in our response to Hurricane Ida. Together, we provided emergency catering, pallets of water, ice, drinks, potable water, temporary restrooms, laundry trailers, handwashing stations, generators, fuel services, fuel tank with trailer, and office trailers under a $2 million logistics contract with Jefferson Parish, Louisiana.

TEMPORARY HOUSING

Upon request, DRC and SLS will leverage over a decade of experience in responding to real-world incidents and disaster declarations to provide tested and proven turnkey base camp services to the County that take full advantage of our in-house resources and necessary supplier and vendor relationships in the national, regional, state and local markets. In support of base camp development, DRC and SLS will provide and coordinate the design of the facility in concert with the County to ensure logical, safe, and functional layouts and acceptable personal billeting assignments that fit specific site and mission conditions that ensure complete safety and 24-hour supervision and line of site observation of all occupants.

Additionally, we will ensure that the arrangement of showers, toilets and personal care stations are compliant with facility occupant and relevant ADA ratios. All needed supplies, such as electricity, running water, beds, linens, blankets and pillows will be provided.

SLS and DRC's experience and capabilities with the provision of emergency supplies and logistics includes, but is not limited to, the following:

- Fire suppression support
- Potable water truck and drinking water
- Reefer and refrigerator container with ice delivery
- Temporary housing and facilities
- Emergency power generators
- Temporary satellite communications
- Temporary sanitary facilities
- Pumping and water relocation/removal for flood control
- Sewer, culvert, and catch basin cleaning
- Decontamination of buildings and facilities
- Mold remediation
- Mobile fleet repair facilities, technicians, and mechanics
- Temporary signage and traffic control
- Mobile food and water distribution site, tents, and furnishings, inclusive of operation and staffing
- Emergency temporary dry-in of facilities
- Temporary security
- Temporary lighting
- Emergency cleaning of stormwater catch basins, culverts and wastewater systems
- Temporary fueling facilities/equipment, inclusive of storage and dispensing
- Rental of various types of equipment (i.e. loaders, dump trucks, etc) with operators
- Temporary fencing
- Materials
- Dredging
- Geotechnical and civil construction
- Maritime construction
- Flood control
- Shoreline protection
- Ecosystem restoration
- Wetlands construction
- Environmental remediation

COMMITMENT TO COMPLIANCE & ETHICAL BUSINESS CONDUCT

DRC strives to provide the most dependable, honest, and customer-centric service in the industry by 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, to which all contractors and individuals are expected to adhere. Kristy Fuentes, DRC's Vice President of Compliance and Administration, oversees the Corporate Compliance Program. Her responsibilities include the following:

- Evaluating internal and external compliance issues or concerns relating to DRC's interaction with customers
- Ensuring that our management, employees, and customers are in compliance with all applicable rules and regulations
- Serving as a valuable line of communication between the company and its 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

APPLICATION OF CORE VALUES

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

- 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 our business partners.

COMPLIANCE STANDARDS AND PROCEDURES

DRC aspires to be the **first in response** for natural and man-made disasters by being prepared, responsive, and competent, and by 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 shortcuts when it comes to our ethical values and standards of conduct.

QUALITY CONTROL PLAN

The purpose of the Quality Control Plan is to promote **efficient and safe operations** in the provision of **quality services.** 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 companies 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.

PROMPT DAMAGE RESOLUTION

- 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 repairs.
- DRC will investigate all damage complaints within 24 hours and will propose a resolution to the damaged party within 48 hours.

SAFETY

Chad Braun serves as DRC's Director of Response Readiness. He joined DRC in 2025, bringing more than 15 years of experience with the U.S. Army Corps of Engineers (USACE). Most prominently, Mr. Braun served as a Subject Matter Expert for FEMA Debris Emergency Operations at the USACE Huntsville Center. In this role, he oversaw more than $700 million in construction projects and more than $350 million in service task orders annually. As DRC's Director of Response Readiness, Mr. Braun leads safety and quality control trainings for the entirety of DRC's network of employees and subcontractors. He establishes and enforces organizational safety procedures and oversees compliance and quality assurance standards. Furthermore, Mr. Braun is responsible for ensuring that all DRC operations are executed in accordance with federal, state, and local regulations, while maintaining a culture of safety, preparedness, and operational excellence across our entire organization.

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

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 safety 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 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 achieve the following:

- Safeguard the public and government personnel, as well as property, materials, supplies, and equipment
- Provide a safe work environment for employees and subcontractors
- Avoid interruptions to operations and delays involving project completion
- Increase morale
- Reduce costs

"Your attention to safety is to be commended."

- Cynthia Halsey, Environmental Services, Okaloosa County, Florida

DRC's staff includes Sam Dancer, Safety Officer, and Jarod Tassin, Taylor Jumonville, Andy Allshouse, and Scott Matthews, Maintenance of Traffic (MOT) Specialists who bring invaluable skill and expertise to each project. With over 100 FEMA/OSHA certifications, Mr. Dancer oversees training and safety procedures. 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 the following:

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

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

Employee and Subcontractor Training Programs

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

DRUG FREE WORKPLACE

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 ongoing condition of employment, employees are required to abide by this prohibition and to notify their 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.

At DRC, we're always *striking back* against disaster.

HEALTH & SAFETY PLAN

ADMINISTRATIVE RESPONSIBILITIES

The DRC Safety Officer for the affected area is the official responsible for health and safety issues. His/her authority and responsibility include the development, enactment, and enforcement of organization's overall Health and Safety Program. The Safety Officer's responsibilities include the following:

PROFESSIONAL DEVELOPMENT

- Establish and maintain a health and safety library
- Keep apprised of changes in health and safety regulations
- Participate in relevant professional organizations

PROGRAM DEVELOPMENT

- Develop and maintain the injury and illness prevention program and its policies and procedures
- Develop safety rules
- Create incentive and motivation programs
- Perform safety inspections
- Plan and prepare for natural and man-made disasters
- Establish a medical program, which includes on-site First Aid capabilities and off-site emergency care

TRAINING AND COMMUNICATION

- Provide a general safety orientation for employees
- Train supervisors and managers in their responsibilities
- Inspect facilities, work sites, material, and equipment

ENFORCEMENT

- Assure safe job placement and assignment
- Conduct hazard analysis of existing facilities and operations
- Study hazards of planned and proposed operations
- Investigate accidents
- Audit safety performance
- Conduct research on technical safety problems

ACCOUNTING

- Maintain the accident record keeping system
- Maintain documentation on all aspects of the injury and illness prevention program

RESPONSIBILITIES AND AUTHORITIES OF THE SAFETY MANAGER

The Safety Manager has the unconditional support and authority to stop any work which is not in compliance with safety regulations.

Specific duties of the safety manager include, but are not limited to the following:

- Manage all safety programs and procedures for debris removal missions
- Outline safety-related duties for DRC on each task order
- Disseminate information to all employees regarding safety
- Manage overall safety in conjunction with quality control manager for debris operations
- Manage overall eligibility for debris operations
- Stop any non-compliant work
- Oversee and manage all safety reports on a daily basis
- Maintain a safe, professional, and compliant work atmosphere
- Lead daily safety & quality control meetings with inspectors

SAFETY TRAINING AND CONTINUING SAFETY EDUCATION

It is DRC's policy to provide and maintain work environments and procedures which will (1) safeguard public and private 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. The key contractor responsibilities concerning safety include (1) providing to all personnel a safety and health orientation/screening prior to the commencement of work (or any single phase of work); (2) the continuing instruction/monitoring of each contractor, subcontractor, supplier and employee in the safe operation of their specific area of responsibility using the proper tools and in accordance with all local, state, and federal safety procedures and guidelines to insure that all work is performed in a safe manner. Through careful planning, hazard recognition and control, safety orientation and training, and rigorous attention to safety procedures, we shall ensure the health and safety of personnel at our work sites and the public adjacent to our work sites.

No person shall be required or instructed to work in surroundings or under conditions that are unsafe or dangerous to their health. Any person aware of an unsafe or dangerous condition shall report the condition to their supervisor immediately. The particular operation will be stopped, and the project manager will appoint a competent individual to investigate the condition and make corrections prior to restart of the operation. All information shall be recorded and maintained in the project file. A copy of the manual is available upon request.

Safety and health meetings shall be conducted once a month for all supervisors on the project location and once a week by supervisors (foreman) for all workers. The meetings shall be documented by the Safety Officer. The minimum information included in the report shall be (1) the date of the meetings; (2) name, social security number, and signature of attending individual(s); (3) the name of the individual(s) conducting the meeting. Copies of the safety manifest will be kept on file for a period of one year and shall be furnished to the designated authority upon written request.

The safety and health orientation and training meetings shall be based upon the contractor Safety Program. Safety and health subjects, at a minimum, shall include the following:

- Requirements and responsibilities for accident prevention and maintaining safe and healthful work environments
- General safety and health policy and procedures
- Employee and supervisor responsibilities for reporting all accidents

- Provisions for medical facilities and emergency response and procedures for obtaining medical treatment or emergency assistance
- Procedures for reporting and correcting unsafe conditions or practices
- Job hazards and the means to control/eliminate those hazards, including applicable job and/or activity hazard analyses and communication

HEALTH AND SAFETY PROVISION

ACCIDENT REPORTING

All supervisory personnel and employees will be instructed to report accidents to the Project Manager. Employees are responsible for reporting all injuries or occupational-related illnesses as soon as possible to their immediate supervisor. DRC will record all incidents, along with the treatment provided. Reports will contain the following information:

- Name
- Date of Injury
- Time of Injury
- Nature of Injury or Illness
- Description of Accident
- Treatment Provided
- Date of Admittance (If Applicable)
- Occupation
- Name of Witness (If Applicable)
- Name of Employer
- Name of Immediate Supervisor

Any accident that results in a fatal injury, five or more persons admitted to a hospital, or property damage in an amount that exceeds $2,000 shall be reported to the designated authority and to the contracting office within 24 hours. Except for rescue and emergency measures, the accident scene shall not be disturbed until it has been released by the investigating official. A contractor representative will be assigned to investigate accidents of this nature in depth to identify all causes and to recommend hazard control measures.

SAFETY SUMMARY AND ACCIDENT REPORTING

Each employee shall be provided initial orientation and such continued safety training to enable him or her to perform their responsibilities safely.

Injured persons are responsible for reporting injuries as soon as possible to their immediate supervisor or foreman.

A first report of injury will be recorded on all injuries, with a copy maintained by DRC.

All persons treated and released must have a doctor's statement as to the employee's condition concerning their work status. A copy will be maintained by the contractor on the project while the original will be forwarded to the main office.

A daily record of all first aid treatments not otherwise reportable shall be maintained on prescribed forms and furnished to the designated authority upon request.

All accidents will be documented and investigated, and recommendations will be implemented to prevent a further occurrence.

SANITATION

An adequate temporary supply of Federal, State, or local health authority-approved drinking water will be supplied in all places of employment. Only approved potable water systems shall be used for the distribution of drinking water. Portable drinking water systems will be used and shall be designed, constructed and serviced to ensure sanitary conditions, shall be capable of being closed, and shall have a tap. Containers shall be clearly marked as to their contents and shall not be used for other purposes. Water shall not be dipped from containers. Use of a common cup is prohibited. Unused disposable cups shall be kept in sanitary containers and waste receptacle shall be provided for used cups. Drinking water shall be dispensed by means that prevent contamination between the consumer and source. Outlets dispensing non-potable water will be conspicuously posted Caution: Water Unfit for Drinking, Washing, or Cooking. There shall not be any cross connection between a system furnishing potable water and a system furnishing non-potable water.

TOILETS

Where sanitary sewers are not available, chemical toilets will be provided in compliance with local codes. Two chemical toilets will be provided, one for each sex. Each toilet shall be equipped with a toilet seat and toilet seat cover. The facility designated for male use will be equipped with a metal or plastic urinal trough. The facilities shall be constructed so that the occupants shall be protected against weather and falling objects; all cracks shall be sealed and the door shall be tight-fitting, self-closing and latchable. Adequate ventilation shall be provided and all window and vents screened; seat boxes will be vented to the outside (minimum vent size 4" diameter) with vent intake located one inch below the seat. The interior of the facility shall be lighted. Provisions for routinely servicing and cleaning all toilets and disposing of the sewage shall be established before placing toilet facilities into operation. The method of sewage disposal and location selected shall be in accordance with Federal, State, and local health regulations.

WASTE DISPOSAL

Receptacles used for putrescible or dangerous waste material shall be so constructed to prevent leakage and to allow thorough cleaning and sanitary maintenance. The receptacles will be maintained in a sanitary condition without the aid of a cover. The solid and liquid waste will be removed of in a manner as to avoid creating a menace to health and as often as necessary to maintain a sanitary environment.

HOUSEKEEPING

Working areas will be cleaned up daily. DRC will provide all personnel and equipment to ensure compliance with all housekeeping requirements. DRC will inspect the work area daily and record all findings on a daily inspection report to ensure the facility is in compliance. In the location of temporary buildings and yard storage, appropriate care shall be taken for proper separation to preclude an accumulation of fire potential. We will maintain the entire area, but particularly storage areas, to be free from accumulation of unnecessary combustible materials.

MEDICAL AND FIRST AID REQUIREMENTS

Prior to start of work, arrangements shall be made for medical facilities and personnel to provide prompt attention to the injured and for consultation on occupational safety and health matters. Communication and transportation to effectively care for injured workers shall be provided.

Employees on each shift shall be instructed to administer First Aid and CPR. No employees shall be required to work alone in remote areas.

First Aid kits shall contain at minimum 16 unit-type first aid packages. First Aid kits comply with Z308.1 constructed or weather proof containers, will be easily accessible to all workers, and each item therein will be maintained sterile.

The contents of First Aid kits shall be checked prior to utilization and weekly when work is progress to insure that expended items are replaced.

TEMPORARY FACILITIES

Plans for the layout of a temporary construction building (field office trailer or mobile command center), fencing, access routes and anchoring systems for the temporary construction building shall be submitted to and approved by the designated government authority. The temporary field office design and construction shall have the following taken in to consideration:

- Dead and live loads
- Soil and hydrostatic pressures
- Wind loads
- Rain and snow loads

The field office shall be anchored with rods and cables or by steel straps to ground anchors. The anchor system shall be designed to withstand winds and must meet applicable state or local standards for anchoring mobile trailer homes.

Temporary project fencing (or a substitute acceptable to the City's designated authority and delineated in the accident prevention plan) shall be provided in areas of active utilization by members of the public. Signs warning of the presence of construction areas shall be posted on the fencing. At a minimum, posting shall be on all fenced sides of the project and placed every 300 feet. DRC shall control access to the construction area. The construction area shall be designated a hard hat area, and signage designating it as such shall be posted at any and all points of entry. Official visitors shall wear the required Personal Protective Apparel.

PERSONAL PROTECTIVE AND SAFETY EQUIPMENT

Employees shall use any personal protective and safety equipment (PPSE) which may be required to maintain their exposure within acceptable limits. DRC shall ensure that employees receive training in and use and maintain their exposure within acceptable limits. At a minimum, demolition phase personnel shall be required to wear clothing suitable for the weather and conditions, including long sleeve shirts, long trousers, protective work boots, and head protection. As/if hazards warrant, hearing protection, eye protection, hand protection, and respiratory protection shall be required. Persons handling rough, sharp edged, abrasive materials or where the work subjects the hands to lacerations, punctures, burns, or bruises shall use hand protection. All PPSE shall properly fit the employee. Eye

protection equipment shall meet the requirements of ANSI standard Z87-1. Head protection shall meet the requirements of ANSI Z89.1. Employees shall be physically able and medically determined qualified to use the personal protective and safety equipment which may be required in their job duties. Users of PPSE shall be trained in and knowledgeable of the uses and limitations of the equipment, as recommended by the manufacturer. All PPSE shall be inspected regularly and maintained in serviceable and sanitary condition. Defective equipment shall not be used. Before being stored or reissued to another person, equipment shall be cleaned, disinfected and repaired.

Chainsaw operators shall be required to wear approved leg (chaps) and foot protection in addition to the mandatory PPSE.

FIRE PREVENTION

DRC will adhere to all provisions of the National Fire Prevention Code, the United States Coast Guard Regulations, and any applicable local requirements.

DRC shall survey all activities and determine which require a hot work permit. Fires and open flames shall not be left unattended. All sources of ignition shall be prohibited within 50 feet of operations with a potential fire hazard: the area will be conspicuously and legibly posted No Smoking or Open Flame. Smoking shall be prohibited in all areas where flammable, combustible materials are stored: No Smoking or Open Flame signs will be posted in all prohibited areas.

Approved fire extinguishers will be placed in each piece of operating equipment following the guidelines set forth in EM 385-1-1. Fire extinguishers shall be approved by a nationally recognized testing laboratory and labeled to identify the listing and labeling organization and the fire test and performance standard that the fire extinguisher meets or exceeds. Machinery will be equipped with a CO2 or dry chemical fire extinguisher with a minimum UL rating of 5-B: C. General training will be provided by the project supervisor on the use and locations of fire extinguishers. Facility fire extinguishers will be suitably placed, distinctly marked, readily accessible, and maintained in a fully charged and operable condition. A fire extinguisher, rated not less than 20B, shall be located not less than 25 feet or more than 75 feet from any outside flammable liquid storage area.

Flammable liquids shall be kept in closed containers when not in use. Safety cans and other portable containers for flammable liquids that have a flash point at or below 73 degrees Fahrenheit shall be painted red with a yellow band around the can, and the name of the contents legibly indicated on the container. Flammable and combustible liquids shall not be stored in areas used for exits, stairways, or safe passage of people. Workers shall carefully guard against any part of their clothing becoming contaminated with flammable or combustible fluids. They will not be allowed to continue to work if their clothing becomes contaminated and must remove or wet down the clothing as soon as possible. No flammable liquid with a flash point below one hundred degrees Fahrenheit shall be used for cleaning purposes or to start or rekindle fires. Areas in which flammable or combustible liquids are transferred in quantities greater than five gallons shall be separated from other operations by at least 25 feet or a barrier having a fire resistance of at least one hour. Drainage or other means shall be provided to control spills. During refueling, natural ventilation shall be provided to maintain the concentration of flammable vapor at or below 10% of the lower flammable limit.

All storage, handling, and use of flammable and combustible liquids shall be under the supervision of a qualified person. Only approved containers and portable tanks may be used for storage and handling of flammable and combustible liquids. Approved metal safety cans shall be used for handling and use of flammable liquids in

quantities greater than one gallon, with certain specific exceptions. The indoor storage of flammable and combustible liquids will be limited to no more than 15 gallons. Disposal of combustible waste materials shall be in compliance with environmental laws and regulations.

Vehicles, equipment, materials, and supplies shall be placed so that access to fire hydrants and other firefighting equipment is not obstructed.

During demolition, existing automatic sprinkler systems (if applicable) shall be retained in service as long as reasonable. Modification of sprinkler systems to permit alterations to additional demolition should be expedited so that the system may be returned to service as quickly as possible. Sprinkler control valves shall be checked daily at close of work to ascertain that the protection is in service. The operation of sprinkler control valves is permitted only when approved by the designated authority.

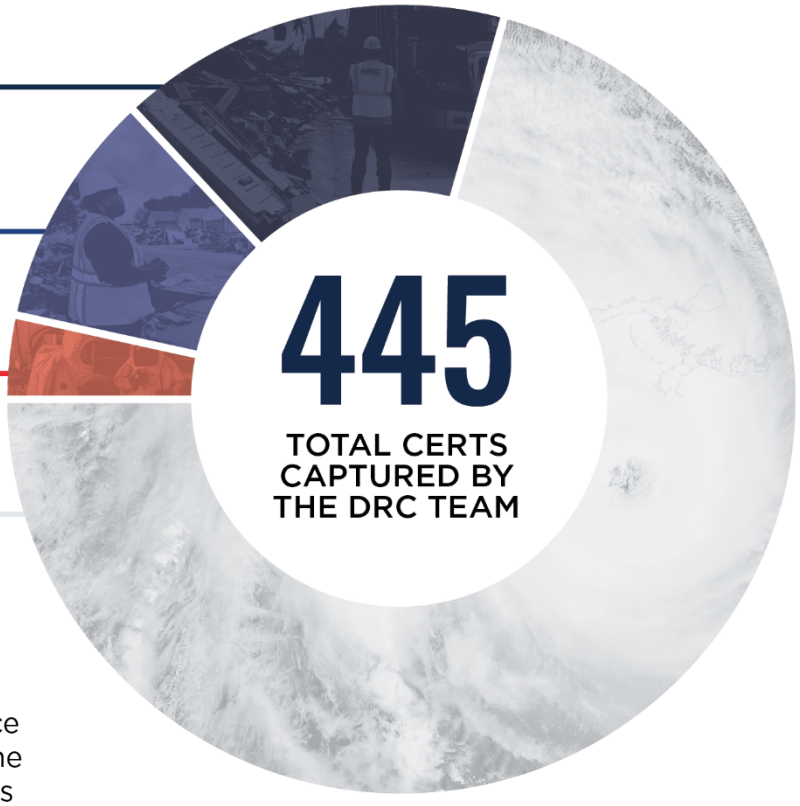
DRC TEAM CERTIFICATIONS

KEY CERTIFICATIONS - 74

OSHA - 42

HAZWOPER - 15

FEMA - 314



CONTINUOUSLY LEARNING

Staying current with all certifications and emerging certifications is not just a requirement, but a commitment to excellence that ensures we are always equipped with the latest knowledge and the best practices. This dedication to ongoing education strengthens our overall knowledge base, allowing us to provide the highest level of service and innovative solutions for our clients.

TOP COVERAGE

FEMA IS-100.C	FEMA IS-200.C	FEMA IS-632.A	FEMA IS-5.A	FEMA IS-10.A
20 TEAM MEMBERS	17 TEAM MEMBERS	14 TEAM MEMBERS	14 TEAM MEMBERS	13 TEAM MEMBERS

KEY CERTIFICATIONS

2018 Debris Management Training	Kristy Fuentes
40-HR EM 385-1-1 Construction Safety Hazard Awareness for Contractors 2024	Andy Allshouse, Chad Braun
Arborist License	Taylor Jumonville
Asbestos Abatement Training Certificate	Andy Allshouse
Asbestos Abatement Training Course for Arkansas, Alabama, Louisiana, Mississippi, and Texas	Taylor Jumonville, Jarod Tassin
Asbestos Supervisor Tennessee Environmental Services	Hayden Fuentes
Asbestos Supervisor Initial 40-HRS	Jarod Tassin
ATSSA Traffic Control Supervisor Certificate	Jarod Tassin
ATSSA Traffic Control Supervisor Course	Taylor Jumonville
ATSSA Traffic Control Technician	Andy Allshouse, Mike Tischer, Hayden Fuentes
Certified Construction Manager, CMAA	Chad Braun
CPR: Adult, Child, Infant, & AED Training (BLS)	Sam Dancer, Greg Valley, Andy Allshouse
DAWIA Level II Contracting	Chad Braun
DAWIA Level III Facility Engineering	Chad Braun
Engineer-In-Training/Land Surveyor-In-Training (EIT/LSIT) – CA Board for Professional Engineers	Rommel Salinas
Emergency Medical Technician Certification (Louisiana and National License)	Greg Valley
FDOT MOT Advanced	Scott Matthews
FDOT NUSA	Kristy Fuentes
FDOT Temporary Traffic Control Certificate	Andy Allshouse
FDOT Temporary Traffic Control Course	Taylor Jumonville
FEMA/USACE - COR Certification/Credentials	Chad Braun
Fire Apparatus Driver/Operator – Aerial (LSU)	Greg Valley
Fire Apparatus Driver/Operator – Pumper (LSU)	Greg Valley
Hazardous Waste Operations & Emergency Response - Initial	Joe Newman, Mark Bush, Lisa Garcia, Clif Kennedy, Hayden Fuentes, Andy Allshouse, Taylor Jumonville, Greg Valley
H2S Awareness Training CPR AED Certified	Mark Bush

LADOTD Traffic Incident Management	Greg Valley
LA Board of Ethics – Ethics Training for Public Servants	Greg Valley
LDEQ Asbestos Contractor/Supervisor	Sam Dancer, Taylor Jumonville, Jarod Tassin
Leadership in Energy and Environmental Design Accredited Professional - USGBC	Rommel Salinas
Louisiana Solid Waste Operator's Training Workshop - Certificate of Attendance 2024	Kristy Fuentes
National Registry – EMS Professional	Greg Valley
National Wildlife Coordinative Group Certification L-381	Tony Furr
National Wildlife Coordinative Group Certification L-480	Tony Furr
NFPA 1001 Firefighter I	Greg Valley
NFPA 1010 Firefighter II	Greg Valley
QCI Training Program - Online Refresher Training	Sam Dancer
Registered Professional Engineer, Tennessee License #112212	Chad Braun
St. Tammany NFPA 1002 Standards for Fire Apparatus Driver	Greg Valley
St. Tammany Vehicle Rescue 12 HR	Greg Valley
University of Alabama Safe State SSEP Accreditation	Taylor Jumonville
USACE - Civil Level One Training	Chad Braun
USACE Construction Quality Management (CQM) Training Certificate	Jeff Snow, Greg Valley, Sam Dancer, Rommel Salinas, Clif Kennedy, Hayden Fuentes, Kelly Patrick, Andy Allshouse, Mitch Varnadoe, Tom Baker, Evan Fancher
VDOT Intermediate Work Zone and Flagger Certification	Hayden Fuentes, Jarod Tassin, Kelly Patrick, Mitch Varnadoe, Taylor Jumonville, Tom Baker
HAZWOPER	
Hazwoper	Ace Baker, Andy Allshouse, Chad Braun, Hayden Fuentes, Hudson Taylor, Joe Newman, Kelly Patrick, Mark Bush, Sam Dancer, Taylor Jumonville, Christian Carver, Jarod Tassin, Rommel Salinas, Charles Kraft
Hazwoper Refresher	Sam Dancer
OSHA	
OSHA 10-HR Construction Safety and Health	Chad Braun
OSHA 10-HR Training for the Construction Industry	Clif Kennedy, Taylor Jumonville, Tom Baker
OSHA 30-HR Outreach Training Program - Construction	Ace Baker, Jarod Tassin, Kelly Patrick, Andy Allshouse, Tom Baker

OSHA 30-HR General Industry Outreach Training Program	Chad Braun, Hayden Fuentes, Hudson Taylor, Trevor Taylor
OSHA Biological Health Hazards in Construction	Sam Dancer
OSHA Confined Space Safety	Sam Dancer
OSHA Demolition Safety	Sam Dancer
OSHA Effective Accident Investigation	Sam Dancer
OSHA Effective OSH Committee Meetings	Sam Dancer
OSHA Effective Safety Committee Operations	Sam Dancer
OSHA Electrical Safety for Employees - Basic	Sam Dancer
OSHA Ergonomics Hazards in Construction	Sam Dancer
OSHA Ergonomics Program Management	Sam Dancer
OSHA Fire Prevention Plans	Sam Dancer
OSHA Fleet Safety Management	Sam Dancer
OSHA Focus Four: Caught-In-Or-Between Hazards	Sam Dancer
OSHA Focus Four: Electrocution Hazards	Sam Dancer
OSHA Focus Four: Fall Hazards	Sam Dancer
OSHA Focus Four: Struck-By Hazards	Sam Dancer
OSHA Hazard Analysis and Control	Sam Dancer
OSHA Hazard Communication - Basic	Sam Dancer
OSHA Heat and Cold Stress Safety	Sam Dancer
OSHA Introduction to Industrial Hygiene	Sam Dancer
OSHA Introduction to Safety Management	Sam Dancer
OSHA Managing Safety and Health - Construction	Sam Dancer
OSHA Personal Protective and Lifesaving Equipment	Sam Dancer
OSHA Physical Health Hazards in Construction	Sam Dancer
OSHA Safety Management System Evaluation	Sam Dancer
OSHA Stairway and Ladder Safety	Sam Dancer
OSHA Work Zone Traffic Safety	Sam Dancer

FEMA

IS-5.a - An Introduction to Hazardous Materials	Sam Dancer, Jarod Tassin, Andy Allshouse, Taylor Jumonville, Mark Bush, Tony Swain, Hayden Fuentes, Evan Fancher, Tom Baker, Kristy Fuentes, Charles Kraft, Lisa Walsh, Mike Tischer, Jolie Bonvillian
IS-10.a - Animals in Disasters: Awareness and Preparedness	Lisa Walsh, Sam Dancer, Jarod Tassin, Andy Allshouse, Taylor Jumonville, Mark Bush, Tony Swain, Hayden Fuentes, Charles Kraft, Evan Fancher, Tom Baker, Kristy Fuentes, Mike Tischer
IS-11.a - Animals in Disasters: Community Planning	Lisa Walsh, Sam Dancer, Hayden Fuentes, Kristy Fuentes, Jolie Bonvillian
IS-15.b - Special Events Contingency Planning for Public Safety Agencies	Hayden Fuentes
IS-20.24 - Diversity Awareness Course 2024	Sam Dancer, Hayden Fuentes, John Sullivan
IS-21.24 - Civil Rights and FEMA Disaster Assistance	Sam Dancer, Hayden Fuentes
IS-27 - Orientation to FEMA Logistics	Hayden Fuentes
IS-29.a - Public Information Officer Awareness	Sam Dancer, Kristy Fuentes, Mike Tischer
IS-33.17 FEMA Initial Ethics Orientation	Jolie Bonvillian
IS-35.24 - FEMA Safety Orientation 2024	Hayden Fuentes, Jolie Bonvillian
IS-42.a – Social Media in Emergency Management	Kristy Fuentes, Jolie Bonvillian
IS-37.24 - Managerial Safety and Health	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Charles Kraft, Evan Fancher, Lisa Walsh, Tom Baker
IS-75 - Military Resources in Emergency Management	Sam Dancer
IS-100.c - Introduction to the Incident Command System, ICS 100	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Kelly Patrick, Andy Allshouse, Taylor Jumonville, Mike Tischer, Mark Bush, Tony Swain, Tony Furr, Clif Kennedy, Charles Kraft, Evan Fancher, Tom Baker, Joe Newman, Kristy Fuentes, John Sullivan, Lisa Walsh, Chad Braun, Greg Valley, Jolie Bonvillian
IS-111.a - Livestock in Disasters	Lisa Walsh, Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Taylor Jumonville, Mark Bush, Charles Kraft, Evan Fancher, Tom Baker
IS-200.c - Basic Incident Command System for Initial Response, ICS-200	Lisa Walsh, Sam Dancer, Jarod Tassin, Mitch Varnadoe, Kelly Patrick, Andy Allshouse, Taylor Jumonville, Mark Bush, Charles Kraft, Evan Fancher, Tom Baker, Kristy Fuentes, John Sullivan, Mike Tischer, Tony Furr, Greg Valley, Jolie Bonvillian
IS-201 - Forms Used for the Development of the Incident Action Plan	Lisa Walsh, Sam Dancer, Kristy Fuentes
IS-230.e - Fundamentals of Emergency Management	Sam Dancer, Tony Furr

IS-235.c - Emergency Planning	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Mark Bush, Charles Kraft, Tom Baker, Lisa Walsh, Evan Fancher
IS-241.c - Decision Making and Problem Solving	Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Mark Bush, Charles Kraft, Tom Baker, Evan Fancher, Sam Dancer, Lisa Walsh, Kristy Fuentes
IS-242.c - Effective Communication	Mark Bush, Andy Allshouse, Mitch Varnadoe, Jarod Tassin, Lisa Walsh, Tom Baker, Evan Fancher, Charles Kraft, Sam Dancer
IS-244.b - Developing and Managing Volunteers	Lisa Walsh, Sam Dancer, Kristy Fuentes, Jolie Bonvillian
IS-315.a - CERT and the Incident Command System (ICS)	Sam Dancer, Charles Kraft, Kristy Fuentes, Jolie Bonvillian
IS-317.a - Introduction to Community Emergency Response Team (CERTs)	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Mark Bush, Charles Kraft, Tom Baker, Evan Fancher, Kristy Fuentes, Lisa Walsh, Tony Furr, Jolie Bonvillian
IS-321 - Hurricane Mitigation Basics for Mitigation Staff	Mark Bush
IS-324.a - Community Hurricane Preparedness	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Charles Kraft, Tom Baker, Kristy Fuentes, Lisa Walsh
IS-325 - Earthquake Basics: Science, Risk, and Mitigation	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Mark Bush, Tony Swain, Evan Fancher, Charles Kraft, Tom Baker, Lisa Walsh
IS-360 - Preparing for Mass Casualty Incidents: A Guide for Schools, Higher Education, and Houses of Worship	Sam Dancer
IS-368.a - Including People with Disabilities in Disaster Operations	Sam Dancer
IS-393.b Introduction to Hazard Mitigation	Tony Furr
IS-394 – Protecting Your Home or Samll Business from Disaster	Jolie Bonvillian
IS-453 - Introduction to Homeland Security Planning	Lisa Walsh, Sam Dancer, Kristy Fuentes
IS-559 - Local Damage Assessment	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Charles Kraft, Evan Fancher, Tom Baker, Lisa Walsh
IS-632.a - Introduction to Debris Operations	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Kelly Patrick, Andy Allshouse, Mark Bush, Tony Swain, Clif Kennedy, Charles Kraft, Evan Fancher, Tom Baker, Joe Newman, Kristy Fuentes, Lisa Walsh
IS-633 - Debris Management Plan Development	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Taylor Jumonville, Mark Bush, Tony Swain, Charles Kraft, Evan Fancher, Tom Baker, Kristy Fuentes, Lisa Walsh
IS-660 - Introduction to Public-Private Partnerships	Lisa Walsh, Sam Dancer, Jolie Bonvillian
IS-662 - Improving Preparedness and Resilience through Public-Private Partnerships	Lisa Walsh

IS-700.b - An Introduction to the National Incident Management System	Lisa Walsh, Sam Dancer, Jarod Tassin, Mitch Varnadoe, Kelly Patrick, Andy Allshouse, Mark Bush, Clif Kennedy, Evan Fancher, Tom Baker, Kristy Fuentes, Mike Tischer, Chad Braun, Greg Valley, Jolie Bonvillian
IS-703.b - National Incident Management System Resource Management	Mike Tischer
IS-706 - NIMS Intrastate Mutual Aid - An Introduction	Lisa Walsh, Sam Dancer, Kristy Fuentes, Mike Tischer, Jolie Bonvillian
IS-800.d - National Response Framework, An Introduction	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Kelly Patrick, Andy Allshouse, Charles Kraft, Tom Baker, Evan Fancher, Kristy Fuentes, Lisa Walsh, Mike Tischer, Tony Furr, Greg Valley
IS-904 - Active Shooter Prevention: You Can Make a Difference	Sam Dancer
IS-905 - Responding to an Active Shooter: You Can Make a Difference	Sam Dancer
IS-906 - Workplace Security Awareness	Lisa Walsh, Sam Dancer, Kristy Fuentes
IS-907 - Active Shooter: What You Can Do	Lisa Walsh, Sam Dancer, Kristy Fuentes
IS-909 - Community Preparedness: Implementing Simple Activities for Everyone	Lisa Walsh, Sam Dancer, Kristy Fuentes
IS-912 - Retail Security Awareness: Understanding the Hidden Hazards	Sam Dancer
IS-1000 - Public Assistance Program and Eligibility	Sam Dancer
IS-1001 - The Public Assistance Delivery Model Orientation	Lisa Walsh, Sam Dancer, Jarod Tassin, Mitch Varnadoe, Kelly Patrick, Andy Allshouse, Charles Kraft, Evan Fancher, Tom Baker
IS-1006 – Documenting Disaster Damage and Developing Project Files	Andy Allshouse, Chad Braun, Tom Baker
Is-1008 – Scope of Work Development	Andy Allshouse, Chad Braun, Tom Baker
IS-1010 - Emergency Protective Measures	Lisa Walsh, Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Taylor Jumonville, Charles Kraft, Evan Fancher, Tom Baker
IS-1150 - DHS Human Trafficking Awareness for FEMA Employees	Sam Dancer
IS-1151 - Blue Campaign Disaster Responder Training	Sam Dancer
IS-1172 - The Risk Management Process for Federal Facilities: Facility Security Level (FSL) Determination	Sam Dancer
IS-2002 - Introduction to FEMA Operational Planning	Sam Dancer
IS-2200 - Basic emergency Operations Center Functions	Sam Dancer
IS-2900.a - National Disaster Recovery Framework (NDRF) Overview	Lisa Walsh, Sam Dancer, Charles Kraft, Joe Newman, Kristy Fuentes, Jolie Bonvillian
IS-2901 - Introduction to Community Lifelines	Sam Dancer

DOCUMENTATION & DATA MANAGEMENT

DATA CENTER

DRC's comprehensive QA/QC program is supported by a full-time, dedicated data management team that provides continuous oversight throughout all phases of operations. The Data Center is staffed by experienced personnel with extensive knowledge of recording, reporting, contract, and reimbursement requirements. This team is responsible for real-time data verification, load ticket reconciliation, reporting accuracy, compliance monitoring, and quality control measures to ensure operational efficiency, accountability, and audit-ready documentation at all times.

Due to the urgent nature of DRC's work, we have developed systems to ensure that the Company remains online and in contact across its network at all times. 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.

INVOICING PROCEDURE

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.
- An invoice is created, along with the ticket data backup.
- The reconciliation process then takes place with either the Monitoring Firm or the reconciliation contact with the City.
- Once the invoice and ticket data have been 100% reconciled, the Monitoring Firm or the reconciliation contact with the jurisdiction recommends the invoice to FEMA for payment.
- Frequency: invoicing is usually performed on a biweekly basis.

DAILY REPORTS

DRC shall submit daily progress and quality control reports to the City for all activities. Each report will contain, at a minimum, the following information:

- Letterhead with DRC name and contact information
- Report Date
- Location of completed work
- Location of work for the next day
- Daily and cumulative hours for each piece of equipment and crew (Emergency Clearance)
- List of roads that were cleared (Emergency Clearance)
- Number of Crews (including number of trucks and loading equipment)
- Daily and cumulative totals of debris removed, by category
- Daily and cumulative totals of debris processed, to include method(s) of processing and disposal location(s)
- Daily estimate of hazardous waste debris segregated, and cumulative amount of hazardous waste placed in the designated holding area

- Number of hazardous trees and hanging limbs removed
- Problems encountered or anticipated and proposed solutions

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

DOCUMENTATION AND RECOVERY PROCESS

Prior to the beginning of hurricane season, DRC will meet with the City and the Debris Management Monitor to finalize and test the processes for inspection and documentation that are to be used during the response and recovery phases of debris removal. At all times, DRC will provide the City access to all work sites and disposal areas. DRC and the Debris Management Monitor will have personnel in place to verify and maintain records regarding the contents and cubic yards of the vehicles entering and leaving the site. The Debris Management Monitor will coordinate data recording and information management processes, including but not limited to the following:

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

DRC will provide the following assistance:

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

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

COMMUNICATION & IN-FIELD TECHNOLOGY

COMMUNICATION TECHNOLOGY

Real-time communication is used to facilitate the field team's access to project resources and allow reporting by the field teams to program management. Radios/cell phones are used to initiate mobilization, support communication between the off-site and on-site personnel before utilities are established, and provide a means of ongoing communication with the site management team. Cellular technology has been fortified and reinforced over the past decade, and recent events have proven that even if cellular telephone capability is impacted, text messaging is almost always available due to the minimal bandwidth required. Should this technology fail, DRC has satellite radios, which can be deployed in a matter of hours. DRC's field staff also regularly use StarLink immediately after disasters to maintain lines of communication with our management and our clients. This technology mitigates any challenges that have previously arisen from disruptions to telecommunication services after a disaster.

IN-FIELD TECHNOLOGY

PROJECT MANAGER'S TOOLBOX

In the field, Project Managers utilize iPads to access DRC's Project Manager's Toolbox, an automated system which provides seamless real-time information exchange between office and field, no matter the size and scale of the project(s). The tool applies to all aspects of project management, including the following:

- Real-time damage and complaint reporting and resolution
- TDMS reporting and site close out documentation
- Operations planning and daily reporting for client, monitor, and office
- Zone assignments and progress tracking
- Push Crew Tracking complete with time-stamped, geotagged photo backup

The toolbox replaces paper and endless emails with a secure database that utilizes Microsoft Multifactor authentication (MFA) and HIPAA compliant digital signatures.

MAPLINE

DRC utilizes innovative digital mapping technology to create custom maps specific to each project and jurisdiction. Maps may include any or all of the following:

- Equipment Staging Areas
- Collection Grids
- Landfills and TDMS Locations
- Milage Radius for Tiered Hauling Distances

Mapline is utilized to optimize routing and send precise coordinates to operators in the field. Maps are updated in real time and are readily accessible in the field through phones and iPads.

CLIENT INTERACTION PROGRAM

At DRC we take very seriously the faith placed in our team upon selection by the City of Key West as the Disaster Debris Management Provider. Having been the primary provider of services on some of the largest and most destructive events to ever impact our country, we appreciate and recognize the amount of information and interaction necessary for us to be completely prepared to provide the most effective debris removal program to the City of Key West.

It is for this reason that the DRC Management and Operations Team spends as much time as is necessary working with local government leaders in times of non-event to gain that essential, in-depth understanding of local issues, priorities, concerns, and objectives, to provide a level of responsiveness that is unmatched in the industry. DRC's Regional Manager will meet regularly with the City of Key West to discuss items such as Temporary Debris Management Site viability, priority roadways, critical access, and infrastructure concerns.

In any post-event scenario, participation by select City staff is critical. City employees, generally from Public Works or Solid Waste, provide direction and support pertaining to project approach, prioritization of push and collection routes, critical roadways and facilities, and physical nuances DRC might otherwise not know. DRC will begin to develop relationships with those responsible within the local government immediately upon contract award to establish and gain a deep understanding of the unique needs, concerns, and priorities of the City.

At no cost to the City, DRC will provide an annual "Pre-Season Debris Response & Readiness Workshop" whereby members of the City Debris Team, Public Works, and Finance & Administration can be updated on policy and guidance changes, roles and responsibilities of your debris management provider, and overall disaster debris educational training. These annual workshops have been immensely successful throughout the country, allowing the DRC team to interact with clients, share important information, and refresh local points of contact in the months leading up to hurricane season.

During times of post-event activation, DRC will engage the City staff and seek input continually, by way of daily meetings with all project participants, field interaction, and comprehensive daily reporting. This consistent interaction has successfully proven on past activations to keep critical lines of communication in place, provide complete transparency into the daily process, progress, challenges, and accomplishments, and provide early answers to the public and local government officials.

DRC firmly believes in serving clients year-round and not just at the time of an event or activation. Whether we are needed to respond to a minor contract activation or a large-scale catastrophic event, DRC believes that adequate planning and preparation are key to a successful and fully reimbursable debris removal program.

RELATIONSHIP BETWEEN DRC AND THE DEBRIS MANAGEMENT MONITOR

Building a positive working relationship between DRC and the debris management monitoring firm is crucial to the success of any project. For more than 20 years, DRC has worked with third party debris monitoring firms to achieve success in projects of all sizes. We have worked with nearly all of the debris management

monitoring firms in the United States. Thus, it is very rare that DRC begins a debris project without already being familiar with the firm and their personnel.

As such, DRC has worked with the systems and software of all the major third-party monitoring firms. From manual ticketing to the more technical electronic tracking and ticketing systems, DRC has experience with every iteration existing today. DRC's understanding of the key elements of 44 CFR and FEMA 325 also enables DRC to operate congruently with the monitoring firm. DRC's team is prepared to work effectively with the City's chosen monitor.

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 decades, 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.

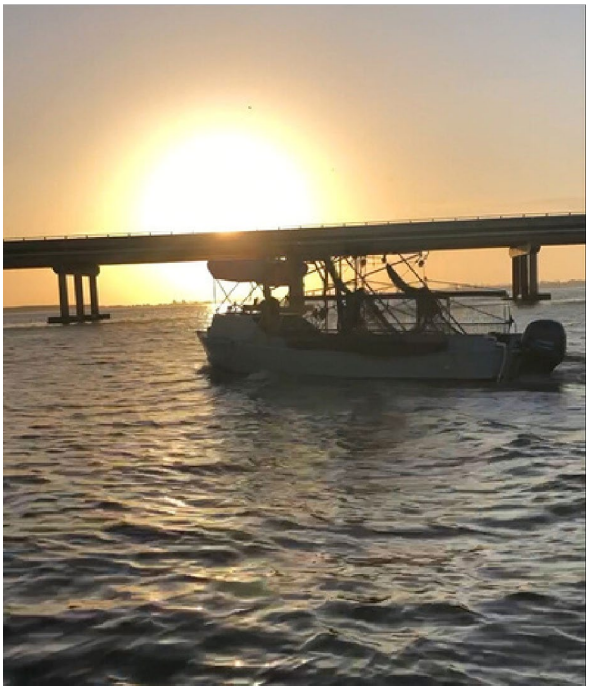
"I highly recommend DRC Emergency Services for your disaster debris removal services. We have worked with the DRC team for several years and had to activate them in 2024 following Hurricane Beryl. Within 8 hours of the storm passing, they had crews in town with equipment to start clearing roads and making way for our crews to get out and survey the community. They are able to handle every aspect of your debris removal program and will do so with a professionalism that often seems to be lacking these days. I cannot say enough good things about DRC."

- Will Blackstock, Director of Special Projects, Emergency Management Coordinator, City of Clute, Texas

SUSTAINABILITY

DRC is committed to the protection and restoration of communities and ecosystems affected by disasters. Although many of the events we respond to are caused by the forces of nature, these events often result in widespread environmental impacts. Moreover, the mitigation of these disasters, including the transportation and processing of large volumes of waste material, can have negative environmental impacts if not pursued with the care that defines DRC's work.

The removal of debris and waste materials, the restoration of damaged and compromised natural and constructed habitats, and in some cases the reconstruction of damaged coastal, marine, and wetland environments are the core missions in a DRC disaster response. Furthermore, DRC is committed to ensuring that our work and its byproducts have minimal to no environmental impact. Finally, DRC has embarked on a recycling program to ensure the most advantageous disposal of all the materials that we remove.



PROTECTING WILDLIFE IN ENVIRONMENTALLY SENSITIVE AREAS

DRC has a long history of successfully protecting wildlife and ecology in environmentally sensitive areas.

- In 2023, DRC removed sargassum from Sarasota beaches while coordinating with turtle surveyors and the Florida Department of Environmental Protection to implement proper procedures and ensure the protection of turtle nests.
- In 2021, DRC implemented measures to protect the local manatee population while performing marine debris removal, submerged vehicles removal, and the removal, screening, and placement of sand in Jefferson Parish, Louisiana. During this project, DRC mobilized 138 trucks on a single day.
- In 2008, DRC was activated in 23 Texas jurisdictions in the response to Hurricane Ike. Before commencing our debris removal operation in the ecologically sensitive coastal areas of Galveston Island, DRC staff received specialized training on how to protect the Kemp's Ridley Sea Turtle.

PINELLAS COUNTY RED TIDE

In 2018, DRC was activated in Pinellas County, Florida to remove and dispose of dead fish resulting from a one-million-acre red tide bloom in the Gulf of Mexico. A red tide bloom is caused by algae that produce toxins that kill aquatic life, make the surrounding air difficult to breathe, and often turn the water red. DRC efficiently removed over 3.6 million pounds of dead fish in a three-month span, using a variety of equipment. Shrimp boats were used to scoop up the dead fish offshore before they hit the beaches and inland waterways. For the fish that made it to shore, as well as into the canals, we implemented skimmer boats and beach rakes. DRC successfully cleaned and maintained 45 miles of coastline, keeping the beaches suitable for visitors. With the assistance of the United States Coast Guard, we were able to monitor the red tide plume's movement by helicopter, coordinating with the Florida Wildlife Commission as to the migration and effect of the algae. DRC and our partners on this project were awarded the 2018 Environmental Project of the Year by the West Coast Branch of the American Public Works Association.

BP DEEPWATER HORIZON OIL SPILL

DRC successfully performed in several contracts directly related to the oil spill in the Gulf of Mexico which flowed for three months in 2010. DRC conceived, executed, supervised, and funded a 150-mile Gulf of Mexico shoreline protection system in response to the oil spill. We relied on our depth of knowledge of debris handling in ecologically sensitive environments to guide the placement, management, and removal of oil containment boom. DRC staff had a personal interest in protecting the Gulf Coast as they were among the affected residents.

During this time, DRC was successfully classified as an Oil Spill Removal Organization (OSRO) by the United States Coast Guard. The company met several classifications which were listed on the OSRO Classification Matrix. Participation in this program allowed DRC to provide professionally recognized services to Escambia County, Florida as well as Plaquemines Parish, Terrebonne Parish, and Lafitte Parish, Louisiana.

DRC was tasked with designing coastal protective systems and unique collection programs along more than one hundred miles of estuaries in southwest Louisiana. The programs involved intensive employee training relative to the identification and protection of wildlife nesting and reproduction areas. DRC also played a role

in setting up wildlife recovery and cleaning stations in Plaquemines Parish, Louisiana, where employees volunteered to help conduct rehabilitation and release programs.

RECYCLING

DRC has a wealth of experience performing landfill avoidance projects.

- Following Hurricane Ian in 2022, DRC was activated in 20 jurisdictions, managed 21 TDMS sites, and removed and disposed of over five million cubic yards of debris in Sarasota County, Florida, and surrounding municipalities. DRC recycled 100% of the 3.3 million cubic yards of vegetative debris collected.
- In our response to Hurricane Ike in Houston in 2008, DRC recycled 100% of the more than five million cubic yards of vegetative debris we collected through a joint program with Republic Services. The material was used as alternative daily cover in landfills; as roadbed for temporary roads; as compost; and was given to citizens for use in landscaping. The same year in Galveston, DRC separated materials such as reusable wood, glass, metals, and drywall to achieve a high percentage of material reuse.
- DRC is pleased to have a formal partnership with Agromin, California's largest organics recycler. Agromin was voted Composter of the Year by the US Composting Council. All of the vegetative debris collected by DRC from California clients is composted and 100% recycled by Agromin. These materials are turned into rich soil to nourish agricultural land as well as for use by residents, municipalities, and landscapers throughout the state.

INSURANCE

DRC is one of the few companies in our industry to carry environmental insurance. While our operating procedures strictly adhere to environmental guidelines, the operation of TDMS sites within a jurisdiction presents an element of potential exposure. The insurance held by DRC places an extra level of protection for the City that goes beyond the protection already provided through sound operating practices. Additionally, all of DRC's key personnel maintain a current 40-hour Hazardous Waste Operations and Emergency Response (HAZWOPER) certificate.

RECOVER

1 DEMOLITION

2 TEMPORARY FACILITIES

3 POST DISASTER TEMPORARY HOUSING

4 MARINE SERVICES

Once the initial response phase is over, full recovery from a major disaster can still be a big job. Affected communities may require many additional services to be restored to pre-event wholeness.

Under the joint ownership of the Sullivan Brothers Family of Companies, DRC Emergency Services, SLS, Forgen, and Callan Marine comprise a core of companies that excel at providing a turnkey approach to total disaster management. We stand alone in the industry as the only company that can provide the full range of disaster response and recovery services.

DRC EMERGENCY SERVICES Striking Back. SLS Forgen CALLAN MARINE ...safety...integrity...quality...

DEMOLITION

EXPERTISE IN DEMOLITION

For decades, DRC has provided structural and strategic demolition services on both public and private property in a safe, environmentally responsible manner. DRC's number one priority is to eliminate the immediate threat to public health and safety that damaged and abandoned structures may cause. DRC works closely with federal, state, and local entities to ensure compliance with environmental guidelines.

Demolition is an integral part of any community's recovery from a major disaster, and DRC has a long and wide-ranging history of successfully managing numerous Right-of-Entry Programs in accordance with FEMA guidelines.

Since its inception, DRC has performed private property debris removal and demolitions following wildfires in California, Colorado, Hawaii, New Mexico, and Washington State; tornadoes in Alabama and Kentucky (as the ACI contractor for the United States Army Corps of Engineers for Region 3); as well as Hurricanes Katrina, Gustav, Michael, Laura, Ida, and Ian.

DRC has performed 11,782 strategic demolitions for the City of New Orleans to stimulate economic recovery. DRC has also demolished thousands of blighted properties in Washington, Jefferson, and Terrebonne Parishes and the City of Lake Charles, Louisiana following multiple hurricanes.

The FEMA demolition, Selective Salvage demolition and Strategic Demolition projects, which have been in effect since 2007, are responsible for the elimination of more than 2,000 blighted properties.

SLS

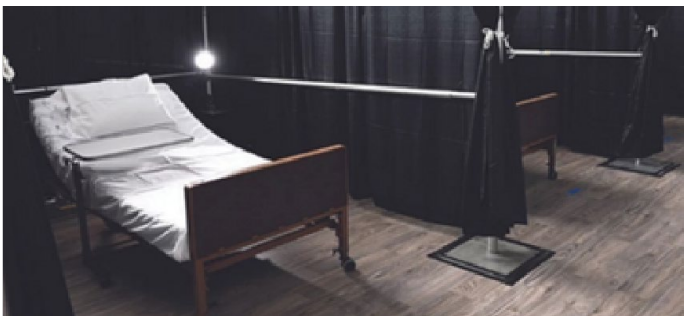
DRC's sister Company, SLS, is a prominent provider of post-disaster temporary housing. From turnkey temporary trailer facilities to massive temporary facilities designed to house and feed thousands, SLS has designed and performed housing solutions for a wide range of post disaster applications.

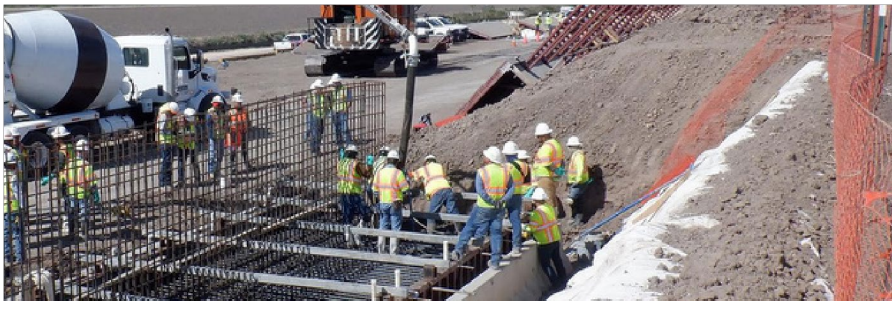
SLS pioneered the current FEMA Sheltering and Temporary Essential Power (STEP) program during the aftermath of Hurricane Sandy in New York. The Program in New York was called "Rapid Repair," and a similar program in Baton Rouge was called "Shelter at Home." These programs are designed to perform essential elements of restoring damaged single-family residences and return homeowners back into their homes quickly. Rapidly returning displaced families to their homes provides a sense of community and normalcy to the affected residents. Additionally, the cost of the typical STEP program is approximately 20% of the cost of placing a displaced family into a trailer or similar structure. SLS is composed of four major divisions:

- Response
- Health
- Federal Services
- Housing

Each division is distinct in focus, scope and services provided, but seamlessly utilizes a pool of leadership, talent, resources and financial capabilities.

We perform a multitude of large-scale assignments for federal, state, regional, county and municipal entities –– **with a keen focus on the comprehensive rehabilitation, reconstruction and recovery of communities impacted by emergencies and disasters.** Additionally, our team provides infrastructure, facility construction and rehabilitation services; remote workforce compounds and basecamp facilities; turnkey health solutions; and intermodal, industrial and marine facility construction.





Forgen

At Forgen, we leave the planet better than we found it. Our integrated geotechnical and civil construction and environmental remediation services restore and strengthen our natural surroundings to protect people, communities, and the environment for generations to come. We have successfully delivered large, multi-disciplinary projects for public and private sector clients across North America for more than a decade, safely tackling complex challenges across a variety of industries.

Forgen's core service lines include:

- Geotechnical and Civil Construction
- Disaster Mitigation and Recovery
- Flood Control and Ecosystem Restoration
- Environmental Remediation

FORGEN-DRC JOINT VENTURE

Forgen and DRC formed a joint venture to strengthen our ability to support emergency response efforts for wildfire and hurricane disasters nationwide. The joint venture combines Forgen's wildfire response and debris removal in the western US with DRC's emergency response and vehicle and tree removal expertise supporting hurricane disaster management and recovery efforts on the Gulf Coast. Forgen and DRC are part of a multi-billion-dollar Sullivan Family of Companies with over $2.2B in USACE design-build experience in the past five years.

After the Southern Branch wildfires in California in 2020, Forgen and DRC worked in tandem to remove debris from over 600 properties. We removed 40,000 tons of ash and debris and 16,000 tons of potentially impacted soil. We also removed and recycled 32,000 tons of concrete, 4,400 tons of metal, and 11,800 hazardous trees.

Together, Forgen and DRC cleared 168 properties after the 2021-2022 Marshall Fire in Boulder County, Colorado. We removed 40,590 tons of concrete; 41,333 tons of ash, soil, and debris; 805 tons of metal; and 880 tons of vegetative debris.

Following the Maui fires in 2023, Forgen and DRC teamed with Native Hawaiian organization Dawson Solutions to provide disaster relief execution and management for the United States Army Corps of Engineers. We completed nearly 1,600 property assessments in 90 days, working 7 days a week. The data collected was used to determine the level of effort required to clean up each property in the next phase.

CALLAN MARINE

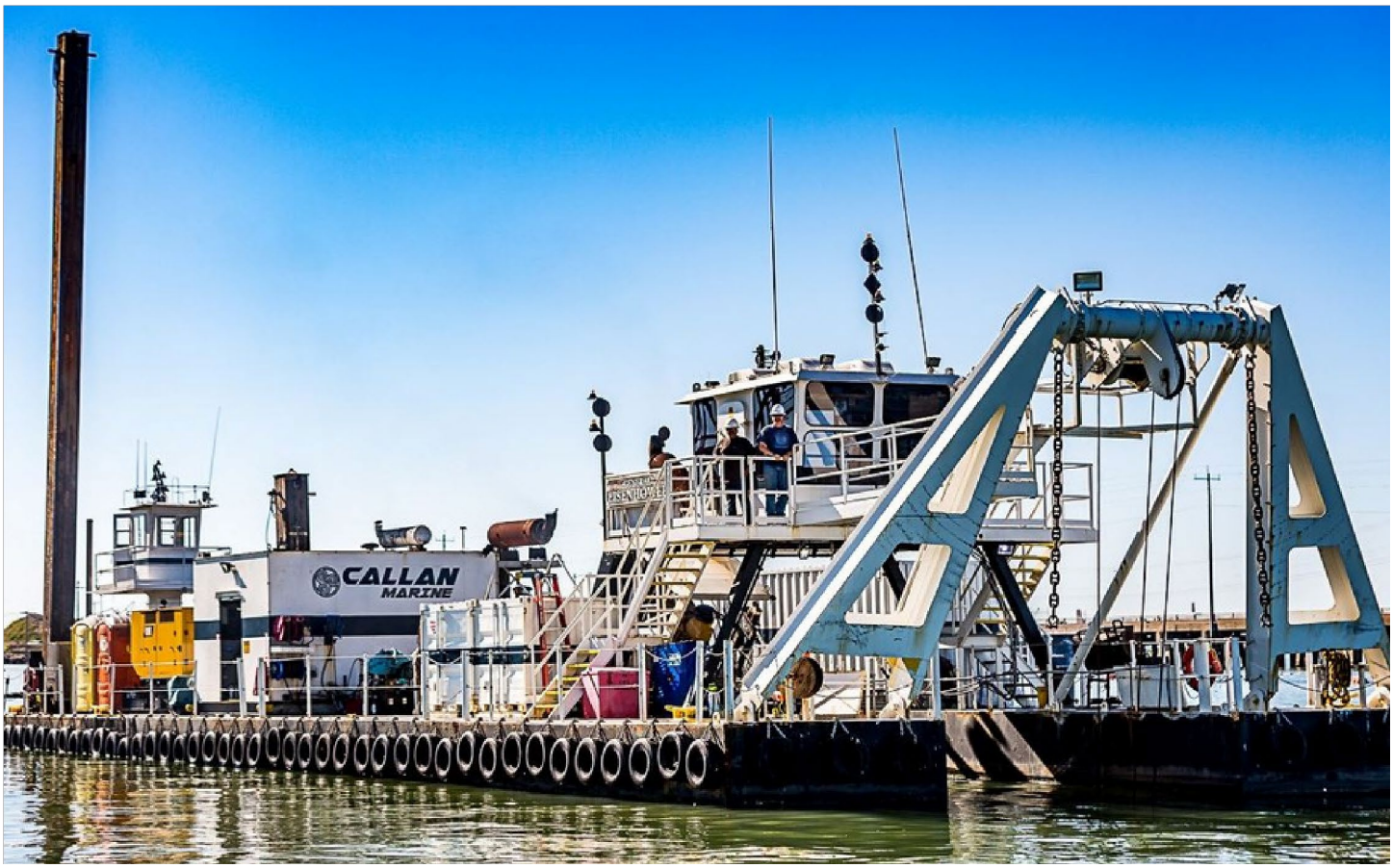
DRC's sister Company, Callan Marine, is a highly specialized construction firm capable of providing design, engineering, management and construction services, such as the following:

- 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

For over ten years, Callan Marine has been serving public and private clients by providing crucial dredging services and executing new maritime construction and expansion projects. We restore berthing depths for ship docks and navigation channels, facilitating transportation in our nation's waterways.

With a mission of safety, quality, and integrity, Callan Marine can customize a response solution for you.

As the leading marine construction service provider on the Gulf Coast, Callan Marine has dredged thousands of miles of waterways in the region to keep our customers productive.



FINANCIAL STRENGTH & STABILITY

Formed in 2001, 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 **of more than $500 million**, DRC has the ability to manage and complete multiple projects simultaneously without being hindered by a lack of operating capital. During high storm seasons over the past decade, DRC operated substantially out of pocket prior to client payment, yet remained fully capable of providing the critical services necessary to complete all contracts.

- DRC's combined contract total for 2024 is valued at over $870,000,000. During this time, DRC removed and disposed of more than 20,000,000 cubic yards of debris across ten states.
- In 2021, DRC removed 18,000,000 cubic yards of debris and managed 93 debris management sites in response to Hurricane Ida alone. Our combined contract total for 2021 was valued at over $402,000,000.
- The 2020 hurricane season consisted of numerous storms, 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 $95 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. DRC managed a total of 53 projects simultaneously in the months that followed these disasters, totaling $251 million and 6 million cubic yards.
- DRC successfully performed in 10 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.

BANKING **Bank of America** | 800 Capital St, Houston, TX 77002

Timothy Thurman – Senior VP | (713) 247-7025 | timothy.thurman@bofa.com

SURETY **Bowen, Miclette, & Britt Insurance Agency LLC** | 111 North Loop West, Suite 400, Houston, TX 77046

Toby Miclette – Surety Bond Producer, Senior VP | (713) 880-7109 | tmiclette@bmbinc.com

INSURANCE **McGriff, Seibels & Williams** | 10100 Katy Freeway Suite 500, TX 77043

Rob Harrison – Senior VP | (713) 940-6544 | rob.harrison@mcgriff.com

FIVE YEAR PAST PERFORMANCE

*indicates project is ongoing and amounts are subject to change

2025

START DATE	END DATE	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT	CUBIC YARDS
10/1/2025	Ongoing	Miami (City of)	Vessel Crushing and Removal	TBD	TBD
	Ongoing	TDEM - Menard County/City	July 2025 Flooding	$5,022,829.92*	99,976.60
TBD	Ongoing	State of NM Spring Floods	Spring 2025 PPDR and Erosion Control	TBD	TBD
8/25/2025	Ongoing	TDEM - Travis County	July 2025 Flooding	$9,157,766.57*	179,585.00
9/9/2025	Ongoing	TDEM - City of Leander	July 2025 Flooding	$3,110,196.60*	60,875.65
9/3/2025	Ongoing	TDEM - City of Jonestown	July 2025 Flooding	$910,540.25*	17,766.80
9/29/2025	Ongoing	TDEM - Mason County and City	July 2025 Flooding	$3,711,568.18*	78,513.60
9/9/2025	Ongoing	TDEM - Williamson County & City of Georgetown	July 2025 Flooding	$19,793,941.21*	390,914.00
9/9/2025	Ongoing	TDEM - Kimble County	July 2025 Flooding	$8,931,054.19*	169,669.75
8/25/2025	Ongoing	TDEM - San Saba County and City	July 2025 Flooding	$69,341.07*	164.45
8/16/2025	Ongoing	TDEM - Burnett County and City	July 2025 Flooding	$28,002,170.79*	550,103.70
9/3/2025	Ongoing	TDEM - McCulloch County/City of Melvin	July 2025 Flooding	$6,768,449.06*	134,501.75
8/15/2025	Ongoing	Sarasota County, FL	Waterways & Drainage Debris Removal	TBD	TBD
8/15/2025	Ongoing	Iberville Parish, LA	Bulk Waste Collection 2025	TBD	TBD
8/12/2025	Ongoing	Pinellas County, FL	Waterway Debris Removal	TBD	TBD
7/1/2025	Ongoing	Travis County, TX	Post Disaster Debris Removal and Disposal Services	$4,100,618.38*	121,872.00
7/29/2025	7/29/2025	St. Louis County, MO	Tornado Debris Removal	$41,500.00	Lump Sum
7/25/2025	Ongoing	TDEM - Kendall County	July 2025 Flooding	$12,878,190.04*	252,097.70
6/30/2025	Ongoing	Republic Services - Dallas	Severe Weather	TBD	TBD
6/3/2025	6/28/2025	Austin (City of), TX	2025 May Flood	$266,138.82	32,298.40
6/16/2025	6/30/2025	State of KY	2025 April Tornadoes	$399,790.36*	31,453.00

6/1/2025	7/18/2025	Laurel County, KY	2025 February Flood DR-4860	$501,371.11	31,574.00
5/28/2025	Ongoing	Covington County, MS	2025 March Tornado	$879,742.39	60,339.60
April	Ongoing	Erwin (Town Of), TN	Flood Debris Activation	TBD	TBD
4/12/2025	5/2/2025	Floyd County, KY	February 2025 Flood Event DR-4860	$13,094.81*	208.80
4/10/2025	5/31/2025	Tangipahoa Parish, LA	Hurricane Ida Demolitions	$153,464.63	6,143.50
4/1/2025	5/15/2025	Knott County, KY	February 2025 Flood Event DR-4860	$176,006.79	3,862.00
3/31/2025	Ongoing	Orange County, CA	Airport Fire	7,367,300.00*	Per APN
3/16/2025	6/15/2025	Letcher County, KY	February 2025 Flood Event DR-4860	$1,073,028.56*	22,516.00
3/6/2025	5/20/2025	Navarro County, TX	2025 Tornado	$148,860.00	Hourly
3/1/2025	6/15/2025	Pike County, KY	February 2025 Flood Event DR-4860	$310,643.62*	21,710.00
3/1/2025	5/31/2025	Coal Run, KY	February 2025 Flood Event DR-4860	$90,850.68*	6,552.00
2/18/2025	Ongoing	State of New Mexico ROW	Wildfires and floods	$3,571,413.21*	31,050.54
2/17/2025	3/11/2025	Jacinto City (City of), TX	February 2025 Flood Event DR-4860	$83,582.68	4,714.00
1/21/2025	1/24/2025	Lafayette, LA	Disaster Debris Removal	$52,220.00	Hourly
1/21/2025	1/21/2025	Jefferson Parish, LA	Logistics	$15,925.49	Logistics
1/17/2025	1/23/2025	Tangipahoa Parish	Logistics	$17,187.49	Logistics
1/7/2025	Ongoing	USACE - Hendersonville, TN (Old Hickory Lake)	Old Hickory Tornado Recovery Debris Removal Project, Hendersonville, TN	$4,543,532.53*	Lump Sum
1/6/2025	Ongoing	State of New Mexico Private Property Debris Removal and Erosion Control Services	PPDR and Erosion Control Services	$31,454,894.14	223,118.45
1/18/2025	8/28/2025	Tennessee Emergency Management Agency (Subcontractor)	TN SWC Debris Removal Services Hurricane Helene DR-4832	$343,162,348.64*	3,466,350.47

2024

START DATE	END DATE	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT	CUBIC YARDS
12/16/2024	2/28/2025	Largo (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$1,794,978.05	67,513.35
12/10/2024	1/2/2025	Tavares (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$50,410.40	0.00
11/16/2024	3/15/2025	State of Virginia Department of Emergency Management - VDEM	Hurricane Helene - Disaster Debris Removal DR-4831	$5,733,976.00*	72,747.00
11/16/2024	1/10/2025	South Pasadena (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$11,406.55	692.20
11/16/2024	2/3/2025	Indian Rocks Beach (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$400,847.89	13,626.65
10/18/2024	3/30/2025	Tennessee Department of Transportation (Subcontractor)	Hurricane Helene - Disaster Debris Removal DR-4832	$28,339,501.11*	524,892.33
10/30/2024	11/2/2024	Palm Beach County Schools	Hurricane Milton - Disaster Debris Removal DR-4834	$4,700.00	376.00
10/24/2024	12/27/2024	Palm Coast (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$199,931.27	10,032.65
10/22/2024	12/20/2024	Sarasota (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$2,397,274.25	159,125.80
10/22/2024	12/20/2024	Sarasota County, FL	Hurricane Milton - Disaster Debris Removal & Logistics DR-4834	$1,734,841.20	Logistics
10/19/2024	11/2/2024	Belleair (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$294,868.10	11,635.00
10/18/2024	10/27/2024	Pasco County, FL	Hurricane Milton - Disaster Debris Removal DR-4834	$90,068.90	3,851.35
10/17/2024	10/27/2024	Port Richey (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$112,250.54	8,465.35
10/17/2024	12/13/2024	Vero Beach (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$884,369.36	66,682.00

10/17/2024	1/10/2025	South Pasadena (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$595,063.75	25,668.85
10/16/2024	12/31/2024	Orlando (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$45,308.06*	3,676.00
10/16/2024	1/10/2025	Madeira Beach (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$3,284,236.71	139,256.35
10/15/2024	12/13/2025	Deland (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$339,436.14*	17,132.00
10/15/2024	2/13/2025	Kenneth City (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$206,732.96*	8,682.50
10/15/2024	4/30/2025	Pinellas County, FL	Hurricane Helene - Disaster Debris Removal DR-4828	$1,512,769.74	3,830.85
10/15/2024	3/13/2025	Bacon County, GA	Hurricane Helene - Disaster Debris Removal DR-4830	$19,634,457.25*	1,254,955.32
10/14/2024	12/19/2024	Bradenton (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$1,623,006.71	60,004.75
10/14/2024	3/2/2025	Manatee County, FL	Hurricane Milton - Disaster Debris Removal DR-4834	$61,451,722.12*	2,514,216.45
10/14/2024	1/17/2025	St. Lucie County, FL	Hurricane Milton - Disaster Debris Removal DR-4834	$3,199,582.31	172,191.30
10/11/2024	10/14/2024	Madeira Beach (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$88,075.00	Hourly
10/10/2024	4/16/2025	Pinellas County, FL	Hurricane Milton - Disaster Debris Removal DR-4834	$27,095,338.92	605,150.05
10/8/2024	10/11/2024	Florida Department of Transportation - District 1	Hurricane Milton - Disaster Debris Removal DR-4834	$145,175.25	Hourly
10/8/2024	10/10/2024	Florida Department of Transportation - District 2	Hurricane Milton - Disaster Debris Removal DR-4834	$146,250.00	Hourly
10/8/2024	9/8/2025	Spartanburg County, SC	Hurricane Helene - Disaster Debris Removal DR-4830	$24,517,920.09*	1,414,369.10
10/8/2024	4/15/2025	Georgia Department of Transportation - Districts 2, 4, & 5	Hurricane Helene - Disaster Debris Removal DR-4830	$86,873,352.99	4,082,172.90
10/8/2024	10/10/2024	Florida Department of Transportation - District 2	Hurricane Helene - Emergency Cut and Toss DR-4828	$191,250.00	Hourly

10/6/2024	10/17/2024	Pasco County, FL	Hurricane Helene - Disaster Debris Removal DR-4828	$50,984.04	3,844.95
10/5/2024	10/7/2024	Dunedin (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$10,598.40	1,380.00
10/5/2024	1/29/2025	Largo (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$72,449.25	1,832.90
10/4/2024	10/7/2024	Bradenton (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$33,392.15	1,392.50
10/4/2024	10/11/2024	Citrus County, FL	Hurricane Helene - Disaster Debris Removal DR-4828	$53,891.14	3,260.00
10/4/2024	10/7/2024	Crystal River (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$20,385.13	1,610.20
10/4/2024	2/3/2025	Indian Rocks Beach (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$19,168.95	1,115.65
10/4/2024	10/18/2024	Kingsland (City of), GA	Hurricane Helene - Disaster Debris Removal DR-4830	$76,649.05	4,328.40
10/3/2024	2/9/2025	Longboat Key (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$1,201,775.04	31,823.30
10/3/2024	2/9/2025	Longboat Key (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$864,998.30	31,823.30
10/2/2024	10/24/2024	Camden County, GA	Hurricane Helene - Disaster Debris Removal DR-4830	$103,174.34	7,125.30
10/1/2024	1/15/2025	Lakeland (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$3,262,350.30	138,835.00
10/1/2024	5/31/2025	South Carolina Department of Transportation	Hurricane Helene - Disaster Debris Removal DR-4829	$17,543,545.12	901,897.00
10/1/2024	10/31/2024	St. Mary's (City of), GA	Hurricane Helene - Disaster Debris Removal DR-4830	$265,284.55	17,510.10
10/1/2024	10/1/2024	Napoleonville, Village of, LA	Hurricane Francine - Disaster Debris Removal DR-4817	$10,000.00	Lump Sum
10/1/2024	10/14/2024	Louisiana Department of Transportation - District 61	Hurricane Francine - Disaster Debris Removal DR-4817	$447,757.02	26,693.60
9/27/2024	11/15/2024	Assumption Parish, LA	Hurricane Francine - Disaster Debris Removal DR-4817	$118,539.09	13,248.20

9/25/2024	9/27/2024	Florida Department of Transportation - District 02	Hurricane Debby - Cut and Toss	$306,500.00	Hourly
9/23/2024	10/25/2024	Louisiana Department of Transportation - District 02	Hurricane Francine - **Disaster Debris Removal DR-4817**	$925,777.40	53,161.15
9/23/2024	11/7/2024	Ascension Parish, LA	Hurricane Francine - **Disaster Debris Removal DR-4817**	$140,400.50	14,534.15
9/16/2024	10/15/2024	East Baton Rouge/City of Baton Rouge	Hurricane Francine - **Disaster Debris Removal DR-4817**	$458,212.50	Hourly
9/16/2024	10/31/2024	Lafourche Parish, LA	Hurricane Francine - **Disaster Debris Removal DR-4817**	$397,900.39	34,124.90
9/15/2024	10/11/2024	Morgan City (City of)	Hurricane Francine - **Disaster Debris Removal & Logistic Support DR-4817**	$545,989.24	34,950.00
9/12/2024	10/3/2024	Terrebonne Parish, LA	Hurricane Francine - **Disaster Debris Removal & Logistic Support DR-4817**	$2,671,530.03	219,706.00
9/7/2024	9/18/2024	Iberville Parish	Hurricane Francine - Disaster Debris Removal DR-4817	$16,902.50	Hourly
9/7/2024	9/18/2024	Holiday Lakes (Town of), TX	Hurricane Beryl - **Disaster Debris Removal DR-4798**	$152,115.87	11,335.90
9/5/2024	9/20/2024	ALDOT- Guntersville Area	June Weather Event	$91,748.00	7,601.60
8/22/2024	9/10/2024	City of Richmond Hill, GA	Hurricane Helene - **Disaster Debris Removal DR-4830**	$59,613.77	7,584.45
10/3/2024	11/15/2024	Richmond Hill (City of), GA	Hurricane Debby - Disaster Debris Removal	$180,014.11	13,127.25
8/14/2024	9/5/2024	Bradenton (City of), FL	Hurricane Debby - Disaster Debris Removal	$58,290.11	6,014.75
8/12/2024	8/23/2024	TxDOT - Jefferson County	Hurricane Beryl - Disaster Debris Reduction and Haul Out **DR-4798**	TBD	TBD
8/12/2024	8/23/2024	Jasper County, TX	Hurricane Beryl - **Disaster Debris Removal DR-4798**	$40,395.00	Hourly
7/29/2024	1/6/2025	State of New Mexico	Private Property Debris Removal and Erosion Control Services **- DR-4795-NM**	$66,624,322.88*	160,715.53

7/19/2024	9/5/2024	Dayton (City of), TX	Hurricane Beryl - **Disaster Debris Removal DR-4798**	$64,605.79	6,226.61
7/18/2024	8/31/2024	Bellaire (City of), TX	Hurricane Beryl - **Disaster Debris Removal DR-4798**	$406,452.18	29,565.75
7/18/2024	9/23/2024	Conroe (City of), TX	Hurricane Beryl - **Disaster Debris Removal DR-4798**	$762,484.20	46,695.57
7/16/2024	9/3/2024	Clute (City of), TX	Hurricane Beryl - **Disaster Debris Removal DR-4798**	$1,012,433.82	78,039.20
7/15/2024	9/18/2024	East Bernard (City of), TX	Hurricane Beryl - **Disaster Debris Removal DR-4798**	$15,642.54	1,152.00
7/15/2024	9/30/2024	Brazoria County, TX	Hurricane Beryl - Disaster Debris Removal & Logistic **Support DR-4798**	$4,993,176.26	322,588.30
7/15/2024	9/30/2024	Wharton County, TX	Hurricane Beryl - **Disaster Debris Removal DR-4798**	$410,572.82	29,702.00
7/15/2024	8/15/2024	Humble (City of), TX	Hurricane Beryl - **Disaster Debris Removal DR-4798**	$396,342.67	26,494.05
7/15/2024	8/31/2024	Liberty (City of), TX	Hurricane Beryl - **Disaster Debris Removal DR-4798**	$187,053.07	11,791.30
7/13/2024	8/31/2024	Bay City (City of), TX	Hurricane Beryl - **Disaster Debris Removal DR-4798**	$416,702.58	40,466.00
7/13/2024	9/4/2024	Matagorda County, TX	Hurricane Beryl - **Disaster Debris Removal DR-4798**	$762,196.61	66,180.00
7/13/2024	7/30/2024	Montgomery County, TX	Hurricane Beryl - **Logistic Support DR-4798**	$36,000.00	Logistics
7/12/2024	12/20/2024	Beauregard Parish, LA	Tree Removal	$42,822.05	779.17
7/10/2024	8/29/2024	Jamaica Beach (City of), TX	Hurricane Beryl - **Logistic Support DR-4798**	$52,114.23	Logistics
7/10/2024	10/15/2024	San Leon (City of), TX	Hurricane Beryl - **Logistic Support DR-4798**	$89,137.11	Logistics
7/9/2024	11/13/2024	Houston (the City of), Texas	Hurricane Beryl - **Disaster Debris Removal DR-4798**	$15,651,850.94	953,699.00
7/9/2024	10/9/2024	Harris County, Texas	Hurricane Beryl - **Disaster Debris Removal DR-4798**	$6,657,690.15	417,661.45
6/26/2024	7/2/2024	Jamaica Beach (City of), TX	Hurricane Beryl - **Disaster Debris Removal DR-4798**	$17,640.00	Hourly

6/19/2024	6/21/2024	Hallandale Beach, FL	Severe Weather Event of June, 2024	$18,900.00	Hourly
6/19/2024	8/14/2024	Waller County, TX	Severe Weather Event - **May Derecho**	$313,772.50	Hourly
6/17/2024	6/27/2024	Vermillion Parish, LA	Severe Weather Event of May, 2024	$349,366.60	43,885.47
6/5/2024	7/16/2024	Houston Memorial Park	Severe Weather Event - **May Derecho & Hurricane Beryl DR-4798**	$10,400.00	Lump Sum
6/4/2024	6/8/2024	Baker, City of, LA	Severe Weather Event of May, 2024	$29,362.50	Hourly
6/3/2024	7/13/2024	Lafayette Parish, LA	Severe Weather Event of May, 2024	$732,126.73	45,785.80
5/24/2024	8/25/2024	Houston (the City of), Texas	Severe Weather Event - **May Derecho**	$10,357,686.88	648,295.00
5/20/2024	9/10/2024	Harris County, Texas	Severe Weather Event - **May Derecho**	$6,013,215.44	394,607.05
5/20/2024	6/3/2024	Iberville Parish, LA	Severe Weather Event of May, 2024	$83,600.00	Hourly
5/11/2024	5/12/2024	Florida A&M University	Debris Removal in Response to May Tornado	$99,800.00	Hourly
5/1/2024	6/26/2024	Lafourche Parish, LA	Specialty Demolition Project in Response to Hurricane Ida	$190,796.75	3,617.00
4/26/2024	6/6/2024	Pointe Coupee Parish, LA	Bulk Waste Removal	$66,375.00	Hourly
4/22/2024	8/15/2024	Louisiana Department of Transportation-District 07	Contingency Contract for Disaster Debris Removal **- Hurricane Laura**	$776,077.18	18,963.00
1/29/2024	Ongoing	East Baton Rouge Parish/City of Baton Rouge	Blight Reduction Services	2,911,500.00*	Hourly
1/18/2024	3/11/2024	Jackson County, FL	Debris Removal and Disposal Services	$753,405.79	70,472.00
1/10/2024	1/26/2024	Town of Dauphin Island, AL	Contract for Sand	$44,450.00	Hourly
1/2/2024	3/28/2024	State of Washington	Debris Cleanup Services - Spokane, WA **- Oregon & Gray Fires**	$1,590,213.96	Hourly

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START DATE	END DATE	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT	CUBIC YARDS
12/4/2023	1/30/2024	Georgia Department of Transportation - Chatham County	Reduction and Haul Out in response to Hurricane Idalia DR-4738-GA	$183,545.00	Lump Sum
12/4/2023	12/12/2023	Harris County, TX Flood Control District	Bender Road Vegetation Reduction	$120,807.24	Lump Sum
11/16/2023	11/18/2023	Hollywood (City of), FL	Beach Sand Removal	$44,385.00	Hourly
10/21/2023	10/21/2023	City of Pembroke Park, FL	Dead Fish Removal and Disposal Services	$5,000.00	Hourly
10/16/2023	1/26/2024	Dawson Solutions, LLC	Maui Wildfires - Environmental Assessment Project **DR-4724**	$21,238,681.02	Hourly
9/13/2023	3/7/2024	Louisiana Department of Transportation - District 62	Hazardous Tree Removal and Disposal in response to Hurricane Ida **- DR-4611**	$1,234,916.48	25,968.00
9/11/2023	9/21/2023	City of New Port Richey, FL	Disaster Recovery and Debris Removal Services **- DR-4734**	$9,558.44	1,213.00
9/6/2023	9/14/2023	Town of Dauphin Island, AL	Contract for Sand	$34,912.50	Hourly
9/6/2023	10/21/2023	City of Crystal River, FL	Emergency Debris Management Services **- DR-4734**	$177,452.54	11,411.60
9/5/2023	10/23/2023	Citrus County, FL	Emergency Debris Management Services - **DR-4734**	$394,586.09	25,123.70
8/31/2023	8/31/2023	Florida A&M University	Emergency Debris Management Services - **DR-4734**	$6,986.00	Hourly
8/30/2023	8/31/2023	Florida Department of Transportation - District 2 Lake City Maintenance	Hurricane Idalia Cut and Toss - **DR-4734**	$56,012.50	Hourly
8/30/2023	8/31/2023	Florida Department of Transportation - District 2 Chiefland Maintenance	Hurricane Idalia Cut and Toss **- DR-4734**	$102,081.25	Hourly
8/29/2023	8/31/2023	Florida Department of Transportation - District 2 Gainesville Maintenance	Hurricane Idalia Cut and Toss - **DR-4734**	$96,450.00	Hourly

8/29/2023	8/29/2023	Florida Department of Transportation - District 2 Perry Maintenance	Hurricane Idalia Cut and Toss - **DR-4734**	$117,425.00	Hourly
8/29/2023	8/30/2023	Florida Department of Transportation - District 2 St. Augustine Maintenance	Hurricane Idalia Cut and Toss - **DR-4734**	$50,000.00	Hourly
8/21/2023	9/14/2023	East Baton Rouge Parish/City of Baton Rouge	Blight Reduction Services	$52,250.00	Hourly
8/7/2023	10/12/2023	East Baton Rouge Parish/City of Baton Rouge	Contract for Debris Removal Assistance	$189,263.93	11,843.80
7/22/2023	8/7/2023	City of Enterprise, AL	Bulk Waste and Brush Removal	$65,000.00	Hourly
7/11/2023	8/8/2023	City of Lakeland, TN	Emergency Debris Removal Services	$241,575.73	25,421.30
6/26/2023	12/21/2023	City of Moss Point, MS	Contract for Debris Removal Assistance	$548,329.45	36,645.89
6/23/2023	7/12/2023	Harris County, TX	Disaster Debris Removal and Disposal	$539,066.34	43,253.50
6/9/2023	1/31/2024	City of Shawnee, OK	Debris Removal Services - April 2023 Tornado - **DR-4706-OK**	$1,040,755.99	49,632.20
6/2/2023	7/27/2023	Cameron Parish Police Jury	Private Property Debris Removal Program - Batch 1	$87,500.00	Per APN
5/24/2023	6/10/2023	Republic Services	Contract for Bulky Waste Removal	$131,492.50	n/a
5/22/2023	3/1/2024	City of Houston, TX	Mechanical and/or hydraulic dredging of sand and sediment from public waterways	$6,153,335.55	192,070.25
5/16/2023	10/23/2023	City of Selma, AL	Debris Removal Services - **DR-4684**	$2,634,828.54	156,345.09
5/8/2023	7/1/2023	Sarasota County, FL	Biological Marine Debris Collection and Disposal Services	$35,704.79	Hourly
4/29/2023	6/9/2023	Shawnee (City of), OK - State Contract	Debris Removal Services - April 2023 Tornado **- DR-4706-OK**	$3,520,080.99	235,416.30
4/20/2023	6/14/2024	Little Rock (City of), AR	2023 Tornado Removal and Disposal of Storm Debris - **DR-4748-AR**	$7,106,147.08	494,840.45
4/13/2023	9/14/2023	Monroe County, MS	Contract for Tornado Debris and Removal Services - **DR-4727-MS**	$1,450,766.49	128,502.60
3/13/2023	4/12/2023	Pottawatomie County, OK	February 2023 Tornado-Debris Removal	$18,621.49	Tonnage
3/7/2023	3/8/2023	Manatee County, FL	Red Tide-Fish Kill	$26,483.00	Hourly

2/27/2023	4/1/2024	City of Houston, TX	Heavy Trash, Bulk, and Junk Waste Collection Services	$7,391,566.57	Tonnage & CY Combined
2/22/2023	4/14/2023	City of Tyler, TX	Bulk Waste & Brush Services - Winter Storm Mara - **DR-4705-TX**	$296,730.00	Hourly
2/12/2023	4/4/2023	City of Lakeway, TX	Bulk Waste & Brush Services - Winter Storm Mara - **DR-4705-TX**	$694,710.00	Hourly
2/6/2023	4/15/2023	City of Austin, TX	Winter Storm Mara - Disaster Debris Removal - **DR-4705-TX**	$8,587,852.75	661,060.65
1/26/2023	3/24/2023	City of Lake Charles, LA - Batch 3	Private Property Debris Removal Program - Hurricane Laura	$193,450.00	Per APN
1/23/2023	3/24/2023	City of Lake Charles, LA - Batch 7	Private Property Debris Removal Program - Hurricane Laura	$180,000.00	Per APN
1/16/2023	3/31/2023	Alabama Department of Transportation - Dallas County	Dallas County Tornado - DR-4684	$3,874,233.70	297,397.80

2022

START DATE	END DATE	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT	CUBIC YARDS
12/20/2022	2/10/2023	St. Charles Parish, LA	Winter Tornado Debris Removal	$97,343.44	11,560.98
12/19/2022	2/18/2023	St. Bernard Parish, LA	Winter Tornado Debris Removal	$168,914.02	15,742.22
12/12/2022	12/12/2022	Manatee County, FL	Red Tide-Fish Kill	$13,495.00	Hourly
11/18/2022	12/16/2022	City of St. Augustine, FL	Hurricane Nicole – Debris Removal	$24,196.37	2,577.20
11/12/2022	10/11/2023	Florida Department of Environmental Protection - JV (sub)	Waterway Debris Removal **– Hurricane Ian DR-4673**	$244,384,648.42*	933,666.70
11/10/2022	11/12/2022	City of Hollywood, FL	Hurricane Nicole - Hourly work	$14,953.75	Hourly
11/4/2022	10/21/2023	Florida Department of Emergency Management - JV	Debris Removal- **Hurricane Ian DR-4673**	$68,159,524.14*	809,121.80
10/30/2022	1/22/2023	The School Board of Sarasota County	Debris Removal	$85,088.88	8,001.20
10/24/2022	3/10/2023	City of Houston, TX	Mechanical & Hydraulic Dredging	$1,936,596.32	34,601.80
10/12/2022	11/26/2022	Moffitt Services	Hourly Grapple Truck Services	$168,625.00	Hourly

10/11/2022	12/15/2022	Florida Department of Transportation - District 1	Emergency Debris Removal and Hazardous Tree Limb & Stump Removal **- Hurricane Ian DR-4673**	$595,178.64	32,736.00
10/10/2022	11/16/2022	School District of Lee County, FL	Disaster Recovery Services **- Hurricane Ian DR-4673**	$315,397.81	14,099.00
10/10/2022	12/4/2022	City of Debary, FL	Debris Removal Services **- Hurricane Ian DR-4673**	$943,747.84	57,188.00
10/7/2022	10/28/2022	City of St. Augustine, FL	Debris Removal Services **- Hurricane Ian DR-4673**	$59,775.35	6,311.30
10/7/2022	11/7/2022	City of Bradenton, FL	Debris Clearance and Removal Services **- Hurricane Ian DR-4673**	$302,085.74	21,803.41
10/7/2022	12/29/2022	City of Lakeland, FL	Annual Disaster and Debris Management Services **- Hurricane Ian DR-4673**	$1,654,141.04	112,785.00
10/6/2022	1/15/2023	City of Daytona Beach, FL	Debris Removal and Services Contract **- Hurricane Ian DR-4673**	$3,103,999.90	340,010.00
10/5/2022	12/12/2022	City of Deland, FL	Debris Removal Services **- Hurricane Ian DR-4673**	$961,843.88	54,659.00
10/5/2022	11/16/2022	Town of Longboat Key, FL	Debris Removal Services **- Hurricane Ian DR-4673**	$334,105.91	23,983.60
10/2/2022	12/17/2022	Florida Department of Transportation - District 5	Emergency Debris and Hazardous Tree, Limb, and Stump Removal Operations **- Hurricane Ian DR-4673**	$158,673.58	8,174.00
9/30/2022	10/7/2022	Sarasota County, FL	Meal Services **- Hurricane Ian DR-4673**	$1,270,800.00	Logistics
9/29/2022	2/14/2023	Sarasota County, FL	Disaster Debris Collection, Reduction and Disposal **- Hurricane Ian DR-4673**	$20,962,892.48	1,965,910.90
9/29/2022	2/15/2023	Manatee County, FL	Debris Management Services - **Hurricane Ian DR-4673**	$61,441,633.27 *	2,514,434.50
9/29/2022	11/5/2022	City of Maitland, FL	Emergency Debris Hauling and Disposal **- Hurricane Ian DR-4673**	$141,151.33	15,855.50
9/29/2022	10/6/2022	City of Richmond, VA	Reduction and Haul Out	$315,000.00	Per Load
9/28/2022	9/28/2022	Florida Department of Transportation -District 2 Perry	Hurricane Ian Cut and Toss DR-4673	$15,000.00	Standy-By
9/28/2022	9/29/2022	Florida Department of Transportation -District 2 Chiefland	Hurricane Ian Cut and Toss DR-4673	$25,281.50	Hourly

9/27/2022	11/3/2022	Atascocita Community Improvement Association (Houston, TX)	Canal Rip Rap Installation & Debris Removal	$59,352.00	Hourly
8/4/2022	8/17/2022	City/County of St. Charles	2022 Flooding	$11,979.84	n/a
7/20/2022	1/15/2023	Larimer County, CO	2022 July Flash Flooding – Debris Management Services & Sediment Removal	$1,850,071.00	17,606.00
7/18/2022	4/19/2024	East Baton Rouge Parish/City of Baton Rouge	Annual Channel Clearing Project – Elbow Bayou and Claycut Bayou	$11,622,989.58	n/a
7/14/2022	8/11/2022	Lake Charles (City of), LA	Private Property Debris Removal (Demolition) in response to **Hurricane Laura DR-4559**	$218,136.00	per property
7/1/2022	9/4/2022	Mayfield (City of), KY	Disaster Debris Removal Services (PPDR) in response to the Tornado	$5,265,817.88	108,183.30
5/2/2022	7/9/2022	City of Austin, TX	Bulk Waste Debris Removal	$1,019,362.50	Hourly
4/19/2022	8/9/2022	Boulder County, CO	Marshall Fire County Wide PPDR Phase 2	$26,845,411.29	per parcel
3/25/2022	7/30/2022	St. Bernard, LA	2022 Tornado	$598,364.26	50,013.28
3/1/2022	3/31/2022	South Carolina Department of Transportation - Jasper	Maintenance On Call Tree Trimming and Removal	$89,072.00	per tree
2/23/2022	7/13/2022	City of Houston, TX – Roger's Gully	Mechanical Sand and Waterway Debris Removal, Lake Houston	$7,007,416.52	196,011.65
2/14/2022	3/4/2022	City of Lakeland, TN	2022 Ice Storm Debris Cleanup	$103,766.00	7,982.00
2/5/2022	5/17/2022	LADOTD 02 Jefferson Ditches	Emergency Ditch, Culvert, and Catch Basin Cleaning **– Hurricane Ida H.972442-26 DR-4611**	$3,821,678.00	n/a
1/25/2022	1/25/2022	City of Greenville, NC	Bulk Delivery of Road Salt	$20,000.00	Logistics
1/16/2022	1/22/2022	South Carolina Department of Transportation	Winter Storm Izzy	$40,135.00	Hourly
1/14/2022	4/4/2022	Boulder County, CO	Marshall Fires Phase 1	$266,716.84	n/a
1/13/2022	3/31/2022	City of Monroe, LA	Bulk Waste Debris Removal	$271,600.00	Hourly
1/31/2021	2/4/2022	Pointe Coupee Parish, LA	Bulky Waste	$6,487.50	Hourly

2021

START DATE	END DATE	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT	CUBIC YARDS
12/23/2021	4/2/2022	USACE - Graves County, Kentucky	2021 Tornadoes	$12,640,181.52	409,238.40
12/8/2021	3/2/2022	Greater Louisiana Port Commission - Port Fourchon, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	$631,513.60	20,318.00
12/7/2021	3/11/2022	TXDOT Brazoria County	Debris Removal – **Tropical Storm Nicholas**	$615,045.70	17,826.00
12/1/2021	5/23/2022	Ascension Parish Waterway (Canal), LA	Disaster Debris Re Canal Disaster Debris Removal Services – Hurricane Ida DR-4611	$11,287,635.40	127,858.53
10/29/2021	11/3/2021	Village of Napoleonville, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	$38,941.40	640.50
10/12/2021	1/7/2022	Southeast Flood Protection Authority	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$2,690,963.63	41,632.25
10/6/2021	1/12/2022	Lafourche School District, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$429,298.01	6,461.60
10/4/2021	10/22/2021	Bay City, TX	Disaster Debris Removal Services – **Tropical Storm Nicholas**	$234,835.95	Hourly
10/1/2021	11/1/2021	LADOTD 02 St. Bernard	Emergency Drainage Cleaning for Florissant Hwy (LA46)	$192,815.28	n/a
9/26/2021	10/30/2021	Matagorda County, TX	Disaster Debris Removal Services – **Tropical Storm Nicholas**	$298,988.17	29,203.90
9/22/2021	4/13/2022	Bayou Lafourche Water District, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$5,890,173.13	121,192.05
9/18/2021	1/10/2022	St Charles Parish, LA	Canal Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$2,339,823.10	29,753.60
9/13/2021	11/15/201	Sorrento, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$115,857.17	8,704.00
9/11/2021	1/14/2022	Town of Gramercy, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$305,274.00	24,470.40
9/10/2021	9/15/2021	Pointe Coupee Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$13,537.50	Hourly

9/9/2021	10/7/2021	Iberville Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$140,329.15	10,845.85
9/9/2021	10/16/2021	Assumption Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$215,899.11	17,813.37
9/8/2021	11/23/2021	Baker, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$135,403.20	10,951.00
9/8/2021	3/21/2022	St. Tammany Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$43,758,749.95	2,521,325.10
9/8/2021	1/9/2022	Town of Lutcher, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$424,647.81	32,703.00
9/8/2021	2/1/2022	Montgomery County, PA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$11,944,812.49	313,347.40
9/8/2021	11/19/2021	Donaldsonville, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$282,656.27	22,534.00
9/7/2021	11/30/2021	Central, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$441,364.66	62,952.75
9/7/2021	1/14/2022	St. James Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$1,381,257.45	97,634.10
9/7/2021	12/15/2021	St. Bernard Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$2,253,489.28	41,033.73
9/6/2021	11/20/2021	Ascension Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$5,289,860.19	369,905.20
9/6/2021	8/28/2022	Jefferson Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$36,557,231.89	1,666,773.50
9/4/2021	3/4/2022	LADOTD 61	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$5,913,629.58	311,821.70
9/4/2021	3/11/2022	LADOTD 62	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$30,900,053.55	16,949,908.97
9/1/2021	3/8/2022	Dauphin Island, AL	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$3,140,135.00	213,922.00
8/31/2021	12/9/2023	Tangipahoa Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$43,204,243.72	3,090,840.22
8/31/2021	12/17/2021	Abita Springs, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$336,738.58	24,640.50

8/31/2021	8/28/2022	St. Charles Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$18,756,289.63	1,316,616.10
8/30/2021	2/28/2023	Terrebonne Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$47,786,821.41	3,573,521.00
8/30/2021	11/7/2023	Lafourche Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$21,007,088.54	1,435,697.53
8/30/2021	12/14/2021	East Baton Rouge Parish/City of Baton Rouge, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$10,938,497.34	644,919.00
8/4/2021	8/28/2021	Randolph County – ACCA	Alabama Tornadoes	$83,352.47	6,868.87
7/19/2021	7/19/2021	FDOT District 2 Perry	**Emergency Cut & Toss - Tropical Storm Elsa EM-3561**	$15,000.00	Hourly
7/19/2021	7/19/2021	FDOT District 2 Chiefland	**Emergency Cut & Toss - Tropical Storm Elsa EM-3561**	$18,326.25	Hourly
7/19/2021	7/19/2021	Foley, AL	Hurricane Debris Stream Cleanout **- Hurricane Sally DR-4563**	$15,000.00	Lump Sum
7/2/2021	4/23/2022	City of Houston, TX	Mechanical Sand and Waterway Debris Removal, Lake Houston	$10,483,667.44	330,194.25
6/16/2021	8/5/2021	Pinellas County, FL	Red Tide Fish Kill	$2,070,438.47	Hourly
6/16/2021	7/14/2021	Ascension Parish, LA	May weather event	$2,631.14	293.00
6/1/2021	9/10/2021	State of Washington	Town of Malden Fire Cleanup	$4,600,000.00	10,488.00
5/28/2021	10/30/2021	East Baton Rouge, LA	May Flood Event	$505,060.62	29,634.00
4/26/2021	6/25/2021	City of Mobile, AL	Bulky Waste	$38,637.50	Hourly
4/26/2021	7/13/2021	Coweta, GA	Disaster Debris Clearance and Removal Services	$35,089.08	5,525.84
4/8/2021	5/6/2021	City of Austin, TX	Winter Storm Debris Removal	$382,005.00	Hourly
4/7/2021	4/26/2021	Shelby County, AL	Alabama Tornadoes	$511,206.78	69,061.45
4/6/2021	6/19/2021	Calhoun County, AL	Alabama Tornadoes	$2,942,622.86	228,268.30
4/5/2021	4/5/2021	Westwego (City of), LA	**Hurricane Zeta DR-4573**	$22,440.00	1,320.00
3/19/2021	5/2/2021	Central, LA	Winter Storm Debris	$51,300.00	Hourly
2/19/2021	4/12/2021	East Baton Rouge	Winter Storm Debris Removal	$1,130,963.16	64,164.00
2/8/2021	3/5/2021	TXDOT	Disaster Debris Removal Services – Tropical Storm Nicholas	$53,407.50	1,033.00
2/8/2021	3/5/2021	Texas Department of Transportation	Waterway Debris Removal	$316,915.00	7,769.00

1/14/2021	3/5/2021	Washington County, AL	Disaster Debris Removal Services – **Hurricane Zeta DR-4573**	$2,806,056.32	209,077.00
1/5/2021	3/18/2021	Clarke County, AL	Disaster Debris Removal Services – **Hurricane Zeta DR-4573**	$4,299,718.14	241,429.00
1/3/2021	11/15/2021	CalRecycle, CA	2020 Fires, Debris Removal & Hazard Tree Removal Services	$81,651,575.10	201,200.00

Note: Please see Attachment Z for DRC's most recent financial statement.

TOTAL DOLLAR AMOUNT OF REJECTED REIMBURSEMENTS (FEMA AUDIT)

Not applicable.

NUMBER OF REJECTED REIMBURSEMENTS (FEMA AUDIT)

Not applicable.

5 YEAR PROJECT HISTORY

2025

WINTER STORMS | FLOODS | TORNADOES | WILDFIRES

$170,378,432	3,297,430	35	39
IN CONTRACTS	CUBIC YARDS	DMS	ACTIVATIONS

2024

HURRICANES | WILDFIRE | SEVERE WEATHER | TORNADOES | DERECHO

$870,181,133	20,781,763	159	124
IN CONTRACTS	CUBIC YARDS	DMS	ACTIVATIONS

2023

HURRICANES | RED TIDE | SEVERE WEATHER | TORNADOES | WILDFIRE | WINTER STORM

$69,287,841	2,635,170	13	40
IN CONTRACTS	CUBIC YARDS	DMS	ACTIVATIONS

2022

FLOOD | HURRICANES | RED TIDE | SEVERE WEATHER | TORNADOES | WILDFIRE | WINTER STORM

$377,907,231	5,529,595	22	42
IN CONTRACTS	CUBIC YARDS	DMS	ACTIVATIONS

2021

COVID-19 | HURRICANES | RED TIDE | SEVERE WEATHER | TORNADOES | WILDFIRE | WINTER STORM

$402,900,864	19,652,582	102	75
IN CONTRACTS	CUBIC YARDS	DMS	ACTIVATIONS

FIVE-YEAR TOTAL: 51,896,540 CUBIC YARDS

REFERENCES

Sarasota County, FL
Disaster Debris Collection, Reduction and Disposal - Hurricane Ian
September 2022 - February 2023
Cubic yards: 1,965,910.90
Contract total: $20,962,892.48
Lois Rose, Manager
(941) 544-2817
lerose@scgov.net
4000 Knights Trail Rd
Nokomis, FL 34275
Population size: 476,604
Complexity: Sarasota County is a large waterfront community which was hit hard in Hurricane Ian. DRC removed nearly 2 million cubic yards of debris on this project.

City of Sarasota, FL
Disaster Debris Removal Services – Hurricane Milton
October 2024 – January 2025
Cubic yards: 219,603.10
Contract total: $5,046,930.18
Todd Kucharski, Acting Director, Public Works
941-263-6127
todd.kucharski@sarasotafl.gov
1761 12th Street
Sarasota, FL 34236
Population size: 57,764
Complexity: As the county seat of Sarasota County, the City of Sarasota is a large waterfront community which was hit hard in Hurricane Milton. DRC removed 219,603 cubic yards of debris on this project.

Pinellas County, FL
Disaster Debris Collection and Removal Services - DR-4834-FL (Hurricane Milton)
October 2024 to April 2025
Cubic yards: 596,842.50
Contract total: $27,283,463.69
Sean Tipton, ENV SP Right-of-Way Permitting Coordinator & Debris Manager
Pinellas County Government
(727) 464-8809
stipton@pinellas.gov
22211 US HWY 19N, Bldg 1
Clearwater, FL 33765
Population size: 965,870
Complexity: Pinellas County is one big barrier island with a large population which was hit hard in Hurricane Milton. DRC removed 596,842.5 cubic yards of debris on this project.

Indian Rocks Beach, FL
Disaster Debris Collection and Removal Services - DR-4834-FL (Hurricane Milton)
November 2024 – February 2025
Cubic yards: 13,626.65
Contract total: $400,847.89
Dean Scharmen, Public Works Director
Office: (727) 595-6889
Cell: (727) 580-0713
dscharmen@irbcity.com
1507 Bay Palm Blvd
Indian Rocks Beach FL 33785
Population size: 3,672
Complexity: Indian Rocks Beach is a barrier island community which had a 10+ foot storm surge from Hurricane Milton, leaving the roads covered with sand that blocked the right-of-way.

LETTERS OF RECOMMENDATION

CITY OF Lakeland PUBLIC WORKS

SOLID WASTE MANAGEMENT
605 EVELYN AVENUE
LAKELAND, FLORIDA 33801
863.834.8773

Eugene H. Ginn III
Solid Waste Manager
gene.ginn@lakelandgov.net
www.lakelandgov.net

DRC Emergency Services
111 Veterans Memorial Blvd, STE 401
Metairie, LA 70005

To Whom It May Concern,

I am pleased to write this letter of recommendation for DRC, following our collaboration after Hurricanes Ian 2022 and Milton 2024. Throughout our work together, DRC consistently demonstrated exceptional responsiveness and reliability during critical recovery efforts.

Their communication was clear, timely, and solution-oriented, which was invaluable in fast-moving and high-pressure recovery efforts. DRC's attention to detail and ability to meet tight deadlines ensured that each phase of the project progressed smoothly and efficiently. The staff assigned to our projects brought a high level of professionalism and competence, making them a trusted partner during a challenging time.

Based on their performance during two separate recovery events, I would recommend DRC for any future projects requiring skilled and dependable recovery services.

Respectfully,

Gene Ginn
Solid Waste Manager / City of Lakeland

Page 1 of 1

May 22, 2023

DRC Emergency Services, LLC
111 Veterans Memorial Boulevard
Suite 401
Metairie, LA 70005

To Whom It May Concern,

On behalf of Manatee County, it is my pleasure to take this opportunity to recommend DRC Emergency Services, LLC as a disaster response contractor.

On September 29, 2022, the devastating Category 4 Hurricane Ian made landfall in southwest Florida doing considerable damage to the Manatee County community. DRC's response was immediate and effective. DRC worked with County personnel to assess damage, establish collection grids, permit emergency debris management sites, and determine the scope of work based on disaster impact. DRC simultaneously provided ROW debris removal, waterway debris removal, and logistics services in the wake of Hurricane Ian. Not only was DRC highly professional, they were personable and, through logistic services, gave hope to our community. DRC provided quick and effective debris clearance and removal services as well as a variety of logistical measures to help us respond to this disaster quickly. DRC's integrity and resilience in the face of destruction is unparalleled.

This was our first time using DRC Emergency Services and we were highly impressed. Manatee County used DRC to do our first push and quickly remove 591,000 cubic yards of debris.

DRC has proven they are committed to serving our community – which is what we value most. It is without reservation that I enthusiastically endorse DRC Emergency Services, LLC a disaster response contractor.

Respectfully,

Courtney De Pol

Digitally signed by Courtney De Pol
Date: 2023.05.22 12:10:27 -04'00'

Courtney De Pol
Deputy County Administrator
Manatee County Government

CLUTE
TEXAS

108 E. Main Street ~ Clute, Texas 77531
Phone: (979) 265-2541
www.clutetexas.gov

May 7, 2025

Following Hurricane Beryl, DRC mobilized quickly — arriving in Clute the afternoon the storm passed (July 8) — and immediately began assisting with road clearance. Their crews were prompt, professional, and worked efficiently to remove debris and address hazardous trees and limbs throughout the city.

I met daily with the on-site supervisor and received detailed nightly reports outlining progress, including the volume and types of debris removed, as well as counts for hazardous limb and tree removals. Their communication and transparency throughout the process were excellent, and their performance greatly contributed to a safe and timely recovery for our community.

As with any large-scale debris operation, the process of bringing heavy trucks and equipment into residential areas can create additional challenges. Occasionally, trucks cut corners too closely, resulting in yard ruts, or mechanical arms caused minor damage such as scraped lawns or disturbed water meters. DRC was highly responsive to every resident complaint we received. Their crews went above and beyond to promptly investigate and resolve each issue, ensuring that all concerns were addressed to the satisfaction of our residents.

Based on their responsiveness, professionalism, and the overall quality of work, I highly recommend DRC Emergency Services.

Will Blackstock
Director of Special Projects
Emergency Management Coordinator
City of Clute, Texas
(979) 265 – 8392
wblackstock@clutetexas.gov

To: DRC

From: Richard McHale, Interim Director Austin Resource Recovery

Date: July 17, 2023

Subject: Letter of Recommendation

Letter of Recommendation

The City of Austin has a contract with numerous debris collection companies and was required to activate that contact this past year due to ice storm Mara. One company we contracted with and activated was DRC. DRC was quick to mobilize and begin initial damage assessments. They brought in their team and were able to ramp up operations quickly, making our recovery effort a notable success. They worked efficiently and professionally and were a key part of our success in restoring our community. While we don't look forward to natural disasters, it is assuring to know that we have experienced contractors to supplement our teams when needed.

Richard McHale
Interim Director
Austin Resource Recovery

St. Bernard Parish Government
8201 West Judge Perez Drive Chalmette, Louisiana, 70043
(504) 278-4227 Fax (504) 278-4330
www.sbpg.net

Guy McInnis
Parish President

DRC Emergency Services, LLC
111 Veterans Memorial Boulevard
Suite 401
Metairie, LA 70005
March 24, 2023

Re: Letter of Recommendation

To Whom It May Concern,

Please let this serve as a letter of recommendation for DRC Emergency Services, LLC. For the past eight years, St. Bernard Parish Government (SBPG) has worked hand in hand with the DRC team through various challenges - including hurricanes and tornadoes. We have continuously received excellent service throughout these events, as well as normal operations. DRC has proven to be a reliable partner with an inherent understanding of our mission "to protect and enhance the quality of life by providing a high level of service in an efficient and responsive manner for all citizens." Many of DRC's personnel grew up in St. Bernard Parish and still reside in our community. For them, our mission isn't just close to home – it is home.

Over the past four years, we have activated our contract with DRC four times in the wake of Hurricane Zeta, Hurricane Ida, and two tornadoes. Each time, DRC was highly responsive and mobilized equipment and personnel immediately following these disaster events. DRC's ability to efficiently and effectively problem solve under pressure is unparalleled. Additionally, DRC's management personnel were in constant contact, keeping SBPG officials informed and up to date on the project underway. No matter the day or time, when we called, DRC answered.

Not only did DRC Emergency Services deliver on all of their contractual agreements, they also honored verbal commitments that were made to assist SBPG in delivering the highest quality service to our residents.

I would strongly consider choosing DRC Emergency Services as your disaster response contractor. Their professionalism, integrity, accountability, work ethic, and responsiveness are second to none. We've experienced excellence from DRC for the services rendered to St. Bernard. If you have any questions, please feel free to reach out.

Sincerely,

Ronald J. Alonzo, Jr.

ST. CHARLES PARISH

OFFICE OF THE PARISH PRESIDENT

MATTHEW JEWELL
PARISH PRESIDENT

JENNIFER CRISP
EXECUTIVE ASSISTANT

DRC Emergency Services, LLC
111 Veterans Memorial Boulevard
Suite 401
Metairie, LA 70005

March 23, 2023

Dear Sir/Madam,

It is my pleasure to recommend DRC Emergency Services, LLC as a disaster response contractor. As the Parish President, I had the privilege of working with DRC on multiple occasions. When Hurricane Ida, a Category 4 storm, made landfall in Southeast Louisiana, DRC was already in the process of procuring and staging assets to aid in our recovery efforts.

DRC worked closely with Parish personnel to assess damage, establish collection grids, permit emergency debris management sites, and determine the scope of work based on disaster impact. They provided ROW debris removal, waterway debris removal, and logistics services simultaneously, which helped immensely during this difficult time. Moreover, DRC provided essential items such as pallets of water, toiletries, restroom/showers, fuel, and a 100-person emergency shelter which housed National Guard and St. Charles Parish employees. Through their logistic services, DRC gave hope to the community during a time of great need.

Over the past decade, St. Charles Parish has had the opportunity to work with DRC Emergency Services on multiple emergencies, including major hurricanes, a tornado, and a devastating flood from torrential rainfall. DRC has removed and disposed of over 1,443,000 cubic yards of debris in St. Charles Parish, demonstrating their commitment to serving the community. Through all of this, DRC has demonstrated their integrity and resilience in the face of disaster.

Based on my experience, I wholeheartedly endorse DRC Emergency Services, LLC as a disaster response contractor. Their dedication and expertise are unparalleled, and I am confident that they will provide exceptional service to any organization that requires their assistance.

Sincerely,

Matthew L. Jewell
Parish President
St. Charles Parish

OFFICE OF THE PARISH PRESIDENT
TERREBONNE PARISH CONSOLIDATED GOVERNMENT
P.O. BOX 6097
HOUMA, LOUISIANA 70361-6097

GORDON E. DOVE
PARISH PRESIDENT

(985) 873-6401
FAX: (985) 873-6409
E-MAIL: gdove@tpcg.org

March 27, 2023

DRC Emergency Services, LLC
111 Veterans Memorial Boulevard
Suite 401
Metairie, LA 70005

To Whom It May Concern:

On behalf of Terrebonne Parish Consolidated Government, it is our pleasure to take this opportunity to commend DRC Emergency Services, LLC for their outstanding performance in response to Hurricane Ida.

On August 29, 2021, the destructive Category 4 Hurricane Ida made landfall in Southeast Louisiana devastating the community of Terrebonne Parish. Despite that many of DRC's personnel are Louisiana natives who were also affected by the storm, DRC sprang into action and began working immediately. DRC's team assessed the damage and made a plan that proved to be both safe and efficient. Having worked with DRC for over a decade, they utilized push routes, collection grids, and debris reduction/disposal sites that were previously established and successfully used in response to prior disaster events. To date, DRC has removed and disposed of over 3,500,000 cubic yards of debris in response to Hurricane Ida.

Having DRC on standby, we have come to expect the best. DRC's services are comprehensive. DRC has provided land-based debris removal, waterway debris removal, demolition, and logistic services to Terrebonne Parish. Additionally, DRC's attention to detail in the wake of tragedy is unmatched. Terrebonne Parish has called on DRC 6 times over the past 13 years and every time we are reminded why we choose them as our disaster response contractor.

We highly recommend DRC Emergency Services as a debris removal contractor. I am confident they provide the same level of excellence we have experienced to all the communities they serve.

Respectfully submitted,

Gordon E. Dove
Parish President

Cc: Earl Eues, Office of Emergency Preparedness

HORSHAM TOWNSHIP

WWW.HORSHAM.ORG

COUNCIL
MARK McCOUCH, PRESIDENT
W. WILLIAM WHITESIDE, III,
VICE PRESIDENT
THERESA HARMON
GREGORY S. NESBITT, Esq
SEAN WADE

1025 HORSHAM ROAD

HORSHAM, PA 19044
215-643-3131 PHONE
215-643-0448 FAX

WILLIAM T. GILDEA-WALKER
TOWNSHIP MANAGER

DENNIS P. HAGGERTY JR
DIRECTOR OF ADMINISTRATION

March 8, 2022

DRC
110 Veterans Memorial Boulevard
Suite 515
Metairie, LA 70005

Dear Mr. Mehl,

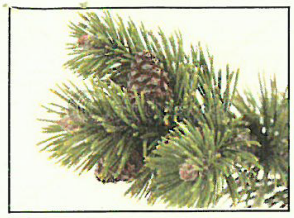
On behalf of Horsham Township and Township Council, I would like to take this opportunity to thank you and your staff for the great work that DRC performed in Horsham Township after Hurricane IDA's destructive path made its way thought our community. In Horsham's history, never has a tornado touched down in our area, we were extremely appreciative of your prior experiences and the direction you provided to help organize such an enormous recovery.

Your dedication to our community was demonstrated when you listened to our recommendation to allow for local resources to be used. By establishing such procedures our efforts were more efficient and persistent during initial clean up. As quickly as the months have passed, we still see evidence of Hurricane IDA's devastation and hear from people still affected by its destruction, however we know that we are much better off having had your assistance during this life changing event. You executed a safe and effective debris removal program and responded to many different situations throughout the emergency.

I would like to give credit toward your preparedness, your personnel, and the equipment that delivered without incident. I hope that you know how much we appreciated what you did during such a chaotic time. Please accept our gratitude on behalf of myself, Horsham Township and Township Council. Again, thank you very much for the time, energy and resources that DRC contributed to our community.

Sincerely,

Dennis P. Haggerty Jr.
Horsham Township
Director of Administration



WINN PARISH POLICE JURY
P.O. Drawer 951, WINNFIELD, LOUISIANA 71483-0951
Phone (318) 628-5824 Fax (318) 628-7336
E-Mail: pj1admin@wppj.net
www.winnparishpolicejury.com

Joshua McAllister
President

Karen Tyler
Secretary-Treasurer

Kirk Miles
Vice-President

District One
Phillip Evans

District Two
Deionne Carpenter

District Three
Joshua McAllister

District Four
Tammy Griffin

District Five
Kirk Miles

District Six
Author Robinson

District Seven
Frank McLaren

May 11, 2021

Re: Letter of Reference-DRC Emergency Services

To Whom It May Concern;

On behalf of the Winn Parish Police Jury, it is my pleasure to submit this letter of recommendation for DRC Emergency Services.

On August 27, 2020, Hurricane Laura stormed through our rural community leaving a path of destruction and debris unlike any other disaster we have encountered. After careful consideration of several debris removal companies, Winn Parish contracted with DRC for debris removal services. Little did we know, but 6 weeks later Hurricane Delta hit Winn Parish on the heels of Hurricane Laura. What seemed like insurmountable odds, DRC came in and got us moving in the right direction with their knowledge and expertise during these times of disasters.

DRC was quick to respond and react and began work immediately. DRC's team worked with our administrative and road staff to begin identifying the known extent of damage inflicted by this disaster, learning our streets and roads so they could mobilize their significant fleet of trucks to begin staging for debris removal operations. DRC provided a Program Manager to oversee all operations along with other staff members to assist us in all aspects of the cleanup process.

The same level of responsiveness, coordination and resourcing on the part of DRC was present throughout the entirety of our debris removal and recovery effort. DRC assisted Winn Parish in keeping the citizens and other agencies informed of the debris process. DRC helped the Parish in applying for all necessary permits at debris sites. DRC was present throughout the entire debris removal and recovery effort, resulting in all submittals and invoicing being completed and submitted in a timely manner with has allowed the Parish to quickly process and submit records to FEMA for reimbursement.

The Winn Parish Police Jury contracted with DRC in the amount of $2,222,126 for debris removal services. These services consisted of the removal of vegetative debris, leaning trees, hazardous hanging limbs and stumps from over 700 miles of roads. DRC followed all guidelines and specifications in the contract and completed all work in a timely manner. If any problems or

concerns arose, DRC was only a phone call away and would immediately solve the issue. Winn Parish had a great working relationship with DRC during this contract and would contract with them again in the future without hesitation.

If you have any questions or need additional information, please do not hesitate to contact me or my office.

Sincerely,

Joshua McAllister
President
Winn Parish Police Jury

JM/kt

Olen Bean
Emergency Management Coordinator

Clif Kennedy
DRC Emergency Services
P: 504.482.2848 M: 713-715-8772
E: ckennedy@drcusa.com W: www.drcusa.com

DRC Emergency Services had contracted with Newton County for pre-disaster debris pickup before Hurricane Laura made landfall in Louisiana. Clif Kennedy and DRC representatives were on scene quickly to assess the damage and estimate how many yards of debris would need to be picked up. Newton County began the process of identifying TDMS locations throughout the County with DRC help. Newton County also discussed using local subcontractors, if possible, which DRC agreed to. Newton County debris was picked up by TXDOT contractor saving the county the 25% match for FEMA reimbursement. Even though Newton County did not activate their contract with DRC, communications between DRC and Newton County continued as debris was picked up. There was no disagreement with the contract, logic was to save Newton County millions of dollars for debris pickup. Newton County fully recommends DRC for disaster services.

Olen Bean
Newton County EMC

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

222 Saint Louis Street, Baton Rouge, LA 70802

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,

Billy Nungesser
Lieutenant Governor

WHN/ls

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

Jessie Pace
Secretary/Treasurer
Parish Manager
Grant Parish Police Jury

PLEASE SEE ATTACHED FORMS:

- Attachment A- Anti-Kickback Affidavit
- Attachment B- Sworn Statement Under Section 287.133(3)(A) Florida Statutes, on Public Entity Crimes
- Attachment C- City of Key West Indemnification Form
- Attachment D- Equal Benefits for Domestic Partners Affidavit
- Attachment E- Cone of Silence Affidavit
- Attachment F- Non-Collusion Affidavit
- Attachment G- The City of Key West E-Verify Affidavit
- Attachment H- Affidavit Attesting to Noncoercive Conduct for Labor or Services
- Attachment I- Vendor Certification Regarding Scrutinized Companies List
- Attachment J- Conflict of Interest Statement
- Attachment K- Acknowledgement of Conformance with O.S.H.A Standards
- Attachment L- Copy of State of Florida Corporate Filings; Articles of Incorporation as Required; The Secretary of State, Florida City of Key West Business Tax Receipt
- Attachment M- Copy of Draft Contract Documents
- Attachment N- Acknowledgment of Conformance with FEMA/NIMS Standards
- Attachment O- Unit Proposal Form
- Attachment P- Sample Load Ticket
- Attachment Q- List of Contractor's Equipment and Facilities (Including Location)
- Attachment R- Contractor's Qualifications Statement
- Attachment S- Trench Safety Act Form
- Attachment T- Acknowledgement of Conformance with O.S.H.A Standards
- Attachment U- Copy of Licenses for Personnel Certified to Perform Advanced Maintenance of Traffic Operations or Statement that a Licensed Individual Shall be Employed by Contractor if Contractor is Awarded Contract
- Attachment V- Contractor's General Operations Plan for Debris Management/Disaster Response Service Operations
- Attachment W- Verification Letter that Contractor is Familiar with City's Temporary Debris Management Sites, List of Approved Sites Provided by City
- Attachment Y- Letter Regarding Experience
- Attachment Z- Contractor's Most Current Financial Statement
- Attachment AA- Certification Regarding Lobbying
- Addenda: 1,2,3

ATTACHMENT A - ANTI-KICKBACK AFFIDAVIT

STATE OF Lousiana)

: SS

COUNTY OF Jefferson Parish)

I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein Proposal 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, Treasurer, Secretary

Sworn and subscribed before me this _____ day of _____ 2026 .

_____

NOTARY PUBLIC, State of Florida at Large

My Commission Expires:_____

ATTACHMENT B - SWORN STATEMENT UNDER SECTION 287.133(3)(A) FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

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

1. This sworn statement is submitted with Proposal or Proposal for _____

   City of Key West RFP # 26-008

2. This sworn statement is submitted by DRC Emergency Services LLC
   (name of entity submitting sworn statement)
   whose business address is 111 Veterans Blvd. Suite 1420, Metarie, LA 70005

   _____

   and (if applicable) its Federal Employer Identification Number (FEIN) is_____

   63-1283729

   (If the entity has no FEIN, include the Social Security Number of the individual

   signing this sworn statement _____

3. My name is Kristy Fuentes
   (please print name of individual signing)

   and my relationship to the entity named above is Vice President, Treasurer, Secretary

4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including but not limited to, any Proposal or contract for goods or services to be provided to any public or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, material misrepresentation.

5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication guilt, in any federal or state trial court of record relating to charges brought by indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, 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 controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

7. I understand that a "person" as defined in Paragraph 287.133(1)(8), 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 public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

8. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies).

   ✓ Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989, AND (Please indicate which additional statement applies.)

   _____ There has been a proceeding concerning the conviction before a hearing of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)

   _____ The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined

that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)

✓ The person or affiliate has not been put on the convicted vendor list. (Please describe any action taken by or pending with the Department of General Services.)

(signature) Kristy Fuentes- Vice President, Tresurer, Secretary

4/26/2026

(date)

STATE OF Louisana

COUNTY OF Jefferson Parish

PERSONALLY APPEARED BEFORE ME, the undersigned authority,

Kristy Fuentes who, after first being sworn by me, affixed his/her
(name of individual signing)

signature in the space provided above on this 26th day of April, 2026.

My commission expires:

NOTARY PUBLIC

CARY A. DES ROCHES
NOTARY PUBLIC
State of Louisiana, Bar No. 19550
My Commission is for life

ATTACHMENT C - CITY OF KEY WEST INDEMNIFICATION FORM

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 Proposal 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
111 Veterans Blvd. Suite 1420, Metarie, LA 70005 SEAL:
Address

Signature

Kristy Fuentes
Print Name

Vice President, Treasurer, Secretary
Title

DATE: 5/7/2026

ATTACHMENT D - EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF Lousiana)

: 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, Treasurer, Secretary

Sworn and subscribed before me this 24th day of April 20 26.

_____

NOTARY PUBLIC, ~~State of Florida at Large~~ State of Louisana

My Commission Expires: _____

CARY A. DES ROCHES
NOTARY PUBLIC
State of Louisiana, Bar No. 19550
My Commission is for life

ATTACHMENT E - CONE OF SILENCE AFFIDAVIT

STATE OF Lousiana)

: 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, Treasurer, Secretary

Sworn and subscribed before me this

26th day of April 2026.

_____

NOTARY PUBLIC, State of _____ at Large

CARY A. DES ROCHES
NOTARY PUBLIC
State of Louisiana, Bar No. 19550
My Commission is for life

My Commission Expires: _____

ATTACHMENT F - NON-COLLUSION AFFIDAVIT

STATE OF ~~FLORIDA~~ Louisiana)

:

SS COUNTY OF ~~MONROE~~ ~~Jefferson~~ Parish)

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: _____

Krisy Fuentes- Vice President, Treasurer, Secretary

Sworn and subscribed before me this

26th day of April, 2024.

_____

NOTARY PUBLIC, ~~State of Florida at Large~~ State of Louisana

My Commission Expires: _____

CARY A. DES ROCHES
NOTARY PUBLIC
State of Louisiana, Bar No. 19550
My Commission is for life

ATTACHMENT G - THE CITY OF KEY WEST E-VERIFY AFFIDAVIT

Beginning January 1, 2021, Florida law requires all Contractors doing business with The City of Key West to register with and use the E-Verify System in order to verify the work authorization status of all newly hired employees. The City of Key West requires all vendors who are awarded contracts with the City to verify employee eligibility using the E-Verify System. As before, vendors are also required to maintain all I-9 Forms of their employees for the duration of the contract term. To enroll in the E-Verify System, vendors should visit the E-Verify Website located at www.e-verify.gov.

In accordance with Florida Statute § 448.095, **it is the responsibility of the Awarded Vendor to ensure compliance with all applicable E-Verify requirements.**

By executing this affidavit, the undersigned Contractor verifies it compliance with Florida Statute § 448.095, stating affirmatively that the individual, firm, or corporation which is engaged in the performance of services on behalf of the City of Key West, has registered with, is authorized to use, and uses the U.S. Department of Homeland Security's E-Verify system.

Furthermore, the undersigned Contractor agrees that it will continue to use E-Verify throughout the contract period, and should it employ or contract with any Subcontractor(s) in connection with the performance of services pursuant to this Agreement with The City of Key West, Contractor will secure from such Subcontractor(s) similar verification of compliance with Florida Statute § 448.095, by requiring the Subcontractor(s) to provide an affidavit attesting that the Subcontractor does not employ, or subcontract with, an unauthorized alien. Contractor further agrees to maintain records of such compliance during the duration of the Agreement and provide a copy of each such verification to The City of Key West within five (5) business days of receipt.

Failure to comply with this provision is a material breach of the Agreement and shall result in immediate termination of the Agreement without penalty to the City of Key West. Contractor shall be liable for all costs incurred by the City of Key West to secure replacement Agreement, including but not limited to, any increased costs for the same services, and costs due to delay, and proposal costs, if applicable.

4/24/2026
Date

(Signature of Authorized Representative)
Kristy Fuentes- Vice President, Treasurer, Secretary

State of Lousiana,
County of Jefferson Parish

Personally Appeared Before Me, the undersigned authority, Kristy Fuentes who, ☑ being personally know or ☐ having produced his/her signature in the space provided above on this 24th day of April, 2026.

Signature, Notary Public

Commission Expires

Stamp/Seal:

CARY A. DES ROCHES
NOTARY PUBLIC
State of Louisiana, Bar No. 19550
My Commission is for life

ATTACHMENT H - AFFIDAVIT ATTESTING TO NONCOERCIVE CONDUCT FOR LABOR OR SERVICES

Entity/Vendor Name: DRC Emergency Services, LLC
Vendor FEIN: 63-1283729
Vendor's Authorized Representative: Kristy Fuentes- Vice President, Treasurer, Secretary
(Name and Title)
Address: 111 Veterans Blvd. Suite 1420
City: Metarie State: LA Zip: 70005
Phone Number: 888-721-4372
Email Address: kfuentes@drcusa.com

As a nongovernmental entity executing, renewing, or extending a contract with a government entity, Vendor is required to provide an affidavit under penalty of perjury attesting that Vendor does not use coercion for labor or services in accordance with Section 787.06, Florida Statutes.

As defined in Section 787.06(2)(a), coercion means:

1. Using or threating to use physical force against any person;
2. Restraining, isolating, or confining or threating to restrain, isolate, or confine any person without lawful authority and against her or his will;
3. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or service are not respectively limited and defined;
4. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
5. Causing or threating to cause financial harm to any person;
6. Enticing or luring any person by fraud or deceit; or
7. Providing a controlled substance as outlined in Schedule I or Schedule II of Section 893.03 to any person for the purpose of exploitation of that person.

As a person authorized to sign on behalf of Vendor, I certify under penalties of perjury that Vendor does not use coercion for labor or services in accordance with Section 787.06. Additionally, Vendor has reviewed Section 787.06, Florida Statutes, and agrees to a Proposal by same.

Certified By: Kristy Fuentes- Vice President, Treasurer, Secretary, who is authorized to sign on behalf of the above referenced company.

Authorized Signature:
Print Name: Kristy Fuentes
Title: Vice President, Treasurer, Secretary

ATTACHMENT I - VENDOR CERTIFICATION REGARDING SCRUTINIZED COMPANIES LISTS

Respondent Vendor Name: DRC Emergency Services, LLC

Vendor FEIN: 63-1283729

Vendor's Authorized Representative Name and Title: Kristy Fuentes- Vice President, Treasurer, Secretary

Address: 111 Veterans Blvd. Suite 1420

City: Metarie State: LA Zip: 70005

Phone Number: 888-721-4372

Email Address: kfuentes@drcusa.com

Section 287.135(2)(a), Florida Statutes, prohibits a company from proposing on, submitting a proposal for, or entering into or renewing a contract for goods or services of any amount if, at the time of contracting or renewal, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, or is engaged in a boycott of Israel. Section 287.135(2)(b), Florida Statutes, further prohibits a company from Proposing on, submitting a proposal for, or entering into or renewing a contract for goods or services over one million dollars ($1,000,000) if, at the time of contracting or renewal, the company is on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, both created pursuant to section 215.473, Florida Statutes, or the company is engaged in business operations in Cuba or Syria.

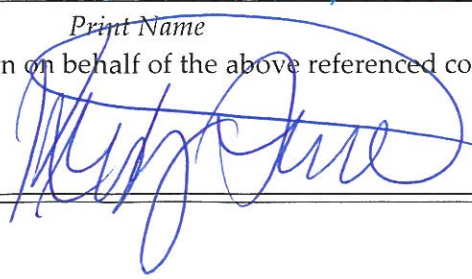
As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above in the section entitled "Respondent Vendor Name" is not listed on either the Scrutinized Companies that Boycott Israel List, Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject such company to civil penalties, attorney's fees, and/or costs and termination of the contract at the option of the awarding governmental entity.

Certified By:

Kristy Fuentes- Vice President, Treasurer, Secretary,

Print Name *Print Title*

who is authorized to sign on behalf of the above referenced company.

Authorized Signature:  .

ATTACHMENT J - CONFLICT OF INTREST STATEMENT

Respondent shall disclose any actual or potential conflict of interest known to Respondent under Chapter 112, Part III, Florida Statutes, and any material relationship between Respondent and any current City officer, employee, elected official, appointed official, or evaluation committee member that could reasonably be perceived as affecting impartiality. If none, state "None."

Disclosure:

None

The undersigned certifies under penalty of perjury that the foregoing disclosure is true, complete, and current as of the date signed and that Respondent will supplement this disclosure promptly if circumstances change.

Respondent: DRC Emergency Services, LLC

By: _____

Printed Name / Title: Kristy Fuentes- Vice President, Treasurer, Secretary

Date: 5/7/2026

ATTACHMENT K - ACKNOWLEDGEMENT OF CONFORMANCE WITH O.S.H.A. STANDARDS

TO: City of Key West

Contractor's Name: DRC Emergency Services, LLC, Hereby acknowledges and agrees that they 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, employees, and Contractors against any and all legal liability or loss the City, its officers, Agents, employees, and Contractors may incur due to failure to comply with such act.

ATTEST

ATTEST

DRC Emergency Services, LLC
Contractor's Name

By:

Title: Kristy Fuentes- Vice President, Treasurer, Secretary

Date: 5/7/2026

ATTACHMENT L –
COPY OF STATE OF FLORIDA CORPORATE FILINGS;
OR
ARTICLES OF INCORPORATION
AS REQUIRED;
THE SECRETARY OF STATE, FLORIDA
CITY OF KEY WEST BUSINESS TAX RECEIPT

State of Florida
Department of State

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

The document number of this limited liability company is M05000003946.

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

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

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

Ken Detzner

Secretary of State

Authentication ID: CU5800449263

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

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

Detail by Entity Name

Foreign Limited Liability Company
DRC EMERGENCY SERVICES, LLC

Filing Information

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

Principal Address

6702 BROADWAY STREET
Galveston, TX 77554

Changed: 11/13/2018

Mailing Address

111 Veterans Memorial Blvd
Suite 1420
METAIRIE, LA 70005

Changed: 04/15/2025

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 Manager, VP

Sullivan, William
6702 BROADWAY STREET
Galveston, TX 77554

Title VP, Secretary, Treasurer

Fuentes, Kristy
6702 BROADWAY STREET
Galveston, TX 77554

Title Manager, President

Sullivan, John R.
6702 BROADWAY STREET
Galveston, TX 77554

Title Manager, VP

Sullivan, Todd
6702 BROADWAY STREET
Galveston, TX 77554

Annual Reports

Report Year	Filed Date
2023	04/20/2023
2024	04/23/2024
2025	04/15/2025

Document Images

04/15/2025 -- ANNUAL REPORT	View image in PDF format
04/23/2024 -- ANNUAL REPORT	View image in PDF format
04/20/2023 -- ANNUAL REPORT	View image in PDF format
06/10/2022 -- AMENDED ANNUAL REPORT	View image in PDF format
04/28/2022 -- ANNUAL REPORT	View image in PDF format
04/27/2021 -- ANNUAL REPORT	View image in PDF format
04/09/2020 -- ANNUAL REPORT	View image in PDF format
04/16/2019 -- ANNUAL REPORT	View image in PDF format
04/18/2018 -- ANNUAL REPORT	View image in PDF format
04/14/2017 -- ANNUAL REPORT	View image in PDF format
04/28/2016 -- AMENDED ANNUAL REPORT	View image in PDF format
04/25/2016 -- ANNUAL REPORT	View image in PDF format
04/29/2015 -- ANNUAL REPORT	View image in PDF format
12/03/2014 -- LC Amendment	View image in PDF format
06/10/2014 -- AMENDED ANNUAL REPORT	View image in PDF format
01/13/2014 -- ANNUAL REPORT	View image in PDF format
10/29/2013 -- Reg. Agent Change	View image in PDF format
01/21/2013 -- ANNUAL REPORT	View image in PDF format
04/11/2012 -- ANNUAL REPORT	View image in PDF format

03/15/2011 -- ANNUAL REPORT	View image in PDF format
10/15/2010 -- REINSTATEMENT	View image in PDF format
03/27/2009 -- ANNUAL REPORT	View image in PDF format
03/13/2008 -- ANNUAL REPORT	View image in PDF format
04/02/2007 -- ANNUAL REPORT	View image in PDF format
08/03/2006 -- ANNUAL REPORT	View image in PDF format
03/16/2006 -- ANNUAL REPORT	View image in PDF format
07/18/2005 -- Foreign Limited	View image in PDF format

Florida Department of State, Division of Corporations

ATTACHMENT M – COPY OF DRAFT CONTRACT DOCUMENTS

AGREEMENT

between

CITY OF KEY WEST

and

_____

For

SERVICES FOR DISASTER RESPONSE SERVICES

KEY WEST, FLORIDA

This Agreement, is made and entered into by and between the City of Key West, a municipal corporation of the State of Florida, whose address is 1300 White Street, Key West, Florida 33040, hereinafter referred to as the "City" and _____ authorized to transact business in the State of Florida, whose address is _____, hereinafter referred to as the "Contractor". This agreement shall be effective on the date of execution of the last party to sign the Agreement.

Article 1 – Scope of Services

Contractor shall provide all expertise·, personnel, tools, materials, equipment, transportation, supervision and all other services and facilities of any nature necessary to execute, complete and deliver disaster response services as requested by the City including but not limited to the timely removal and lawful disposal of all eligible storm-generated debris. The City engages Consultant to perform those Services described in the City's Request for Proposals #26-008 and Consultant's Response to the said Request for Proposals, a copy of which is attached hereto, incorporated for reference, and more particularly described as Exhibit A.

These contracted services shall include all items· listed below and provide for the cost effective and efficient removal and lawful collection and disposal of debris on all public streets, roads, and other rights-of-way, including any other locally-owned facility or site as may be directed by the City, and in accordance with FEMA requirements. Contract services will only be performed when requested and as designated by the City Manager (or his designee) by approved Work Authorization issued in writing. Contractor shall load and haul the debris from within the legal boundaries of the City or city designated Temporary Debris Management Site(s), to a site(s) specified by the City as set out in Section 6.9 below.

The City reserves the right to assign work to various Contractors, at its sole discretion. The City also reserves the right to approve all Subcontractors hired by the Contractor and/or to require the Contractor to dismiss a Subcontractor upon request.

1.1 Emergency Push / Road Clearance:

Contractor shall accomplish the cutting, tossing and/or pushing of debris, hanging limbs, or leaning trees off transportation routes as identified by and directed by the City. The emergency push will normally be completed within the first 70 hours

following the activation of this contract, unless notified otherwise by the City. Time and material rate shall be applicable.

1.2 Debris Removal from Public Right-of-Way (ROW):

As directed by the City, Contractor shall load and haul all eligible debris to an approved and certified Temporary Debris Management Site (TOMS) or other disposal destination, as specified by the City. All collection and hauling will be consistent with Federal requirements applicable to the disaster event. The Contractor will ensure compliance with instructions from the City regarding the collection, hauling and disposal of hazardous wastes and/or other categories of debris.

1.3 Debris Clearance/Removal from Public Property:

As directed by the City, Contractor shall clear eligible debris from public property, load and haul all debris to a designated temporary debris management site (TOMS) or other disposal destination designated by the City. If necessary, the City will confirm the FEMA eligibility of the debris to be removed.

1.4 Demolition of Structures and Construction Debris Removal:

As directed by the City, Contractor shall demolish unsafe structures and remove debris that has been determined by the City to be a threat to the health and safety of the public. Contractor will exercise due diligence in demolishing and/or removing debris from private property. The City will direct actions to secure the Right of Entry (ROE) onto private property to allow demolition and removal. Contractor will ensure hazardous materials screening and utilities disconnection as appropriate. All applicable local, state and federal regulatory requirements regarding asbestos containing materials shall be adhered to unless waived by applicable regulatory authorities.

1.5 Private Property Waivers:

The City will direct all actions to secure necessary permissions, waivers and ROE agreements from real property owners and/or Homeowner Associations (HOA) as required for the lawful removal of debris and/or demolition of structures from real properties. All such actions will be consistent with Federal requirements applicable to the disaster event.

1.6 Debris Separation/Reduction and Temporary Debris Management Site (TOMS) Management:

Contractor shall operate and manage the TOMS to accept and process all event debris. All actions will be implemented by the Contractor only with the prior approval of the City. Actions by the Contractor will include, but are not limited to, the following:

1.6.1 Ensure that only debris authorized by the City's Contract Administrator will be allowed into the TOMS sites.

1.6.2 Provide to the City a video record of the pre- and post-use site conditions.

1.6.3 Conduct an onsite Phase 1 Environmental Audit, if required by the City. Contractor shall submit list of engineering firms that shall be engaged by Contractor to perform such Audit.

1.6.4 Prepare a plan of proposed site layout and review with the City prior to its implementation.

1.6.5 Prepare a plan for site security and traffic control for both on the site and adjacent roadways and review with the City prior to its implementation.

1.6.6 Provide adequate fire prevention/fighting equipment, including water truck and hoses, on site throughout the operational period of the TOMS.

1.6.7 Build and/or maintain roads as necessary for TOMS operation.

1.6.8 Provide and/or construct and maintain stabilized roofed inspection towers sufficient for a minimum of three Inspectors; Towers will be positioned at any entrance and any exit of the TOMS.

1.6.9 Comply with any applicable environmental requirements, to include litter control fencing, silt fencing, dust control, hazardous materials containment area, and/or water retention berms.

1.6.10 Confine hours of operation of the TOMS to those determined by the City.

1.6.11 Stage and process all debris in a manner in accordance with instructions from the City in a manner acceptable to FEMA.

1.6.12 Process debris by methods that may include, but not be limited to, reduction by grinding, air curtain incineration when approved, or other alternate methods of reduction, such as compaction.

1.6.13 Prior to reduction and 'to the extent practical, segregates debris between vegetative debris, construction and demolition debris, white goods, and hazardous waste.

1.6.14 Develop and implement, with the approval of the City, a procedure for management of the receipt of unauthorized and/or ineligible debris at the TOMS.

1.6.15 Provide the City with proper and acceptable documentation (including destination, tickets, volume/weight) for final disposal of debris accepted at the TOMS.

1.6.16 Upon the closure of the TOMS, restore the TOMS to its pre-use condition, meeting all regulatory requirements for the site closure; Survey the site to verify that it has been restored to pre-use elevation and condition.

1.6.17 As directed by the City, sod, hydro-s ed or sprig the TOMS property once all other site closure issues have been addressed and cleared by the appropriate environmental agency.

1.6.18 As directed by the City, conduct post use soil and water tests as required by FDEP.

1.6.19 Ensure debris from multiple disaster incidents is stored separately enough to distinguish the related costs per disaster.

1.6.20 TOMS should have a tent, chair, and portable toilet available for staff to use while monitoring and working at the site.

1.7 Designation and Management of Staging Areas:

City shall provide list of staging areas to Contractor. Contractor shall identify appropriate staging areas for approval by City that would accommodate activities such as truck/equipment certification; provision of temporary fueling or vehicle maintenance (as required), and other operational service functions related to debris removal efforts. The City shall apply for and maintain any FDEP permits required for the site(s).

Contractor shall provide temporary housing, sanitary and other appropriate conveniences necessary for the care and wellbeing of all Contractor and sub-Contractor personnel. The city will approve of the location(s), size, layout and services to be provided at any staging area established by the Contractor, who will ensure that each area is managed in accord with all applicable regulatory requirements and in a manner to minimize disruption to the surrounding neighborhoods

1.8 Management of Tree Debris:

Tree debris is herein defined as vegetation, stumps, hanging limbs, leaning trees, and similar materials resulting from trees damaged during the event. The City shall direct the Contractor regarding removal, collection, hauling and disposal of eligible tree debris, which will adhere to the most current FEMA Guidance Policy Disaster Specific Guidelines. Stumps within the public rights-of-way deemed by the City to be public safety hazards will be removed and disposed of by the Contractor. The Contractor is responsible for collection, hauling and disposal of all tree debris on the cost basis of the cubic yard rate for regular vegetative debris on the cost basis of the cubic yard rate for regular vegetative debris.

1.9 Management of Hazardous Materials:

The Contractor will provide collection, identification, separation, hauling and disposal services for any Hazardous Waste or Household Hazardous Waste generated by the event.

1.10 Management of White Goods:

The Contractor will provide for collection, processing, hauling and disposal services for all White Goods, including Chlorofluorocarbons (CFC) refrigerant containing devices. The Contractor will be responsible for removal all CFC gases from White

Goods prior to processing or shipping of White Goods for final disposal. The Contractor will be responsible for meeting all Federal and State requirements for the proper and safe handling of CFC containing devices. The cost basis will be the unit prices defined on Attachment O.

1.11 Disaster Recovery Technical Assistance:

The Contractor will provide Disaster Recovery Technical Assistance to the City to assist with guidance and consultation on all aspects of the recovery process. This assistance shall include documentation and management for the public assistance program, planning, training and exercise development, as well as attendance at the City's Emergency Operations Center (EOC) during activations of the EOC for exercise and actual emergency events as requested by the City Representative.

1.12 Post Event Support Equipment:

The Contractor will supply the City with post event support equipment as requested. Equipment may include but not limited to mobile satellite communications gear, mobile high-speed internet access, mobile radio communications gear, mobile cellular gear, mobile fueling gear, mobile kitchens, mobile housing, mobile laundry facilities etc.

1.13 Monitors:

The City will use trained City staff or hire contract employees and train them to perform as monitors. Each Contractor crew will be assigned a monitor at the City's expense.

1.14 Beach Cleaning:

In the event that the City's beaches have been damaged, the Contractor will provide all necessary equipment and manpower to remove debris from the City beaches, screen the beach sand as directed by the City and replace the screened sand on the beach as directed. The Contractor will be responsible for collection, hauling· and disposal of any debris generated in the process of beach cleaning. The cost basis will be the unit prices defined in Attachment O.

Article 2 – Compensation

The Contractor will be compensated for work completed by the Contractor in accordance with the Fee Schedule attached hereto and identified as Attachment O. The Contractor will submit proof of work in the form of load tickets, force labor tickets and or hourly time and materials tickets (first seventy-two hours). The Contractor will provide the City with Daily reports including copies of all load and disposal tickets. The Contractor will submit to the City with a weekly summary report and Invoice for services. The Invoice will have all load and disposal ticket numbers referenced for the prior week's work. The Contractor will remit to the City any monies collected from the recycling of White Goods or other metals collected under this contract.

This is an indefinite-quantity, as-needed contract. The City makes no representation or guarantee as to the volume, type, frequency, or dollar amount of work that may be assigned. Work shall be performed only when authorized by a written Task Order, Notice to Proceed, or purchase order issued by the City.

Article 3 – Invoicing and Payment

Contractor shall submit invoices and supporting documentation in accordance with Article 2 and the requirements of the applicable Task Order or purchase order. Unless the City approves another billing cycle in writing, invoices may be submitted weekly. The City shall pay approved invoices in accordance with Chapter 218, Part VII, Florida Statutes, as applicable to the services invoiced. **Article 4 – Performance Standards**

The Contractor agrees to perform contracted services in a professional and workmanlike manner and in compliance with all applicable laws, ordinances, rules, regulations, and permits. Only the highest quality workmanship will be acceptable by the City. Service equipment and workmanship not conforming to the intent of the agreement or meeting the approval of the City may be rejected. Replacements and/or re-work, as required, will be accomplished on a timely basis at no additional cost to the City.

Article 5 – Standards of Performance

5.1 Contractor Representative and General Operations Plan:

The Contractor shall have knowledgeable and responsible representative report to the City and provide a copy of the final Contractor's General Operations Plan within ten (10) days following the execution of the agreement. The City will approve the General Operations Plan prior to its implementation within the City. The Contractor's Representative shall have authority to implement all actions required to begin the performance of the contracted services as set forth in this agreement and further provided within the Contractor's General Operations Plan.

5.2 Mobilization

When a Notice to Proceed (NTP) in advance of an event has been received by the Contractor, he/she will make all necessary arrangements to mobilize a minimum of 50% of the required resources within 24 hours and 100% of the required resources within 48 hours to commence and conduct these contracted services. It is the City's discretion to require pre-event staging at a location designated by the City. The City may take such other actions as necessary to address the failure of the Contractor to mobilize resources on the schedule required by the city.

Article 6 – General Responsibilities

6.1 Other Agreements:

The City may be required to enter into agreements with Federal and/or State agencies for disaster relief. The Contractor shall be bound by the terms and conditions of such agreements, regardless of the additional burdens of compliance. The City will provide the Contractor with a copy of any applicable agreement.

6.2 The City Obligation:

The City shall furnish all information and documents necessary for the commencement of contracted services, including a written Mobilization Task Order.

6.3 Contractor's Conduct of Work:

The Contractor shall be responsible for planning and conducting all operations in a satisfactory and professional manner. All Contractor's personnel and Subcontractors shall be demonstrate and maintain a courteous and responsible demeanor toward all people.

6.4 Supervision by Contractor:

The Contractor will supervise and/or direct all contracted services performed by its employees, agents and Subcontractors. The Contractor is solely responsible for all means, methods, techniques, safety and other procedures. The Contractor will employ and maintain qualified Contractor Representative as a project manager at the work site(s) who shall have full authority to act on behalf of the Contractor. All communications given to the Contractor's Representative by the City shall be as binding as if given to the Contractor.

6.5 Self Sufficiency of Contractor and Subcontractors:

The Contractor shall ensure that its work force, including Subcontractors, maintain self-sufficiency related to fuel, vehicle repair/maintenance, housing, sanitation, food and related accommodations, in a manner that is consistent with local requirements and minimizing adverse effects on the community.

6.6 Damages by Contractor:

The Contractor shall be responsible for conducting all operations, whether contemplated by the Contract or later requested as specialized services, in such a manner as to cause the minimum damage possible to existing public, private and commercial property and/or infrastructure. The Contractor shall also be responsible for any damages due to negligence on the part of the Contractor, the City may either bill the Contractor for the damages, withhold funds due to the Contractor, or the Contractor may also repair all damages to the satisfaction of the City. The determination of whether "negligence" has occurred shall be made by the City in its sole discretion.

6.7 Contractor's Duty Regarding Other Contractor(s)

The Contractor acknowledges the presence of other Contractors involved in disaster response and recovery activities by the federal, state and local government and of any private utility, and shall not interfere with their work.

6.8 Contractor's Ownership of Debris:

All debris collected under this Contract shall be managed in accordance with applicable federal, state, and local requirements. The City shall retain control over the disposition of all debris collected under this Contract, including the designation of disposal and recycling locations.

The Contractor shall have no ownership interest in any debris unless expressly authorized in writing by the City.

To the extent any materials have salvage or recycling value, the Contractor shall document such materials and, as directed by the City, either remit all proceeds to the City or provide a corresponding credit against amounts due under the Contract.

The Contractor shall maintain accurate records of all debris collection, reduction, disposal, and salvage activities and shall provide such documentation to the City upon request.

The Contractor shall not retain or sell any debris or salvaged materials except as expressly authorized by the City in writing.

6.9 Contractor's Disposal of Debris:

Unless otherwise directed by the City, the Contractor shall be responsible for determining and executing the method and manner for processing and/or lawful disposal of all eligible debris as approved by the City. The locations of the TOMS shall be approved by the City. Final disposal sites shall be provided to the City in writing. Copies of receipts and disposal tickets shall be provided to the City when complete. Separate unit prices for delivery and disposal of debris to TOMS and final disposal may be allowed by the City. Upon request from the Contractor, other sites may be utilized as directed and/or approved by the City. All disposal sites must be permitted and/or otherwise authorized by the appropriate regulatory agency.

Article 7 – General Terms and Conditions

7.1 Multiple, Scheduled Passes:

The Contractor shall make scheduled passes and/or unscheduled passes of each area impacted by the event, at the direction of the City. The City shall direct the interval timing of all passes. Sufficient time shall be permitted between subsequent passes to accommodate reasonable recovery and additional debris placement at the ROW by the citizens and the City. The Contractor will document the completion of all passes based on the direction from the City and will provide this documentation to the City on the frequency requested by the City.

7.2 Clean as you go Policy:

The Contractor shall provide a "clean as you go" policy and supervise and enforce such policy during debris management operations. The Contractor should attempt to rake or sweep· debris piles to try to minimize the amount washing into storm drains.

7.3 Operation of Equipment:

The Contractor shall operate all trucks, trailers and all other equipment in compliance with any / all applicable federal, state and local rules and regulations. Equipment shall be in good Working condition. All loading equipment shall be operated from the road, street, or ROW using buckets and/or boom and grapple devices to collect and load debris. No equipment shall be allowed behind the curb or outside of the public ROW unless otherwise directed by the City. Should operation of equipment be required outside of the public ROW, the Contractor will ensure that a Right-of-E try agreement has been obtained prior to property entry.

7.4 Security of Debris During Hauling:

The Contractor shall be responsible for the security of debris on/in each vehicle or piece of equipment utilized to haul debris. Prior to leaving the loading sites, Contractor shall ensure that each load is secure and trimmed so that to the extent practical no debris extends horizontally beyond the bed of the equipment in any direction. All loose debris shall be reasonably compacted and secured during transport in accordance with FOOT guidelines. As required, Contractor will survey the primary routes used by Contractor for debris hauling as soon as possible after the transport and will recover fallen or blown debris-from the roadway(s).

7.5 Traffic Control:

Contractor shall mitigate impact on local traffic conditions to the greatest extent possible. Contractor is responsible for establishing and maintaining appropriate traffic control in accordance with the most current edition of the US Department of Transportation Manual or Uniform Traffic Control Devises (MUTCD). Contractor shall provide sufficient signage, flagging and barricading to ensure the safety of vehicular and pedestrian traffic at all debris removal, collection, reduction and/or disposal sites.

7.6 Workdays/Hours:

Workdays and/or work hours shall be as directed by the City following consultation and notification to Contractor. Working hours on holidays shall be at the discretion of the City.

7.7 Hazardous and Industrial Wastes:

Upon the authorization of the City, the Contractor shall set aside and reasonably protect all hazardous or industrial material encountered during debris removal operations for collection and disposal. Prior to such actions, the Contractor will prepare a Hazardous and Industrial Materials Cleanup and Disposal Plan, and this plan will be in accordance with all local, state and Federal requirements and will be approved by the City. In accord with this plan, the Contractor shall use the subcontracting services of a firm specializing in the management and disposal of such materials and waste, if and when directed to do so by the City.

7.8 Utilizing Local Resources:

Contractor shall, to every extent possible, give priority to utilizing labor and other resources originating within Monroe County.

7.9 Work Safety:

Contractor shall provide and enforce a safe work environment as prescribed in the Occupational Safety and Health Act of 1970, as amended. Contractor will provide such safety equipment, training and supervision as may be required by the City and/or other governmental regulations. Contractor shall ensure that its subcontracts contain an equivalent safety provision.

7.10 Inspection of Contractor Operations:

All debris shall be subject to inspection by the City and other public authorities to ensure compliance with the Contract, applicable federal, state• and local laws, and in accordance with generally accepted standards of emergency management professionals. The City will, at all times, have access to all work sites and disposal areas. In addition, authorized representatives and agents of the government shall be permitted to inspect all work, materials, invoices, and other relevant records and documentation.

7.11 Corrective Actions Required of Contractor:

When instructed by the City's Representative, the Contractor will immediately implement corrective actions to address health and safety issues and/or any other actions inconsistent with any of the terms of the Contract, as determined by the City in its sole discretion, and notify the City within 24 hours.

7.12 Ineligible Work:

The Contractor will not be paid for the removal, transportation, storage, reduction and/or disposal of any material when not previously instructed by the City that such actions are eligible for-state and/or Federal reimbursement.

7.12.1 **Eligibility Inspections:** A representative for the City shall inspect each load or shall inspect at some other frequency of the City's direction, to verify that the contents are in accordance with the accepted definition of eligible debris.

7.12.2 **Eligibility Determinations:** If any load is determined to contain material that does not conform to the definition of eligible debris, the load will be ordered to be deposited at another approved and certified receiving facility. No payment will be allowed for that load and the Contractor will not invoice the City for such loads. The City, through its authorized representative, will be the sole judge as to whether the material conforms to the definition of eligible debris.

7.12.3 **Other Agencies:** The term "government" as used in the Contract refers to those governmental agencies which may have a regulatory or funding interest in the Contract.

Article 8 – Reports, Certifications and Documentation

8.1 Reports:

The Contractor shall submit periodic, written reports in a format required by the City documenting the progress of Contractor’s activities.

8.1.1 Daily Reports: Daily reports may detail the locations where passes for debris removal were conducted, the quantity of debris (by type) removed and disposed of, the total number of

personnel crews engaged in debris management operations, and the number of grinders, chippers and mulching machines in operation. Contractor will also report damages to private property caused by the debris operation or damage claims made by citizens and such other information as may be required to completely describe the daily conduct of Contractor's operations within 24 hours.

8.1.2 Weekly Summaries: A summary of all information contained in the daily reports as described in Section 6.1.1, within two days of the close of the week. At the request of the City, the data making up the weekly summaries shall also be submitted in electronic format, utilizing Microsoft Excel or Access. The submitted electronic weekly data will include: Collection Contractor or sub-Contractor, load ticket number, load date, load location, truck yardage, percent full, calculated yardage (or weight if applicable) field monitor name / number, TOMS location, tower monitor/ name, debris materials categorization, and location of collection, e.g., ROW, FHWA, Canal, etc.

8.1.3 Report Delivery: The scheduling point of delivery and receiving personnel for the debris operations report will be directed by the City, in consultation with the Contractor.

8.1.4 Data Reconciliation: Reconciliation of data will be accomplished weekly between the Contractor and the City's Representative. All discrepancies will be resolved within five (5) days.

8.1.5 Online Data Storage/Access: Throughout debris removal operations, Contractor will maintain an ongoing updated online secured Internet database accessible by the City that stores data and true document images, separated by incident, of the following: equipment certifications, load tickets, tipping tickets and invoices. These online databases will remain available for five years following project closeout.

8.1.6 Final Project Closeout: Upon final inspection and/or closeout of the project by the City, Contractor shall prepare and submit a detailed description of all debris management activities in an

electronic spreadsheet, to include, but not limited to the total volume, by type of debris hauled, reduced and/or disposed of, final disposal locations and amounts of the debris managed by the Contractor, plus the total cost of the project invoiced to the City. The Contractor shall provide, upon request of the City and/or no later than project closeout, a release of liens demonstrating that all Subcontractors to the Contractor have been fully paid. The Contract will provide any other additional information as may be necessary to adequately document the conduct of the debris management operations for the City and/or government. Final project reconciliation must be approved by the City.

8.2 Certifications:

The Contractor will adhere to the process for certification of personnel and vehicles established by the Federal Emergency Management Agency, to include the following:

8.2.1 Certification of Vehicles and Load Capacity:

a. Contractor shall ensure that all equipment is certified in accordance with most current federal procedures.

b. After a disaster, the City, or its designated representative, will begin the equipment certification at a pre-designated site, or at staging areas established by the City.

c. All Contractor and Subcontractor trucks shall have valid registrations, insurance and meet basic operational criteria: tailgates or equivalent containment devices, tarps, etc., as well as all applicable motor vehicle safety requirements. Drivers shall possess valid licenses.

d. Truck body dimensions shall be measured, and information recorded on certification forms with calculated capacity noted. Each truck will receive two placards, which shall be affixed on opposite sides of the truck body. The placards will be at least 42" x 24" with 6" lettering. The truck driver will be provided up to two (2) copies of a vehicle certification sheet by the Contractor and also provide copies for Subcontractor's records.

e. Contractor may be required to provide a scale capable of weighing large trucks and equipment.

8.2.2 Certification of Personnel

The Contractor will certify to the City that all Contractor and Subcontractor personnel have received required and adequate training in relevant emergency response, disaster recovery, and debris management operations. Upon request of the City, the Contractor will provide documentation certifying the adequacy of the training, experience and capabilities of all Contractor and Subcontractor personnel, to include but not be limited to the following:

8.2.2.1 Senior management personnel of the Contractor assigned to implement work authorizations pursuant to the Contract will participate, upon request, in training and briefing sessions held by representatives of Monroe County and/or the City.

8.2.2.2 Senior, supervisory personnel of the Contractor and all Subcontractors thereto will have received training in debris management, the operational concepts established by the Monroe County Countywide Debris Management Plan, and the implementation of the National Incident Management System.

8.2.2.3 Personnel assigned by the Contractor as responsible for data management, invoicing and other documentation duties will be trained in the data management concepts and approaches to be used by the City.

8.2.2.4 Vehicle and equipment operators will be fully licensed and certified and insured, as required by applicable local, State and Federal statutes and regulations.

8.2.2.5 Upon their deployment for field operations, all Contractor and Subcontractor personnel will be briefed or trained appropriately in their duties, responsibilities, and the procedures to be utilized throughout the debris management process, including safety procedures, load ticket management procedures, and accident reporting procedures

8.3 Utilization of a Standardized "load ticket":

The Contractor and all Subcontractors will utilize a standardized "load ticket" for documenting each load of debris from its origin to the TOMS and/or final disposal location. The "load ticket" utilized will be identical to the sample provided by the Contractor in Attachment 8, unless improved and approved by the City.

8.4 Additional Supporting Documentation:

Contractor shall submit sufficient reports and/or documentation for debris loading, hauling, disposal, and load capacity measurements, and any other services provided by Contractor as may be required by the City and/or other governmental entity to support requests for debris project reimbursement from external funding sources.

8.5 Report Maintenance:

The Contractor will be subject to audit by federal, state and local agencies pursuant to the Contract. The Contractor will maintain all reports, records, debris reporting tickets and Contract correspondence for a period of not less than five (5) years in accordance with applicable state statutes.

Article 9 – Descriptions:

9.0 Description of Unit Price Proposal Items:

Table A - Unit Prices for Time and Materials: The Contractor will provide all services and expenses necessary for the emergency push, debris pickup and hauling, processing of debris at the temporary Debris management Site (TOMS}, and final disposal for a fixed unit price as a cost per cubic yard, as well as time and material for all related equipment regardless of debris type. As necessary, Contractor may be paid based on the hourly use of equipment.

Table B - The Contractor will provide all services and expenses necessary for the emergency push, debris pickup and hauling, processing of debris at the TOMS, and final disposal for a fixed unit price as a cost per cubic yard, for the debris types noted below, but excluding debris designated as hazardous wastes. This cost is inclusive of all related expenses including but not limited to, contract administration, technical assistance to the jurisdiction, personnel training and certification, TOMS 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.

9.1 Cleaning and Restoration of Beaches:

The Contractor will remove and dispose of debris accumulated on the beaches located within the City by written request, and will collect, screen for debris removal, and re-deposit sand on the beach that has accumulated in adjacent areas up to 2,000 feet from the original land edge of the beach. Locations will be designated by the City's authorized representative. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

9.2 Debris Removal and Restoration of Canals:

The Contractor will remove debris resulting from the event that impedes the drainage and navigation of canals and adjacent banks, as directed by the City. Debris to be removed will be vegetative and/or construction and demolition debris affecting the canals but excludes removal of damaged and/or abandoned boats. The Contractor will also haul, process and dispose of the collected debris.

9.2.l The Contractor will restore, re-grade, and/or reseed the canal banks and slopes, as directed by the City. The Contractor will be reimbursed at a fixed rate for this service as established in Attachment O

9.3 Motor Vehicles:

The Contractor will remove motor vehicles damaged by the disaster event and/or abandoned by the owner due to the circumstances of the event. The City will identify the area(s) from which motor vehicles are to be removed. Motor vehicles will be processed by or for the Contractor in a manner that complies with all requirements for removal and processing of hazardous materials, e.g., gasoline, oils and other fluids. The Contractor will also ensure the proper final disposal of the removed vehicle. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O., inclusive of all towing, processing and disposal costs.

9.4 Boats:

Boats severely damaged by the disaster event, and abandoned in or on the canals, marinas, and beaches of the City will be collected by the Contractor, processed for

removal and disposal of hazardous materials in accord with applicable regulations, demolished and transported to a suitable location for final disposal. The City will determine the vessels to be removed, will establish that they have been legally abandoned by their owners, and will take other necessary steps as required by law before directing the Contractor to remove and dispose of the vessel. The Contractor is otherwise responsible for compliance with all regulations and requirements applicable to the removal and disposal process. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

9.5 Hazardous Waste and Contaminated Debris Management:

The Contractor will identify, separate, collect, transport and dispose of disaster-generated debris determined to be hazardous and/or contaminated, thereby requiring that it be separately managed from other debris. The Contractor will provide trained, experienced and equipped personnel to identify hazardous waste and contaminated debris at its point of origin, as well as to direct the Contractor personnel in the safe and proper handling and disposal of the material. All hazardous waste and contaminated debris will be collected, transported and disposed of by the Contractor as required by local, state and Federal regulations. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

9.6 Fire Suppression Support:

Under direction of the City Fire Chief or City Fire Marshall, in the event of water system failure in the City, the Contractor 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 the Contractor 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. The Contractor will be reimbursed at the. fixed rates for this service as established in Attachment O.

9.7 Emergency Potable Water:

The Contractor will provide the City with whole pallets of individually bottled water 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. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

9.8 Emergency Delivery of Ice:

The Contractor will provide the City with whole pallets of cubed ice made from potable water in individually packaged sacks of between 5 and 10 pounds. 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. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

9.9 Temporary Bathrooms, Showers, Kitchens and Feeding Stations:

The Contractor will provide the City with "comfort stations, e.g., modular units to provide for the comfort and support of disaster victims within or near impacted neighborhoods. The modular units will include tents, portable toilets, hand basins. shower units, a mobile kitchen, chairs and tables for food service, and all necessary personnel, food, equipment and supplies to operate the units for extended periods. Each comfort station must include equipment compliant with the Americans with Disabilities Act. The unit must be capable of serving three meals per day, one of which must be hot. The City will provide law enforcement and emergency medical services staff to compliment the work force provided by the Contractor. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

9.10 Temporary Satellite Communications:

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

9.11 Emergency Power Generation:

The Contractor will provide mobile electric power generation units for facilities and locations located within the City. The City will define the size and fuel type of the mobile units, which will be leased to the City. The City may require generators ranging in from 25 kw through 500 kw, and the Contractor will deliver the units to the facilities or locations designated by the City and ensure connection of the unit to the existing electrical wiring by a licensed electrician. The Contractor will also ensure the unit is fueled, tested, and demonstrated to be operational prior to departure from the location. The Contractor will also provide fuel for the duration of the units use by the City and will have readily available technical support and repair or replacement services. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

9.12 Pumping and Water Relocation/Removal for Flood Control:

The Contractor will provide all personnel, trucks, pumps, hoses, fuel, and other necessary equipment for removal of standing water from low collection areas where localized flooding threatens public safety or continuing property damage, as directed by the City. Water removal may be both by pumping to adjacent storm sewers, if functional, to nearby stream or drainage canals, or into tanker trucks. The Contractor must comply with any applicable environmental requirements concerning discharge of the water once pumped. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

9.13 Sewer, Culvert and Catch Basin Cleaning:

The Contractor will provide all personnel, vehicles, equipment and supplies to clean disaster-related debris, including sand and mud, from storm sewers, culverts, catch basins and draining canals. The City will designate the storm water systems to be cleaned. This service will be provided on a linear foot and per structure basis.

9.13.1 The disposal fee shall also be provided by the ton and Contractor should identify potential locations for disposal, either a landfill or waste-to-energy facility.

9.14 Decontamination of Buildings and Facilities:

The Contractor will provide for chemical and/or biological decontamination of buildings, facilities or other structures as directed by the City. The Contractor is responsible for providing experienced, trained and equipped personnel, for all equipment and supplies, and for final disposal of all contaminated materials removed from the structure. All operations by the Contractor must be in full compliance with all health and safety standards, as well as environmental protection requirements applicable to the decontamination and disposal process. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

9.15 Mold Remediation:

The Contractor will provide all personnel, equipment, supplies and services necessary for the planning of mold remediation services, removal and disposal of mold contaminated materials, and other mold remediation measures necessary for affected public buildings belonging to the City. The Contractor 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 which buildings or other structures are to be remediated, will approve. the Contractor's mold remediation plan and will designate the disposal facility to be utilized for mold-contaminated materials removed by the Contractor. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

9.16 Reimbursement

The Contractor will ensure that all reimbursement requests are compliant with current agency-specific policies and procedures.

9.17 City Supervision of Applicant

Each section/subsection will be supervised by the appropriate City Department, providing for recovery and restoration of normal services.

Article 10 – General Legal Provisions:

10.1 Agreement Period:

The initial contract resulting from this solicitation shall have an initial term of three (3) years beginning on the effective date. The City may, in its sole discretion, renew the contract for one (1) additional term of up to two (2) years, for a maximum total term of five (5) years, upon written notice and approval in accordance with City requirements. Any renewal shall be on the same terms and conditions unless amended in writing by the parties and approved as required by the City.**10.2 Suspension, Delay, or Interruption:**

The City may suspend, delay, or interrupt the Contractor's services at its convenience. In the event of such suspension, delay, or interruption, or due to any act or omission of the City or its Subcontractors, the City shall compensate the Contractor for all services performed up to the date of such action.

In the event that project delays occur for any reason, both parties agree to take reasonable measures to mitigate the impacts of such delays.

10.3 Third Party Beneficiaries:

This Agreement gives no rights or benefits to anyone other than the City and Contractor and has no third-party beneficiaries. Contractor's services are defined solely by this proposed scope of services, and not by any other contract or agreement that may be associated with the services.

10.4 Indemnification:

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 negligence, recklessness, or intentional wrongful misconduct of the Contractor, its Subcontractors or persons employed or utilized by them in the performance of the Contract. Claim 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 Proposal 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.

10.5 Insurance/Evidence of Insurability:

1.0 **GENERAL INSURANCE REQUIREMENTS:**

1.01 During the Term of the Agreement, the Contractor shall provide, pay for, and maintain with insurance companies satisfactory to the City of Key West, Florida ("City"), the types of insurance described herein.

1.02 All insurance shall be from responsible insurance companies eligible to do business in the State of Florida. The required policies of insurance shall be performable in Monroe County, Florida, and shall be construed in accordance with the laws of the State of Florida.

1.03 The City shall be specifically included as an additional insured on the Contractor's Liability policies with the exception of the Contractor's Professional Liability policies (if required) and shall also provide the "Severability of Interest" provision (a/k/a "Separation of Insured's" provision). The City's additional insured status should be extended to all Completed Operations coverages.

1.04 The Contractor shall deliver to the City, prior to commencing work/activities under the Agreement, properly executed "Certificate(s) of Insurance" setting forth the insurance coverage and limits required herein. The Certificates must be signed by the authorized representative of the insurance company(s) shown on the Certificate of Insurance. In addition, certified, true, and exact copies of the insurance policies required herein shall be provided to the City, on a timely basis, if requested by the City.

1.05 If the Contractor fails to provide or maintain the insurance coverages required in this Agreement at any time during the Term of the Agreement and if the Contractor refuses or otherwise neglects to deliver the required Certificate(s) of Insurance signed by the authorized representative of the insurance company(s)

to the City, the City may, at the City's sole discretion, terminate or suspend this Agreement and seize the amount of Contractor's performance bond, letter of credit, or other security acceptable to the City).

1.06 The Contractor shall take immediate steps to make up any impairment to any Aggregate Policy Limit upon notification of the impairment. If at any time the City requests a written statement from the insurance company(s) as to any impairment to the Aggregate Limit, the Contractor shall promptly authorize and have delivered such statement to the City.

1.07 The Contractor authorizes the City and/or its insurance consultant to confirm all information furnished to the City, as to its compliance with its Bonds and Insurance Requirements, with the Contractor's insurance agents, brokers, surety, and insurance carriers.

1.08 All insurance coverage of the Contractor shall be primary to any insurance or self-insurance program carried by the City. The City's insurance or self-insurance programs or coverage shall not be contributory with any insurance required of the Contractor in this Agreement.

1.09 The acceptance of delivery to the City of any Certificate of Insurance evidencing the insurance coverage and limits required in the Agreement does not constitute approval or agreement by the City that the insurance requirements in the Agreement have been met or that the insurance policies shown in the Certificates of Insurance are in compliance with the Agreement requirements.

1.10 No work/activity under this Agreement shall commence or continue unless and until the required Certificate(s) of Insurance are in effect and the written Notice to Proceed is issued by the City.

1.11 The insurance coverage and limits required of the Contractor under this Agreement are designed to meet the minimum requirements of the City. They are not designed as a recommended insurance program for the Contractor. The Contractor alone shall be responsible for the sufficiency of its own insurance program. Should the Contractor have any question concerning its exposures to loss under this Agreement or the possible insurance coverage needed therefore, it should seek professional assistance.

1.12 During the Term of this Agreement, the City and its agents and contractors may continue to engage in necessary business activities during the operations of the

Contractor. No personal property owned by City used in connection with these business activities shall be considered by the Contractor's insurance company as being in the care, custody, or control of the Contractor.

1.13 Should any of the required insurances specified in this Agreement provide for a deductible, self-insured retention, self-insured amount, or any scheme other than a fully insured program, the Contractor shall be responsible for all deductibles and self-insured retentions.

1.14 All of the required insurance coverages shall be issued as required by law and shall be endorsed, where necessary, to comply with the minimum requirements contained herein.

1.15 The Contractor shall provide the City thirty (30) days advance written notice of any cancellation, intent not to renew any policy and/or any change that will reduce the insurance coverage required in this Agreement, except for the application of the Aggregate Limits Provisions.

1.16 Renewal Certificate(s) of Insurance shall be provided to the City at least twenty (20) days prior to expiration of current coverage so that there shall be no termination of the Agreement due to lack of proof of the insurance coverage required of the Contractor.

1.17 If the Contractor utilizes contractors or sub-contractors to perform any operations or activities governed by this Agreement, the Contractor will ensure all contractors and sub-contractors to maintain the same types and amounts of insurance required of the Contractor. In addition, the Contractor will ensure that the contractor and sub-contractor insurances comply with all of the Insurance Requirements specified for the Contractor contained within this Agreement. The Contractor shall obtain Certificates of Insurance comparable to those required of the Contractor from all contractors and sub-contractors. Such Certificates of Insurances shall be presented to the City upon request. Contractor's obligation to ensure that all contractor's and sub-contractor's insurance as provided herein shall not exculpate Contractor from the direct primary responsibility Contractor has to the City hereunder. The City will look directly to Contractor for any such liability hereunder and shall not be obligated to seek recovery from any contractor or subcontract or under such contractor's or sub-contractor's insurance coverages.

2.0 **SPECIFIC INSURANCE COVERAGES AND LIMITS:**

2.01 All requirements in this Insurance Section shall be complied with in full by the Contractor unless excused from compliance in writing by the City.

2.02 The amounts and types of insurance must conform to the following minimum requirements. Current Insurance Service Office (ISO) or National Council on Compensation Insurance (NCCI) policies, forms, and endorsements or broader shall be used where applicable. Notwithstanding the foregoing, the wording of all policies, forms, and endorsements must be acceptable to the City.

Workers' Compensation and Employers' Liability Insurance shall be maintained in force during the Term of this Agreement for all employees engaged in this work under this Agreement, in accordance with the laws of the State of Florida. The minimum acceptable limits shall be:

Workers' Compensation	Florida Statutory Requirements
Employer's Liability	$100,000.00 Limit Each Accident
	$500,000.00 Limit Disease Aggregate
	$100,000.00 Limit Disease Each Employee

If the Contractor has less than four (4) employees and has elected not to purchase Workers' Compensation/Employers Liability coverage as permitted by *Florida Statutes*, the Contractor will be required to issue a formal letter (on the Contractor's letterhead) stating that it has less than four (4) employees and has elected not to purchase Workers' Compensation/Employers Liability coverage as permitted by *Florida Statutes*. This exception does **not** apply to firms engaged in construction activities.

Commercial General Liability Insurance shall be maintained by the Contractor on a Full Occurrence Form. Coverage shall include, but not be limited to, Premises and Operations, Personal Injury, Contractual for this Agreement, Independent Contractors, and Products & Completed Operations Coverage. The limits of such coverage shall not be less than:

Bodily Injury & Property Damage Liability	$1,000,000.00 Combined Single Limit each Occurrence and Aggregate

Completed Operations Liability Coverage shall be maintained by the Contractor for a period of not less than four (4) years following expiration or termination of this Agreement.

The use of an Excess, Umbrella and/or Bumbershoot policy shall be acceptable if the level

of protection provided by the Excess, Umbrella and/or Bumbershoot policy is equal to or more comprehensive than the Primary Commercial General Liability policy.

Business Automobile Liability Insurance shall be maintained by the Contractor as to ownership, maintenance, use, loading and unloading of all owned, non-owned, leased, or hired vehicles with limits of such coverage of not less than:

Bodily Injury	$1,000,000.00 Limit Each Accident
Property Damage Liability	$1,000,000.00 Limit Each Accident

or

Bodily Injury & Property Damage Liability	$1,000,000.00 Combined Single Limit Each Accident

If the Contractor does not own any vehicles, this requirement can be satisfied by having the Contractor's Commercial General Liability policy endorsed with "Non-Owned and Hired Automobile" Liability coverage.

Pollution/Environmental Liability Insurance shall be maintained by the Contractor that will respond to the impairment of land, water, or air resulting from activities governed by this Agreement. The minimum acceptable limits of liability shall be $2,000,000. If the policy is structured on a "Claims Made" basis, the policy must contain a "Retroactive Date" of no later than the commencement date of the Agreement and will have an extended reporting period of four (4) years following expiration or termination of the Agreement.

Professional Liability Insurance shall be maintained by the Contractor which will respond to damages resulting from any claim arising out of the performance of professional services or any error or omission of the Contractor arising out of activities governed by this Agreement. The minimum acceptable limits of liability shall be $1,000,000 per Occurrence and $2,000,000 Annual Aggregate. If the policy is structured on a "Claims Made" basis, the policy must contain a "Retroactive Date" of no later than the commencement date of the Agreement and will have an extended reporting period of four (4) years following expiration or termination of the Agreement.

10.6 Assignment:

Contractor shall not assign all or any part of this Agreement without the prior consent of the City by Resolution of the Key West City Commission.

10.7 Jurisdiction:

The law of the state of Florida and Monroe County will govern the validity of this Agreement, its interpretation and performance, and any other claims related to it.

10.8 Severability and Survival:

If any of the provisions contained in this Agreement are held for any reason to be invalid, Illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability will affect any other provision, and this Agreement will be construed as if such invalid, illegal, or unenforceable provision had never been contained herein.

10.9 Dispute Resolution:

The parties will use their best efforts to resolve amicably any dispute, including the use of alternative dispute resolution options. Unless otherwise agreed in writing, the Contractor shall continue the work and maintain the approved schedules during any arbitration proceedings. If the Contractor continues to perform, City shall continue to make payments in accordance with this Agreement.

10.10 E-Verify:

Consultant shall comply with the requirements of section 448.095, Florida Statutes, including registering with and using the E-Verify system to verify the work authorization status of all newly hired employees. Contractor shall require each subcontractor performing work under this Agreement to register with and use the E-Verify system and shall obtain and maintain any subcontractor affidavit required by section 448.095, Florida Statutes, and provide such documentation to the City upon request. A material failure by Consultant or its subcontractors to comply with the requirements of this section shall constitute a material breach of this Agreement and may result in termination as provided by law.

10.11 Public Entity Crimes; Scrutinized Companies:

Contractor certifies that, as of the date of proposal and contract execution, Contractor is not ineligible under section 287.135, Florida Statutes. If this contract is for

goods or services of $100,000 or more, Contractor certifies it is not on the Scrutinized Companies or Other Entities that Boycott Israel List and is not engaged in a boycott of Israel. If this contract is for goods or services of $1,000,000 or more, Contractor further certifies it is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in Iran Terrorism Sectors List and is not engaged in business operations in Cuba or Syria. The Agreement may be terminated as required or permitted by section 287.135, Florida Statutes, if these certifications are false or if Contractor becomes ineligible." B. To the extent this Agreement would grant Contractor access to an individual's personal identifying information, Contractor shall comply with section 287.138, Florida Statutes, and, as a condition precedent to execution and any renewal or extension if required by law, shall provide the affidavit required by section 287.138(4), Florida Statutes."

10.12 Public Records Compliance

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:

City Clerk
City of Key West
1300 White Street
Key West, FL 33040
Phone: (305) 809-3835
Email: cityclerk@cityofkeywest-fl.gov

The Contractor shall:

1. Keep and maintain public records required by the City to perform the service.
2. Upon request from the City's custodian of public records, provide the City with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.

3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the Contractor does not transfer the records to the City.

4. Upon completion of the contract, transfer, at no cost, to the City all public records in possession of the Contractor or keep and maintain public records required by the City to perform the service. If the Contractor transfers all public records to the City upon completion of the contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City, upon request, in a format that is compatible with the information technology systems of the City.

Article 11 – Federal Contract Clauses

11.1 Access to Records:

The Contractor agrees to provide the City, the Florida Department of Emergency Management, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representative's access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions. (2) The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed. (3) The Contractor agrees to provide the FEMA Administrator or his authorized representatives' access to construction or other work sites pertaining to the work being completed under the contract. (4) In compliance with section 1225 of the Disaster Recovery Act of 2018, the City and the Contractor acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.

11.2 Affirmative Socioeconomic Steps:

Affirmative Socioeconomic Steps If subcontracts are to be let, the prime Contractor is required to take all necessary steps identified in 2 C.F.R. § 200.321(b)(1)-(5) to ensure that small and minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

11.3 Changes:

To be allowable under a FEMA grant or cooperative agreement award, the cost of any contract change, modification, amendment, addendum, change order, or constructive change must be necessary, allowable, allocable, within the scope of the grant or cooperative agreement, reasonable for the scope of work, and otherwise allowable.

11.4 DHS Seal, Logo, and Flags:

The Contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA pre- approval. The Contractor shall include this provision in any subcontracts.

11.5 Domestic Preference for Procurements 200.322:

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

11.6 License and Delivery of Works Subject to Copyright and Data Rights:

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

11.7 No Obligation by Federal Government:

The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the non-Federal entity, Contractor, or any other party pertaining to any matter resulting from the contract.

11.8 Prohibition on Covered Telecommunications Equipment or Services:

(a) Definitions. As used in this clause, the terms backhaul; covered foreign country; covered telecommunications equipment or services; interconnection arrangements; roaming; substantial or essential component; and telecommunications equipment or services have the meaning as defined in FEMA Policy, #405-143-1 Prohibitions on Expending FEMA Award Funds forcovered Telecommunications Equipment or Services As used in this clause –

(b) Prohibitions.

(1) Section 889(b) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019, Pub. L. No. 115-232, and 2 C.F.R. § 200.216 prohibit the head of an executive agency on or after Aug.13, 2020, from obligating or expending grant, cooperative

agreement, loan, or loan guarantee funds on certain telecommunications products or from certain entities for national security reasons.

(2) Unless an exception in paragraph (c) of this clause applies, the Contractor and its Subcontractors may not use grant, cooperative agreement, loan, or loan guarantee funds from the Federal Emergency Management Agency to:

(i) Procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system;
(ii) Enter into, extend, or renew a contract to procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system;
(iii) Enter into, extend, or renew contracts with entities that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system; or
(iv) Provide, as part of its performance of this contract, subcontract, or other contractual instrument, any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system.

(c) Exceptions.

(1) This clause does not prohibit Contractors from providing — (i). A service that connects to the facilities of a third-party, such as backhaul, roaming, or interconnection arrangements; or (ii). Telecommunications equipment that cannot route or redirect user data traffic or permit visibility into any user data or packets that such equipment transmits or otherwise handles.

(2) By necessary implication and regulation, the prohibitions also do not apply to: (i). Covered telecommunications equipment or services that: i. Are not used as a substantial or essential component of any system; and ii. Are not used as critical technology of any system. (ii). Other telecommunications equipment or services that are not considered covered telecommunications equipment or services.

(d)Reporting requirement.

(1) In the event the Contractor identifies covered telecommunications equipment or services used as a substantial or essential component of any system, or as critical technology as part of any system, during contract performance, or the Contractor is notified of such by a Subcontractor at any tier or by any other source, the Contractor shall report the information in paragraph (d)(2) of this clause to the recipient or subrecipient, unless elsewhere in this contract are established procedures for reporting the information.

(2) The Contractor shall report the following information pursuant to paragraph (d)(1) of this clause: (i) Within one business day from the date of such identification or notification: The contract number; the order number(s), if applicable; supplier name; supplier unique entity identifier (if known); supplier Commercial and Government Entity (CAGE) code (if known); brand; model number (original equipment manufacturer number, manufacturer part number, or wholesaler number); item description; and any readily available information about mitigation actions undertaken or recommended. (ii) Within 10 business days of submitting the information in paragraph (d)(2)(i) of this clause: Any further available information about mitigation actions undertaken or recommended. In addition, the Contractor shall describe the efforts it undertook to prevent use or submission of covered telecommunications equipment or services, and any additional efforts that will be incorporated to prevent future use or submission of covered telecommunications equipment or services.

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

11.9 Program Fraud and False or Fraudulent Statements or Related Acts:

The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this contract.

11.10 Rights to Inventions Made Under a Contract or Agreement:

Exempt from FEMA Public Assistance Funding.

11.11 Suspension and Debarment:

(1) This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such the Contractor is required to verify that none of the Contractor, its principals (defined at 2 C.F.R. § 180.995), or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935). (2) The Contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into. (3) This certification is a material representation of fact relied upon by the City. If it is later determined that the Contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to the City, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment. (4) The bidder or Contractor agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or Contractor further agrees to include a provision requiring such compliance in its lower tier covered transactions.

11.12 Procurement of Recovered Materials (§200.323) (Over $10,000):

In the performance of this contract, the Contractor shall make maximum use of products containing recovered materials that are EPA designated items unless the product cannot be acquired— Competitively within a timeframe providing for compliance with the contract performance schedule; Meeting contract performance requirements; or At a reasonable price. Information about this requirement, along with the list of EPA-designated items, is available at EPA's Comprehensive Procurement Guidelines webpage:

https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program

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

11.13Termination for Cause and Convenience (over $10,000):

See Standard Purchase Order and/or Contract Terms and Conditions

11.14 Byrd Anti-Lobbying Amendment (31 U.S.C. § 1352 (as amended) (over $100,000):

Contractors who apply or Proposal 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."

Contractors must sign and submit a certification to the City with each Proposal or offer exceeding $100,000. See Certifications and Assurances and the end of this document.

11.15 Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708) (over $100,000):

Where applicable, all contracts awarded by the solicitor in excess of $100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5).

(1) Overtime requirements. No Contractor or Subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

(2) Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (1) of this section the Contractor and any Subcontractor responsible therefor shall be liable for the unpaid wages. In addition,

such Contractor and Subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of $27 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section.

(3) Withholding for unpaid wages and liquidated damages. The City or FEMA shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the Contractor or Subcontractor under any such contract or any other Federal contract with the same prime Contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime Contractor, such sums as may be determined to be necessary to satisfy any liabilities of such Contractor or Subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.

(4) Subcontracts. The Contractor or Subcontractor shall insert in any subcontracts the clauses set forth in paragraph (1) through (4) of this section and a clause requiring the Subcontractors to include these clauses in any lower tier subcontracts. The prime Contractor shall be responsible for compliance by any Subcontractor or lower tier Subcontractor with the clauses set forth in paragraphs (1) through (4) of this section."

For contracts that are only subject to Contract Work Hours and Safety Standards Act and are not subject to the other statutes in 29 C.F.R. § 5.1

"Further Compliance with the Contract Work Hours and Safety Standards Act.

(1) The Contractor or Subcontractor shall maintain payrolls and basic payroll records during the course of the work and shall preserve them for a period of three years from the completion of the contract for all laborers and mechanics, including guards and watchmen, working on the contract. Such records shall contain the name and address of each such employee, social security number, correct classifications, hourly rates of

wages paid, daily and weekly number of hours worked, deductions made, and actual wages paid.

(2) Records to be maintained under this provision shall be made available by the Contractor or Subcontractor for inspection, copying, or transcription by authorized representatives of the Department of Homeland Security, the Federal Emergency Management Agency, and the Department of Labor, and the Contractor or Subcontractor will permit such representatives to interview employees during working hours on the job.

11.16 Clean Air Act (over $150,000):

The Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq. 2. The Contractor agrees to report each violation to the City and understands and agrees that the City will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office. 3. The Contractor agrees to include these requirements in each subcontract exceeding $150,000 financed in whole or in part with Federal assistance provided by FEMA.

11.17 Federal Water Pollution Control Act (over $150,000):

The Contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq. 2. The Contractor agrees to report each violation to the City and understands and agrees that the City will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office. 3. The Contractor agrees to include these requirements in each subcontract exceeding $150,000 financed in whole or in part with Federal assistance provided by FEMA.

11.18 Administrative, Contractual, or Legal Remedies (over $250,000):

Unless otherwise provided in this contract, all claims, counter-claims, disputes and other matters in question between the local government and the Contractor, arising out

of or relating to this contract, or the breach of it, will be decided by arbitration, if the parties mutually agree, or in a Florida court of competent jurisdiction.

11.19 CONSTRUCTION ACTIVITIES

Equal Employment Opportunity Clause (§60-1.4): Except as otherwise provided under 41 C.F.R. Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 C.F.R. § 60-1.3 must include the equal opportunity clause provided under 41 C.F.R. § 60- 1.4.

During the performance of this contract, the Contractor agrees as follows:

(1) The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The Contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

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

(3) The Contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not

otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the Contractor's legal duty to furnish information.

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

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

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

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

(8) The Contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each Subcontractor or vendor. The Contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions,

including sanctions for noncompliance:

Provided, however, that in the event a Contractor becomes involved in, or is threatened with, litigation with a Subcontractor or vendor as a result of such direction by the administering agency, the Contractor may request the United States to enter into such litigation to protect the interests of the United States.

11.20 Davis Bacon Act:

Exempt under FEMA Public Assistance Funding

11.21 Copeland Anti-Kickback Act:

Exempt under FEMA Public Assistance Funding

11.22 Applicable Laws:

The City and all its agents shall comply with all federal, state and local regulations, including, but not limited to, nondiscrimination, wages, social security, workers' compensation, licenses, and registration requirements. The City shall include this provision in all contracts issued.

11.24 Equal Employment Opportunity:

No person on the ground of race, creed, color, religion, national origin, age, gender, or disability, shall be excluded from participation in; be denied the proceeds or benefits of, otherwise subjected to discrimination.

11.25 Inspector General Cooperation:

The Parties agree to comply with Section 20.055(5), Florida Statutes, for the inspector general to have access to any records, data and other information deemed necessary to carry out his or her duties and incorporate into all subcontracts the obligation to comply with Section 20.055(5), Florida Statutes.

11.26 Lobbying:

No funds received pursuant to this Agreement may be expended for lobbying the Legislature, the judicial branch or a state agency.

11.28 Physical Access and Inspection:

Grantor personnel shall be given access to and may observe and inspect work being performed under this Agreement, with reasonable notice and during normal business hours, including by any of the following methods:

(i) The City shall provide access to any location or facility on which City is performing work, or storing or staging equipment, materials or documents.
(ii) The City shall permit inspection of any facility, equipment, practices, or operations required in performance of any work pursuant to this Agreement; and,
(iii) The City shall allow and facilitate sampling and monitoring of any substances, soils, materials or parameters at any location reasonable or necessary to assure compliance with any work or legal requirements pursuant to this Agreement.

11.29 Record Retention:

The Contractor shall maintain and retain sufficient records demonstrating its compliance with the terms of the Agreement for a period of at least five (5) years after final payment is made and shall allow the City, the State, or its authorized representatives access to such records for audit purposes upon request.

11.30 Statutory Notices Relating to Unauthorized Employment:

The City shall consider the employment by any Contractor of unauthorized aliens a violation of Section 274A(e) of the Immigration and Nationality Act. If the Contractor knowingly employs unauthorized aliens, such violation shall be cause for unilateral cancellation of this Agreement.

11.31 Statutory Notices Relating to Subcontracts:

Pursuant to Sections 287.133 and 287.134, F.S., the following restrictions apply to persons placed on the convicted vendor list or the discriminatory vendor list:

(i) **Public Entity Crime.** A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may

not submit a Proposal, Proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a Proposal, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit Proposals, proposals, or replies on leases of real property to a public entity; may not be awarded or perform work as a Grantee, supplier, Subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, F.S., for CATEGORY TWO for a period of 36 months following the date of being placed on the convicted vendor list.

(ii) **Discriminatory Vendors.** An entity or affiliate who has been placed on the discriminatory vendor list may not submit a Proposal, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a Proposal, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit Proposals, proposals, or replies on leases of real property to a public entity; may not be awarded or perform work as a Contractor, supplier, Subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity.

(iii) **Notification.** The Grantee shall notify Department if it or any of its suppliers, Subcontractors, or consultants have been placed on the convicted vendor list or the discriminatory vendor list during the life of the Agreement. The Florida Department of Management Services is responsible for maintaining the discriminatory vendor list and posts the list on its website. Questions regarding the discriminatory vendor list may be directed to the Florida Department of Management Services, Office of Supplier Diversity, at (850) 487-0915.

11.15 NO FEDERAL OBLIGATION

The Federal Government is not a party to this Contract and is not subject to any obligations or liabilities arising from it.

11.16 FLOW-DOWN REQUIREMENT (CRITICAL ADDITION)

The Contractor shall include all applicable FEMA-required provisions in any subcontracts and shall be responsible for compliance by all Subcontractors.

11.17 Task Order FEMA-Compliance

All applicable federal contract provisions required by 2 CFR Part 200, Appendix II, as set forth in Article 11 – Federal Contract Clauses, are hereby incorporated into each City-approved Task Order and shall be deemed fully included in, and binding upon, each such Task Order as if set forth therein in their entirety.

Article 12 – Schedules, and Signatures

This Agreement, including its Schedules, constitutes the entire agreement, supersedes all prior written or oral understanding, and may only be changed by a written amendment executed by both parties

Article 13 - Exhibits

The following Exhibits are attached to and made part of this Contract:

"Exhibit A" – "Proposal as Submitted by the Respondent and Accepted by City; Price Proposal From, Insurance and Indemnification"

"Exhibit B" – "Original Request for Proposal as Issued by City, including all Addenda"

"Exhibit C" – FEMA Contract Provision Template

IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement on the respective dates under each signature.

CITY OF KEY WEST, FLORIDA:

KERI O'BRIEN, CITY CLERK

_____ day of _____, 20_____

BRIAN BAROSSO, CITY MANAGER

_____ day of _____, 20_____

WITNESSES:

_____

(Signature)

_____

(Signature)

CONSULTANT

_____

_____

(Signature)

_____

(Printed Name and Title)

_____ day of _____, 20_____

Approved as to Form and Correctness:

_____

CITY ATTORNEY

ATTACHMENT N – ACKNOWLEDGEMENT OF CONFORMANCE WITH FEMA/NIMS STANDARDS

TO: City of Key West

Contractor's Name: DRC Emergency Services, LLC, Hereby acknowledges and agrees that We/I have the sole responsibility for compliance with all requirements of the Federal Emergency Management Agency and the National Incident Management System and all State regulations, and agree to indemnify and hold harmless the City, its officers, agents, employees, and Contractors against any and all legal liability or loss the City, its officers, agents, employees, and Contractors may incur due to the failure to comply with such Act.

ATTEST

ATTEST

DRC Emergency Services, LLC
Contractor's Name

By:

Title: Kristy Fuentes- Vice President, Treasurer, Secretary

Date: 5/7/2026

ATTACHMENT O – UNIT 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, TOMS 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.

From (Company Name): DRC Emergency Services, LLC

Address (Principal Address): 111 Veterans Blvd. Suite 1420, Metairie, LA 70005

Phone: 888-721-4372

Email: kfuentes@drcusa.com

Contractor 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.26-008, located at various locations within the City of Key West, Florida.

To: **City of Key West**
ATTN: City Clerk
1300 White Street
Key West, FL 33040

1.0 The undersigned Contractor 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 Contractor accepts all of the terms and conditions of the RFP and Instructions to Contractors, 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 Contractor may agree to in writing upon request of City.

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

A. Contractor 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:

1	4/24/2026
2	5/1/2026
3	5/4/2026

B. Contractor 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. Contractor 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. Contractor has correlated the information known to Contractor, 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. Contractor has given the City written notice of all conflicts, errors, ambiguities, or discrepancies that Contractor has discovered in the RFP Documents, and the written resolution thereof by the City is acceptable to Contractor.

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 Contractor 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; Contractor has not directly or indirectly induced or solicited any other Contractor to submit a false proposal; Contractor has not solicited or induced any individual or entity to refrain from proposing; and Contractor has not sought by collusion to obtain for itself any advantage over any other Contractor or over City.

5.0 Contractor 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 Contractor acknowledges that all unit costs include any necessary insurance and bonds.

An Individual:
Name (Typed or Printed): _____

By: _____(SEAL)
(Individual's Signature)

Doing Business As: _____

Business Address: _____

Phone number: _____

A Partnership:
Partnership Name (Typed or Printed): _____(SEAL)

By: _____
(Signature of general partner- attach evidence of signature authority to sign)

Name (Typed or Printed): _____

Business Address: _____

Phone Number: _____

A Corporation:
Corporation Name: DRC Emergency Services, LLC (SEAL)

State of Incorporation: Alabama

Type: (General Business, Professional, Services, Limited Liability): LLC

By: _____
(Signature - attach evidence of signature authority to sign)

Name (Typed or Printed): Kristy Fuentes

Title: Vice President, Treasurer, Secretary

(CORPORATE SEAL)

Attest: _____
(Signature of Corporate Secretary)

Business Address: 111 Veterans Blvd. Suite 1420, Metairie, LA 70005
Phone Number: 888-721-4372

ATTACHMENT P – SAMPLE LOAD TICKET

CONTRACTOR TO PROVIDE SAMPLE

DRC Emergency Services, LLC

Contact # _____

Location _____

Cubic Yard Load Ticket

Nº 12320

Agency Initials	Zone / Area

Date: _____

Time: _____

Mileage

Crew No.: _____ Pick-Up Location: _____

Truck No.: _____

Truck Capacity: _____ cubic yards

Load Call Percentage: _____ %

Total Cubic Yardage: _____

MATERIALS

- ☐ Veg
- ☐ C & D
- ☐ White Goods
- ☐ Other

MILEAGE

- ☐ 0-14.99
- ☐ 15-30.99
- ☐ 31 miles & over _____ miles

Comments: _____

_____

_____

Signatures:

Agency: _____

DRC ES, LLC: _____

DRC Emergency Services, LLC

Contract # _____

LEANERS / HANGERS / TREES / STUMPS

Nº 26003

Agency Initials	Zone / Area

Date: _____ Time: _____

GPS Lat.: _____ Long.: _____

Truck No.: _____ Pick-Up Location: _____

HANGERS

☐ Hazardous Hanger

STUMPS

☐ 12" - 23.99" ☐ 24" - 29.99"

☐ 30" - 35.99" ☐ 36" - 47.99"

☐ Greater Than 48"

TREE REMOVAL / LEANERS

☐ 6" - 11.99" ☐ 12" - 23.99" ☐ 24" - 35.99"

☐ 36" - 47.99" ☐ Greater Than 48"

Signatures:

Agency: _____

DRC ES, LLC: _____

ATTACHMENT Q – LIST OF CONTRACTOR'S EQUIPMENT AND FACILITIES (INCLUDING LOCATION) (List may also be attached)

QUANTITY	EQUIPMENT	TYPE
Please see attached in Tab 2		

ATTACHMENT R – CONTRACTOR'S QUALIFICATIONS STATEMENT

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

1. Please describe your company in detail:

Please see attached Tab 1

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

111 Veterans Blvd. Suite 1420,

Metairie, LA 70005

3. Company telephone number, FAX number, and Email addresses:

888-721-4372- Office Phone Number

504-482-2852 - Fax Number

kfuentes@drcusa.com- Email Adress

4. Number of employees:

46

5. Number of employees or Subcontractors to be assigned to this project (per event) and what capacity:

DRC's management personeel and points of contract respond to calls 24 hours per day. In the event DRC's operating facility is called, a 24 hour answering service is utailized, 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 anticiaptes 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

6. Company Identification numbers for the Internal Revenue Services:

63-1283729

7. Provide Occupational License Number (and County), if applicable, and expiration date:
CRC1331307; 8.31.2026

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

This 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 37 years, DRC has provided extensive disaster recovery services, environmental services and civil construction to federal, state, and local governments.

9. What is the last project of this nature or magnitude that you have completed? Please provide project description, references, and cost of work completed:
Please see attached Tab 1 for detailed project desciptions, and Tab 4 for references

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

N/A

11. Please provide name, 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 five (5) years, including customer name, total contract value and weight (yards) removed. Use a separate tab is necessary: Please see attached Tab 4

11.1:

Name: Sarasota County, FL

Address: 4000 Knights Trail Rd, Nokomis FL 34275

Telephone Number: 941-544-2817

11.2:

Name: Pinellas County, FL

Address: 22211 US HWY 19N, Bldg 1 Clarwater, FL 33765

Telephone Number: 727-464-8809

11.3:

Name: Indian Rocks Beach, FL

Address: 1507 Bay Palm Blvd. Indian Rocks Beach, FL 33785

Telephone Number: 727-595-6889

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

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

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

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

14. Provide a list of all Subcontractor(s), the work to be performed and also a list of major materials suppliers for this project: *The forgoing list of Subcontractor(s) may not be amended*

after award of the contract without the prior written approval of the City Manager.

La Isla Tree, Arbortech Tree and Landscaping, Danny's Tree Service, Tim Matthews

Alternative Tree Services, Treescapes, Discount Rocks and Sand, DNR, Above and Beyond

Removal Services

15. What equipment do you own that is available for work, provided list in ATTACHMENT C.

Please see Tab 2

16. What equipment will you purchase for the project/work?

DRC does not intend to purchase equipment

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

17. What equipment will you rent for the proposed work?

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

18. State the name of your proposed Project Manager and give details of their qualifications and experience in managing similar work? (Separate sheet can be attached, if needed).

Charles Kraft, Jarod Tassin, Scott Mathews and Tony Swain.

Please see Tab 1 for further information

19. State the true, exact, correct and complete name of the partnership, corporation or trade name under which you will conduct 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 conduct business under the trade name).

DRC Emergency Services, LLC 6702 Broadway Street, Galveston, TX 77554

President- John Sullivan; Vice President, Treasurer, Secretary- Kristy Fuentes

19.1 The correct name of the Contractor is:

DRC Emergency Services, LLC

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

Limited Liablilty Company

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

President John Sullivan; Vice President, Treasurer, Secretary- Kristy Fuentes

SIGNATURE REQUIRED BELOW

SUBMITTED BY:

Contractor/Company Name: DRC Emergency Services, LLC

Authorized Signature: _____

Printed Name and Title: Kristy Fuentes- Vice President, Treasurer, Secretary

Date: 4/26/2026

STATE OF FLORIDA

COUNTY OF Jefferson Parish

The foregoing instrument was acknowledged before me by means of ☑ physical presence or ☐ online notarization this _____ day of _____, 20, by Kristy Fuentes, who is personally known to me or who has produced Personally Known as identification and who ☐ did / ☐ did not take an oath.

WITNESS my hand and official seal this 26th day of April, 2026.

Notary Public, ~~State of Florida~~ State of Louisiana

Signature of Notary: _____

Printed Name of Notary: CARY A. DES ROCHES

My Commission Expires: NOTARY PUBLIC
State of Louisiana, Bar No. 19550
My Commission is for life

(NOTARY SEAL)

Name of Project	Owner	Value	Contract Completion Date	% of Completion Date
Cow Creek Debris Removal - Lump Sum	Travis County, TX	TBD	TBD	95%
Winter Storm Fern	Carroll County, MS	TBD	TBD	85%
Special Project - Demos	Lafourche Parish, LA	TBD	TBD	95%
Winter Storm Fern	Belzoni (City of), MS	*$36,704.50	TBD	85%
Winter Storm Fern	Rolling Fork, MS	* $19,824.00	TBD	85%
Winter Storm Fern	Humphreys County, MS	* $300,733.00	TBD	85%
July 2025 Flooding	TDEM - Menard County/City	* $53,105,008.94	TBD	95%
Spring 2025 PPDR and Erosion Control	State of New Mexico Spring Floods	* $23,058,360.40	TBD	70%
July 2025 Flooding	TDEM - McColloch County and City	* $21,900,818.60	TBD	95%
July 2025 Flooding	TDEM - Mason County & City	* $48,390,903.24	TBD	95%
July 2025 Flooding	TDEM - Williamson County & City of Georgetown	* $40,940,001.90	TBD	95%
July 2025 Flooding	TDEM - Burnett County & City	* $73,809,070.45	TBD	95%
July 2025 Flooding	TDEM - San Saba County and City	* $37,631,155.35	TBD	95%
Jefferson Parish	PPDR and Demolitions Hurricane Ida	TBD	TBD	15%

ATTACHMENT S – TRENCH SAFETY ACT FORM

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

Contractor 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 Contractor by signing and submitting the proposal is, in writing, assuring that it will perform any trench excavation in accordance with applicable trench safety standards.

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

The Contractor is, and the City is not, responsible to review or assess Contractor '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 the Trench Safety Act". Contractor is, and the City 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'.

Jessica Gillette

Witness Name

Sarah Shackelford

Witness Name

Signature

Contractor Name

DRC Emergency Services, LLC

Title

Kristy Fuentes- Vice President, Treasurer, Secretary

Date 5/7/2026

ATTACHMENT T – 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.

Jessica Gillette

ATTEST

Sarah Shackelford

Attest

Contractor Name

DRC Emergency Services, LLC

By

Title

Kristy Fuentes- Vice President, Treasurer, Secretary

Date 5/7/2026

ATTACHMENT U – COPY OF LICENSES FOR PERSONNEL CERTIFIED TO PERFORM ADVANCED MAINTENANCE OF TRAFFIC OPERATIONS OR STATEMENT THAT A LICENSED INDIVIDUAL SHALL BE EMPLOYED BY CONTRACTOR IF CONTRACTOR IS AWARDED CONTRACT.

EMPLOYEES MUST BE CERTIFIED UNDER PART IV OF THE M.U.T.C.D., TORT LAW, And THE FL. R.T.D.S. 600 SERIES INDEX.

CERTIFICATE
OF COMPLETION

SCOTT MATTHEWS

Has Completed a FDOT Approved Temporary Traffic Control (TTC): Advanced Course

.

Training Provider:

A&SW Consultants, Inc.
5545 Benchmark Lane
Sanford FL 32773
Phone: 386-788-9899

Verify this Certificate by visiting www.motadmin.com

10/10/2022	09/27/2026	R. A	602402
Issue Date	Expiration Date	Instructor	Certificate No.

FDOT

FDOT

Certificate:

602402

Issued: 10/10/2022

Expires:09/27/2026

Instructor:

R. A

SCOTT MATTHEWS

Has Completed a FDOT Approved Temporary Traffic Control: Advanced Course.

Training Provider:

A&SW Consultants, Inc.
5545 Benchmark Lane
Sanford, FL 32773
Ph: 386-788-9899

Verify this Certificate at www.motadmin.com.

ATTACHMENT V – CONTRACTOR'S GENERAL OPERATIONS PLAN FOR DEBRIS MANAGEMENT/DISASTER RESPONSE SERVICE OPERATIONS.

A detailed description of how the Contractor would respond to a Hurricane or other event. In the Plan, assume that Key West has been hit with a Category 2 Hurricane that generated the amount of debris described below. Contractor's Operations Plan should be very detailed describing meetings, timeline, equipment to be mobilized, manpower needed, collections and TMDS operations, demobilization, and site remediation if needed and close out. Contractor should include a detailed Safety Plan. Documentation of training for each crew member must be submitted with the Proposal and updated annually.

Vegetative Debris	146,000	Cubic Yards
Construction and Demolition Debris	48,000	Cubic Yards
Mixed Debris	6,000	Cubic Yards
White Goods	1,000	Units
Household Hazardous Waste	1,000	Pounds
Total Yards:	200,000	

This scenario is based on the assumption that many segments of the City are without electricity and water, and that the City government has an approximate emergency workforce of 150. Therefore, please include all equipment or services that might be necessary along with the Contractor's proposed costs for each.

For DRC's **General Operations Plan**, please see **Tab 2**.

For **proposed costs**, see **Attachment O**.

ATTACHMENT W – VERIFICATION LETTER THAT CONTRACTOR IS FAMILIAR WITH CITY'S TEMPORARY DEBRIS MANAGEMENT SITES. LIST OF APPROVED SITES PROVIDED BY CITY

SUMMARY OF LOCATIONS FOR TEMPORARY DEBRIS STORAGE AND REDUCTION SITES

All Sites are +/- a acre.

Primary Sites (debris storage and reduction):

1. Truman Waterfront Property – Approximately 5 acres
2. 5701 College Road – Approximately 4 acres
3. Rockland Operations LLC. Rockland Key – 10 acres

Secondary Sites (debris storage only):

1. Trumbo Road Property – Approximately 2 acres
2. 918 Fort Street Parking Lot – Approximately .25 acres
3. 631 Green Street Parking Lot – Approximately .50 acres
4. 800 Caroline Street Parking Lot – Approximately 1 acres
5. Fire Station #2 – Approximately .75 acres
6. Indigenous Park – Approximately 1 acre
7. South Roosevelt Boulevard Bridle Path – Approximately 4 acres
8. 1809 Bertha Street – Approximately .50 acres
9. 1903 South Roosevelt Boulevard Parking Lot – Approximately 1 acres
10. Boog Powell Court Parking Lot – Approximately .50 acres
11. Wickers Fields Parking Lot – Approximately 1 acres

NOTE: Additional sites may be added or removed as necessary. The Contractor will receive no additional charges for any site within 15 miles of the City of Key West.

DRC EMERGENCY SERVICES
Striking Back.

May 12, 2026

City Clerk
City of Key West
1300 White Street
Key West, FL 33040

Re: Services for Disaster Response
RFP No. 26-008

To Whom It May Concern,

DRC verifies that we are familiar with the City's approved Temporary Debris Management Sites, as listed below:

Primary Sites (debris storage and reduction):
1. Truman Waterfront Property - Approximately 5 acres
2. 5701 College Road - Approximately 4 acres
3. Rockland Operations LLC. Rockland Key - 10 acres

Secondary Sites (debris storage only):
1. Trumbo Road Property - Approximately 2 acres
2. 918 Fort Street Parking Lot - Approximately .25 acres
3. 631 Green Street Parking Lot - Approximately .50 acres
4. 800 Caroline Street Parking Lot - Approximately 1 acres
5. Fire Station #2 - Approximately .75 acres
6. Indigenous Park - Approximately 1 acre
7. South Roosevelt Boulevard Bridle Path - Approximately 4 acres
8. 1809 Bertha Street - Approximately .50 acres
9. 1903 South Roosevelt Boulevard Parking Lot - Approximately 1 acres
10. Boog Powell Court Parking Lot - Approximately .50 acres
11. Wickers Fields Parking Lot - Approximately 1 acres

If additional sites are needed, DRC will assist the City in preparing these sites for use. See our General Operations Plan for more information.

Sincerely,

Kristy Fuentes
Vice President, Secretary, Treasurer

3800 NE 1st Avenue • 2nd Floor • Miami, FL 33137 • (888) 721-4372 • Fax: (504) 482-2852
www.drcusa.com

ATTACHMENT Y – LETTER REGARDING EXPERIENCE

Contractor must provide the following documentation:

1. At least five years of experience in conducting disaster recovery logistical support and debris removal operations.

2. Knowledge and experience in FEMA public assistance reimbursement procedures; and

3. Contractor Has provided services similar to those required to at least one jurisdiction with a population of 30,000.

DRC EMERGENCY SERVICES
Striking Back.

May 12, 2026

City Clerk
City of Key West
1300 White Street
Key West, FL 33040

Re: Services for Disaster Response
RFP No. 26-008

To Whom It May Concern,

DRC verifies that we have the following experience:

1. At least five years of experience in conducting disaster recovery logistical support and debris removal operations.

2. Knowledge and experience in FEMA public assistance reimbursement procedures; and

3. Contractor has provided services similar to those required to at least one jurisdiction with a population of 30,000.

4. Proposer confirms that it has a minimum of five years of experience providing disaster response and/or disaster recovery services for municipal, county, state, or other governmental entities.

5. Proposer confirms that it has demonstrated knowledge and experience with FEMA and State Public Assistance eligibility, documentation, reimbursement procedures, and related compliance requirements.

6. Proposer confirms that it has provided services similar in scope to those required under this solicitation for a minimum of five jurisdictions of similar size and complexity to the City. Provide Jurisdiction / Client, Population / Size Complexity, Services Provided, Disaster / Event, Dates of Services, Contact Information (Name, Title, Phone Number.

DRC has provided services similar to those required to **multiple** jurisdictions with populations above 30,000. Just a few examples are the Cities of Miami, Orlando, and Fort Lauderdale, Florida; Miami-Dade, Monroe, Sarasota, Pinellas, and Manatee Counties, Florida; the City of Houston, Texas; and many more.

Please see the attached pages for documentation of the experience described in items 1-5 above. For item 6, see the references in Tab 4.

Sincerely,

Kristy Fuentes, Vice President, Secretary, Treasurer

3800 NE 1st Avenue • 2nd Floor • Miami, FL 33137 • (888) 721-4372 • Fax: (504) 482-2852
www.drcusa.com

RELEVANT WORK EXPERIENCE

*indicates project is ongoing and amounts are subject to change

2025	ACTIVATIONS	TEMPORARY SITES	CUBIC YARDAGE	CONTRACT VALUE
TEXAS FLOOD EVENTS	**Texas:** Texas Division of Emergency Management in Travis County, Leander (City of), Jonestown (City of), McCullock County & Melvin (City of), Mason County & Mason (City of), Williamson County & Georgetown (City of), Kimble County, San Saba County & San Saba (City of), Burnett County & Burnett (City of), and Kendall County; Travis County, Austin (City of)	16	*3,086,896.25	*$156,074,692.62
KENTUCKY FLOOD EVENTS	**Kentucky:** Laurel County, Floyd County, Knott County, Pike County, Coal Run (City of), Letcher County	8	*54,848.80	*$1,663,624.46
FIRES	**California:** Orange County, Riverside County	N/A	TBD	*$9,945,550.00
TORNADOES	**Kentucky:** State of Kentucky **Mississippi:** Covington County **Missouri:** St. Louis County **Tennessee: USACE** - Hendersonville (Old Hickory), Tennessee Valley Authority (Partnership), Erwin (Town of) **Texas:** Navarro County	4	*123,386.56	* $1,971,416.57
SEVERE WEATHER EVENTS	**Florida:** Broward County, Miami (City of), Pinellas County, Sarasota County **Louisiana:** Jefferson Parish, Iberville Parish, Lafayette, Tangipahoa Parish **Texas:** Jacinto City (City of), Austin (City of), Travis County **Virginia:** Virginia Department of Transportation **Missouri:** St. Louis County	*3	*37,012.40	*$997,932.61

2024	ACTIVATIONS	TEMPORARY SITES	CUBIC YARDAGE	CONTRACT VALUE
HURRICANE MILTON	**Florida:** Palm Coast, Sarasota County, Belleair (City of), Pasco County, Port Richey, Vero Beach, Sarasota (City of), Orlando (City of), Deland (City of), Kenneth City (City of), St. Lucie County, Pinellas County, Bradenton (City of), Lakeland (City of)	31	4,107,799.75	$109,729,801.17
HURRICANE HELENE	**Florida:** South Pasadena (City of), Maderia Beach (City of), Pasco County, Dunedin (City of), Largo (City of), Largo (City of), Bradenton (City of), Citrus County, Crystal River (City of), Indian Rocks Beach (City of), Longboat Key (City of), Pinellas County, Tavares (City of), Largo (City of) **Georgia:** Camden County, Georgia Department of Transportation - Districts 4 and 5, Kingsland (City of), Richmond Hill (City of), St. Marys (City of), **South Carolina:** South Carolina Department of Transportation	88	11,567,347.27	$549,985,797.84
HURRICANE FRANCINE	**Louisiana:** Ascension Parish, Donaldsville (City of), Lafourche Parish, Iberville Parish, Louisiana Department of Transportation - District 02 and 61, Morgan City (City of), St. Charles Parish, Terrebonne Parish	10	425,716.90	$6,635,483.15
SOUTH FORK AND SALT FIRES	**New Mexico:** New Mexico Department of Homeland Security and Emergency Management	N/A	885,577.31	$115,098,101.47
HURRICANE BERYL	**Texas:** Counties of Brazoria, Harris, Matagorda, and Wharton; Cities of Bay City, Bellaire, Clute, Conroe, Dayton, East Bernard Humble, Jamaica Beach, Liberty, and Houston Memorial Park	22	2,046,738.22	$32,296,761.34

SEVERE WEATHER EVENTS	**Alabama:** Dauphin Island (Town of) **Florida**: Jackson County, Florida A&M University **Louisiana:** Louisiana Department of Transportation- District 07, Lafourche Parish, Tangipahoa Parish, East Baton Rouge Parish, Iberville Parish, Lafayette Parish, Pointe Coupee Parish, Baker (City of) **Texas:** City of Houston and Harris County	9	1,359,664.29	$32,649,110.83

2023	ACTIVATIONS	TEMPORARY SITES	CUBIC YARDAGE	CONTRACT VALUE
SEVERE WEATHER EVENTS & MAINTENANCE CONTRACTS	**Alabama:** Dauphin Island (Town of), City of Enterprise **Florida**: City of Hollywood, Manatee County, City of Pembroke Park, Sarasota County **Louisiana:** East Baton Rouge Parish/City of Baton Rouge, Cameron Parish Police Jury, City of Lake Charles **Tennessee**: City of Lakeland **Texas:** City of Austin, City of Houston, City of Lakeway, City of Tyler, Republic Services, Harris County, TX Flood Control District	1	1,048,139	$25,071,085
OREGON & GRAY ROAD FIRES	**Washington:** State of Washington (Spokane County)	N/A	N/A	$1,590,213
HAWAII FIRES	**Hawaii:** Maui	N/A	N/A	$21,238,681
TORNADOES	**Alabama:** City of Selma, AL Department of Transportation – Dallas County **Arkansas:** City of Little Rock **Mississippi:** City of Moss Point, Monroe County **Oklahoma:** City of Shawnee, Pottawatomie County **Georgia:** Georgia Department of Transportation – Chatham County	7	1,391,475	$19,941,646
HURRICANE IDALIA	**Florida**: Citrus County, City of Crystal River, City of New Port Richey, Florida A&M University, FDOT District 2 (Chiefland, Gainesville, Lake City, Perry, St. Augustine)	5	37,748	$1,194,096

2022	ACTIVATIONS	TEMPORARY SITES	CUBIC YARDAGE	CONTRACT VALUE
SEVERE WEATHER EVENTS & MAINTENANCE CONTRACTS	**Florida:** Manatee County **Louisiana:** Pointe Coupee Parish, City of Monroe, East Baton Rouge Parish/City of Baton Rouge **North Carolina:** City of Greenville **South Carolina:** South Carolina Department of Transportation – Jasper **Tennessee:** City of Lakeland **Texas:** City of Houston, Atascocita Community Improvement Association (Houston, TX), City of Austin **Virginia:** City of Richmond	N/A	238,595	$22,959,139
FLOODING	**Colorado:** Larimer County **Missouri:** City of St. Charles, County of St. Charles	N/A	17,606	$1,862,050
TORNADOES	**Louisiana:** St. Charles Parish, St. Bernard Parish	1	78,428	$864,621
HURRICANES IAN & NICOLE	**Florida:** City of Bradenton, City of Debary, City of Deland, City of Daytona Beach, Florida Department of Emergency Management, Florida Department of Environmental Protection, FL Department of Transportation Districts 1, 2, & 5, City of Lakeland, School District of Lee County, Town of Longboat Key, City of Maitland, Manatee County, Sarasota County, The School Board of Sarasota County, City of St. Augustine, Moffitt Services, City of St. Augustine, City of Hollywood	21	4,998,953	$351,628,392

2021	ACTIVATIONS	TEMPORARY SITES	CUBIC YARDAGE	CONTRACT VALUE
SEVERE WEATHER EVENTS & MAINTENANCE	**Alabama:** State of Alabama Department of Conservation and Natural Resources, City of Mobile **Florida:** Pinellas County **Louisiana**: Ascension Parish, East Baton Rouge Parish/City of Baton Rouge, City of Central **Texas:** TxDOT Brazoria County, City of Houston, City of Austin, City of Dallas, Harris County, Texas Republic Services, Galveston County, City of Galveston	3	442,111	$18,180,716

HURRICANE IDA	**Alabama:** Town of Dauphin Island **Louisiana:** Abita Springs, Ascension Parish, Assumption Parish, Baker, Bayou Lafourche Freshwater District, Central, Donaldsonville, East Baton Rouge Parish/City of Baton Rouge, Town of Gramercy, Iberville Parish, Jefferson Parish, LADOTD 61, LADOTD 62, LADOTD 02, Lafourche Parish, Lafourche School District, Town of Lutcher, Village of Napoleonville, Pointe Coupee Parish, Port Fourchon, Sorrento, Southeast Flood Protection Authority, St. Charles Parish, St. Bernard Parish, St. James Parish, St. Tammany Parish, Tangipahoa Parish, Terrebonne Parish, Governor's Office of Homeland Security, City of Kenner, Jefferson Parish Sheriff's Office **Florida:** FDOT District 2 **Pennsylvania:** Montgomery County	93	18,022,893.93	$335,024,777.02
TORNADOES	**Alabama:** Calhoun County, Shelby County, Randolph County – ACCA **Georgia:** Coweta County **Kentucky:** City of Mayfield, USACE – Graves County	4	827,146	$21,477,531
TROPICAL STORM NICHOLAS	**Texas:** City of Bay City, TX Department of Transportation, Matagorda County	2	30,236	$587,231
MARSHALL FIRES	**Colorado:** Boulder County	N/A	N/A	$27,116,548

2020	ACTIVATIONS	TEMPORARY SITES	CUBIC YARDAGE	CONTRACT VALUE
2020 CALIFORNIA WILDFIRES	**California:** CalRecycle (Fresno County, Los Angeles County, Madera County, Mono County, Tulare County)	N/A	201,200.00	$81,861,575.10

HURRICANE ZETA	**Alabama:** Alabama DOT, Clarke County, Dauphin Island, Mobile, Mobile County, Selma, Washington County **Georgia:** Forsyth County **Louisiana:** New Orleans, Slidell, St, Charles Parish, St. Bernard Parish, Terrebonne Parish, Jefferson Parish, Plaquemines Parish **Mississippi:** Lucedale, Moss Point, Stone County	34	1,802,022	$32,680,711
HURRICANE DELTA	**Louisiana:** Acadia Parish, Baker, Central, East Baton Rouge Parish, Lafayette Parish, Pointe Coupee Parish, St. Landry Parish, West Feliciana Parish	6	560,939	$7,034,400
HURRICANE SALLY	**Alabama:** Dauphin Island, Mobile, Mobile County, Pritchard, Semmes **Florida:** Gulf Breeze, Mary Esther, Niceville	10	840,327	$15,097,451
HURRICANE LAURA	**Louisiana:** Acadia Parish, Crowley, Grant Parish, Jefferson County Drainage District, Jefferson Davis Parish, Lafayette Parish, Natchitoches, Natchitoches Parish, Ouachita Parish , Vernon Parish, Winn Parish **Texas:** Matagorda County	24	2,530,839	$36,477,281
HURRICANE ISAIAS	**Florida:** Deland, **North Carolina:** City of Wilmington	2	237,497	$2,744,713
BABB ROAD WILDFIRE	**Washington:** Washington State Emergency Management Division	N/A	17,519	$3,896,376

2019	ACTIVATIONS	TEMPORARY SITES	CUBIC YARDAGE	CONTRACT VALUE
2019 HURRICANE SEASON	**Louisiana:** Assumption Parish, Pointe Coupee Parish, Terrebonne Parish, Lafayette Parish, Central,	7	390,713	$5,880,537

	East Baton Rouge Parish/City of Baton Rouge **Florida:** City of Miami Beach **North Carolina:** Town of Pine Knoll Shores, Wilmington, Pender County **Texas:** Jefferson County, City of Liberty, Nederland, and Houston			
2018	**ACTIVATIONS**	**TEMPORARY SITES**	**CUBIC YARDAGE**	**CONTRACT VALUE**
HURRICANE MICHAEL	**Florida:** Holmes County, Jackson County, Florida Department of Transportation**,** Tyndall Air Force Base, NSA Panama City **Georgia:** Colquitt	33	5,845,393	$99,240,250
HURRICANE FLORENCE	**North Carolina:** Pender County, Wilmington, Havelock, Burgaw, Pine Knoll Shores, Surf City, Topsail Beach, Pamlico County, New Hanover County, Greene County, Southport, Jones County, and Sampson County, Camp Lejune	31	2,450,485	$66,173,873
ALABAMA TORNADO OUTBREAKS	**Alabama:** 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**
HURRICANE HARVEY	**Texas:** Texas GLO, Waller County, Harris County, Jefferson County, Port of Corpus Christi, Cities of Aransas Pass, Groves, Cleveland, Bellaire, Humble, Nederland, Port Aransas, Houston, Jacinto, Port Arthur, Piney Point Village, Port Neches, and Texas City	16	4,283,624	$124,470,804
HURRICANE IRMA	**Florida:** Florida Department of Transportation, Florida Department of Environmental Protection, Monroe County, Citrus County, Miami-Dade County, Coconut Creek, Cutler Bay, Daytona Beach, 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 **Georgia:** Brunswick	30	3,692,035	$45,093,237

HURRICANE MARIA	**Puerto Rico:** Department of Transportation and Public Works, Puerto Rico's Department of Parks and Recreation	13	1,139,212	$82,088,685
2016	**ACTIVATIONS**	**TEMPORARY SITES**	**CUBIC YARDAGE**	**CONTRACT VALUE**
WINTER STORM JONAS	**Maryland:** Maryland Department of General Services, State of Maryland, Prince Georges County and City of Baltimore **Virginia:** Loudoun County	N/A	N/A	$1,002,792
MULTIPLE SEVERE WEATHER EVENTS AND FLOODING	**Texas:** Harris County, Houston, Texas DOT **Louisiana:** East Baton Rouge parish, Ascension Parish, Tangipahoa Parish, Lafayette Parish, St. Martin Parish, City of Baker, Assumption Parish, Iberville Parish, City of St. Gabriel,	5	2,800,000.00	$50,000,000
HURRICANE HERMINE	**Florida:** Citrus County, Leon County	N/A	209,941	$1,792,096
HURRICANE MATTHEW	**Florida:** Daytona Beach, Ormond Beach, Deland, Orange City, St. Augustine, Sebastian **North Carolina:** New Hanover County, Pender County, Hyde County, Greene County, City of Wilmington, City of North Topsail Beach **Georgia:** Georgia Department of Transportation	14	878,856	$13,749,773
2015	**ACTIVATIONS**	**TEMPORARY SITES**	**CUBIC YARDAGE**	**CONTRACT VALUE**
2015 SEVERE WEATHER EVENTS & MAINTENANCE CONTRACTS	**Alabama:** AL Department of Transportation – District 2 **Louisiana:** East Baton Rouge Housing Authority, Ascension Parish **Mississippi:** Jackson County **Missouri:** St. Louis County **Texas:** Ethyl Road Industrial Park, Castlerock Communities, City of Corpus Christi, New Caney Defined Benefits Area MUD within the City of Houston ETJ in Montogomery County, Harris County	N/A	165,977	$4,182,498
TEXAS FLOOD EVENT	**Texas:** Texas Department of Transportation, City of Houston, and City of Bellaire	N/A	238,463	$2,039,329
LOUISIANA STORM EVENT	**Louisiana:** East Baton Rouge Parish and Ascension Parish	N/A	135,977	$815,867

FEMA EXPERTISE

FEMA PUBLIC ASSISTANCE PROGRAM

DRC has an unparalleled record for providing jurisdictions with the maximum reimbursement rate granted by FEMA. **DRC has never had a reimbursement rejected 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.

Tony Furr, DRC's Director of Technical Assistance and Training, works closely with our clients to educate them on how to ensure compliance with Federal Policy and Procedures. Mr. Furr was the FEMA Region VI Debris Subject Matter Expert from 2013 – 2021, and he has served as the Infrastructure Branch Director (IBD), Emergency Management Specialist, Appeals Analyst, Procurement Specialist, and Trainer for over 100 federally declared disasters and emergencies. He is nationally known and recognized in the emergency management community and is highly knowledgeable about FEMA policies, procedures, and debris operations.

STATE & FEDERAL PROGRAMS

The Public Assistance Program of the Federal Emergency Management Agency (FEMA) is aimed at providing support and resources for disaster recovery efforts. These programs facilitate the reimbursement of eligible expenses incurred by state and local governments, as well as certain nonprofit organizations, following a federally declared disaster.

The Public Assistance Program and Policy Guide (PAPPG) is a comprehensive, consolidated program and policy document for FEMA's Public Assistance Program. DRC thoroughly reviews and follows the PAPPG. The latest version is FEMA Policy 104-009-2, Public Assistance Program and Policy Guide Version 5.0 (issued January 6, 2025). This latest PAPPG supersedes all previous policies and publications for disasters declared on or after January 6, 2025.

Within the Florida Department of Emergency Management (FDEM), several programs are aligned with the FEMA Public Assistance Program. Key programs within FDEM that are aligned with the FEMA Public Assistance Program include the following:

- Public Assistance Grants
- Hazard Mitigation Grant Program
- Community Disaster Loans

These programs, modeled after FEMA's framework, demonstrate the State's commitment to leveraging federal resources and implementing effective strategies to mitigate the impact of disasters and support long-term recovery efforts across the state.

FUNDING SOURCES

After a natural disaster, FEMA Public Assistance applicants have access to various funding sources to support their recovery efforts. These funding sources include federal grants, state matching funds, hazard mitigation grants, Community Development Block Grants (CDBG), and Natural Resources Conservation Service (NRCS) Funding. These funding sources provide crucial financial assistance to FEMA Public Assistance applicants, helping them rebuild and strengthen their communities in the aftermath of a natural disaster.

REIMBURSEMENT PROCESS

The FEMA Public Assistance reimbursement process is crucial for assisting applicants in recovering from disasters and restoring essential services to their communities. Key elements of this process include the following:

Eligibility Determination: FEMA evaluates the eligibility of projects submitted by applicants based on established criteria, including the type of work, its relationship to the disaster, and compliance with federal regulations.

Project Formulation: Applicants work with FEMA to develop detailed project worksheets that outline the scope of work, estimated costs, and supporting documentation for each eligible project.

Obligation of Funds: Once projects are approved, FEMA obligates funds to cover the federal share of eligible costs, up to 75% of the total project cost, with the applicant responsible for providing the non-federal match.

Documentation: Applicants must maintain accurate records and documentation throughout the project lifecycle, including procurement procedures, labor costs, equipment usage, and invoices, to support reimbursement claims.

EXPERIENCE WITH STATE AND LOCAL EMERGENCY MANAGEMENT AGENCIES

DRC Emergency Services has been actively engaged in disaster recovery efforts across the United States for the past 20 years, collaborating closely with local, state, and federal agencies. Our commitment is to assist in optimizing performance and ensuring reimbursement. DRC coordinates with the Public Assistance Firm and monitoring firm in each jurisdiction to review and reconcile every individual ticket and or line item for eligibility with all State and Federal agencies. This process expedites the submittal of accurate documentation in a timely manner. DRC has a strong track record of maximizing federal reimbursement for eligible work without any de-obligation.

In the State of Florida, we have worked directly with the Florida Department of Transportation (FDOT), the Florida Department of Emergency Management (FDEM), and the Florida Department of Environmental Protection (FDEP), following all FEMA Guidelines and Policies. DRC's management team participates in state conferences and workshops and stays up to date with relevant policies and procedures. DRC's thorough review of and adherence to FEMA's Public Assistance Program and Policy Guide demonstrates our commitment to efficient and effective disaster recovery processes.

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 implements internal measures to ensure that our clients and

prospective clients are prepared to be fully compliant with any changes or updates to FEMA's policies. DRC carefully reviews 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 the Disaster Recovery Coalition of America (DRCA)**, the industry's trade organization. Through this membership, DRC helps shape policy and legislation relevant to jurisdictions' recovery processes. Our additional memberships in other professional organizations (NEMA, APWA and SWANA) provide 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. Through decades of experience, DRC has developed an inherent understanding of how to direct emergency response and recovery.

	EVENT	STATE	DECLARATION NUMBER
2025	Texas Severe Storms, Straight-line Winds, Tornadoes, and Flooding	TX	DR-4879-TX
	Mississippi Severe Storms, Straight-line Winds, Tornadoes, and Flooding	MS	DR-4790-MS
	Kentucky Severe Storms, Straight-line Winds, Flooding, and Tornadoes	KY	DR-4860-KY

	EVENT	STATE	DECLARATION NUMBER
2024	Hurricane Milton	FL	DR-4834
	Hurricane Helene	FL, GA, SC, TN, VA	DR-4828, DR-4830
	Hurricane Francine	LA, TX	DR-4817
	Hurricane Beryl	TX	DR-4798
	New Mexico South Fork Fire and Salt Fire	NM	DR-4795
	Texas Severe Storms, Straight-line Winds, Tornadoes, and Flooding	TX	DR-4781

	EVENT	STATE	DECLARATION NUMBER
2023	Hawaii Wildfires	HI	DR-4724
	Washington Wildfires	WA	DR-4759
	Tennessee Severe Storms and Straight-line Winds	TN	DR-4735
	Hurricane Idalia	FL	DR-4734
	Oklahoma Severe Storms, Straight-line Winds, and Tornadoes	OK	DR-4706
	Texas Severe Winter Storm	TX	DR-4705
	Arkansas Severe Storms and Tornadoes	AR	DR-4698

	Mississippi Severe Storms, Straight-line Winds, and Tornadoes	MS	DR-4697
	Alabama Severe Storms, Straight-line Winds, and Tornadoes	AL	DR-4684

	EVENT	STATE	DECLARATION NUMBER
2022	Hurricane Ian	FL	DR-4673
	Tennessee Severe Winter Storm	TN	DR-4645

	EVENT	STATE	DECLARATION NUMBER
2021	Marshall Fire and Straight-Line Winds	CO	DR-4634
	Kentucky Severe Storms, Straight-line Winds, Flooding, and Tornadoes	KY	DR-4630
	Hurricane Ida	LA	DR-4611
	Texas Severe Winter Storms	TX	DR-4586
	Louisiana Severe Winter Storms	LA	DR-4590
	Storms, Straight-line Winds, and Tornadoes	AL	DR-4596
	Georgia Severe Storms and Tornadoes	GA	DR-4600
	Louisiana Severe Storms, Tornadoes, and Flooding	LA	DR-4606

	EVENT	STATE	DECLARATION NUMBER
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

	EVENT	STATE	DECLARATION NUMBER
2019	Tropical Depression Imelda	TX	DR-4466
	Hurricane Dorian	NC	DR-4465
	Hurricane Barry	LA	DR-4462

	EVENT	STATE	DECLARATION NUMBER
2018	Hurricane Michael	FL, GA	DR-4399, DR-4400
	Hurricane Florence	NC	DR-4393
	Severe Thunderstorms and Dangerously High Winds	AL	DR-4362

	EVENT	STATE	DECLARATION NUMBER
2017	Hurricane Maria	PR	DR-4339
	Hurricane Irma	FL, GA	DR-4337, DR-4338
	Hurricane Harvey	TX	DR-4332

	EVENT	STATE	DECLARATION NUMBER
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

	EVENT	STATE	DECLARATION NUMBER
2015	TX Severe Storms & Flooding	TX	DR-4269

	EVENT	STATE	DECLARATION NUMBER
2014	Ice Storm Pax	SC, NC	DR-4166, DR-4167

	EVENT	STATE	DECLARATION NUMBER
2013	Severe Storms and Tornadoes	OK	DR-4117
	Severe Storms, Straight-line Winds, Tornadoes, and Flooding	MO	DR-4130

	EVENT	STATE	DECLARATION NUMBER
2012	Hurricane Sandy	NY, MD, NJ, MO	DR-4085, DR-4091, DR-4086, DR-4098
	Hurricane Isaac	LA	DR-4080

EVENT	STATE	DECLARATION NUMBER

2011	Hurricane Irene	VA, MD, NC, RI	DR-4024, DR-4034, DR-4019, DR-4027

	EVENT	STATE	DECLARATION NUMBER
2010	TN Severe Flooding	TN	DR-1909

	EVENT	STATE	DECLARATION NUMBER
2009	Ice Storms	MD, VA	DR-1875, DR-1874

	EVENT	STATE	DECLARATION NUMBER
2008	Hurricane Ike	TX	DR-1791
	Hurricane Gustav	LA	DR-1786
	Mother's Day Tornadoes	GA	DR-1750
	F5 Tornado	IA	DR-1763

	EVENT	STATE	DECLARATION NUMBER
2007	Ice Storms	MO	DR-1736

	EVENT	STATE	DECLARATION NUMBER
2006	Ice Storms	NY	EM-3268

	EVENT	STATE	DECLARATION NUMBER
2005	Hurricane Katrina	LA, MS	DR-1603, DR-1604
	Hurricane Rita	LA, TX	DR-1606, DR-1607

ATTACHMENT Z – CONTRACTOR'S MOST CURRENT FINANCIAL STATEMENT

ATTACHMENT AA – 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.

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.

4. 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, United States 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 Respondent, DRC Emergency Services, LLC, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Respondent understands and agrees that the provisions of 31 U.S.C. Chapter 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

Signature of Authorized Official

Kristy Fuentes- Vice President, Treasurer, Secretary
Name and Title

5/7/2026
Date

ADDENDUM NO. 1
Services for Disaster Response
RFP 26-008

This addendum is issued as supplemental information to the Request for Proposal package for clarification of certain matters of both a general and a technical nature. The referenced Request for Proposal package is hereby amended in accordance with the following items:

1. **Clarification:** [No Changes]
2. **Changes to Submission Requirements:** [No Changes]
3. **Updates to Project Timeline:** [No Changes]
4. **Responses to Questions:**

   1) I am currently preparing the bid for the emergency response project and would like to clarify the acceptable methods for delivering the bid package.

   Could you please confirm the preferred way to submit the bid package?

   Answer: Proposal packages are to be enclosed in sealed envelopes, clearly marked on the outside "Sealed Proposals for RFP No. 26-008 Services for Disaster Response" addressed and delivered to the City Clerk Office at 1300 White Street, Key West, Florida 33040.

5. **Additional Resources:** [No Changes]

Signature

Kristy Fuentes- Vice President, Treasurer, Secretary

Name of Business

DRC Emergency Services, LLC

ADDENDUM NO. 2
Services for Disaster Response
RFP 26-008

This addendum is issued as supplemental information to the Request for Proposal package for clarification of certain matters of both a general and a technical nature. The referenced Request for Proposal package is hereby amended in accordance with the following items:

1. **Clarification:** [No Changes]
2. **Changes to Submission Requirements:** [No Changes]
3. **Updates to Project Timeline:** [No Changes]
4. **Responses to Questions:**

1) Can the City confirm that the cost proposal will be evaluated solely using the 200,000 cubic yard scenario pricing, and that no other line items will be independently scored or evaluated?

1. Confirmed. For purposes of assigning the Cost Proposal score, the City will use the total price submitted for the 200,000 cubic yard pricing scenario identified in the RFP.

2) Would the City consider revising the cost proposal weighting from 40% to a range more consistent with current Florida practice, such as 15–30%?

1. No. The City is not modifying the evaluation criteria at this time. The Cost Proposal shall remain weighted at 40 points, as stated in the RFP.

3) The acronym “TOMS” is referenced throughout the RFP document. Please clarify whether the intended acronym is “TDMS” for Temporary Debris Management Site.

1. Confirmed. Any reference in the RFP to “TDMS” is intended to mean “TDMS,” or Temporary Debris Management Site. All such references shall be read and interpreted as “TDMS.

4) Page 47 lists both Attachment M and Attachment X with a requirement to include draft contract documents. Page 98 includes Exhibit C, FEMA Contract Provisions Template, which appears to contain draft contract documents. Considering Exhibit C appears to contain the draft contract provisions, what are proposers required to submit with Attachments M and X?
    1. Attachment M and Attachment X are duplicative references to the City's draft/sample contract documents. For purposes of proposal submission, Attachment X is removed from the list of required proposal submittals.

       Proposers shall include the draft contract documents provided in Exhibit C within their response under Attachment M. Proposers are not required to submit their own draft contract documents or create a separate contract form.

5) The means and methods of collecting, processing, and disposing of seaweed may differ from other types of vegetative debris. Table B currently includes seaweed under the vegetative debris collection line item. Will the City separate seaweed into its own bid line item?
    1. No. The City is not revising the pricing form at this time. Proposers shall price seaweed in accordance with Table B and the applicable vegetative debris line item provided in the RFP.

6) Table B states, "Hazardous Stump Removal (Ground Not Less Than 8″ Below Grade)." Please clarify whether the City is requesting eligible total stump removal or stump grinding only under this bid line item.
    1. The City of Key West has added this line item to Table-B provided below.

7) The means and methods of collecting, processing, and disposing of seaweed may differ from other types of vegetative debris. Table B currently includes seaweed under the vegetative debris collection line item. Will the City separate seaweed into its own bid line item?
    1. The City of Key West has added this line item to Table-B provided below.

8) Table B states, "Hazardous Stump Removal (Ground Not Less Than 8″ Below Grade)." Please clarify whether the City is requesting eligible total stump removal or stump grinding only under this bid line item.
    1. The City of Key West has added this line item to Table-B provided below.

9) Table B states, “Debris Removal from Canals and Waterways,” but does not specify whether the work is to be performed using land-based or water-based operations. Will the City separate this item into land-based and water-based operations?

1. The City of Key West has added this line item to Table-B provided below.

10) There is a substantial cost difference between demolition of RACM structures and non-RACM structures. Will the City add separate line items for RACM and non-RACM demolition, or should proposers base demolition pricing on non-RACM demolition only?

1. The City of Key West has added this line item to Table-B provided below.

11) There are no separate line items for debris reduction. Should debris reduction be priced as part of TDMS management? If so, what reduction method should proposers assume?

1. The City of Key West has added this line item to Table-B provided below.

12) Waterway debris removal may vary significantly in cost depending on whether land-based or marine-based equipment is required. Will the City separate these two operations, or should proposers assume all waterway debris removal will be performed using land-based equipment?

1. The City of Key West has added this line item to Table-B provided below.

Revised Table B included in this Addendum replaces the prior Table B in the RFP. Proposers shall use the revised Table B when submitting their cost proposal.

TABLE B – DEBRIS COLLECTION AND REDUCTION SERVICES PRICE FORM

DESCRIPTION OF SERVICES	U/M	Unit Price $
Collection and Processing		
Vegetative Debris Collection	Per Cubic Yard	
Vegetative Debris Collection – Seaweed	Per Cubic Yard	
Construction and Demolition Debris Collection	Per Cubic Yard	
White Goods Collection	Each	
Mixed Debris Collection	Per Cubic Yard	
TDMS Management, Processing and Loading	Per Cubic Yard	
Sand Screening and Placement	Per Cubic Yard	
CFC Removal from Compressors	Each	
Hazardous Waste Collection and Disposal	55 Gallon Drum	
Hauling for Final Disposal		
Hauling from TDMS to Final Disposal Site <200 Miles	Per Cubic Yard	
Dead Animal Carcass Hauling and Disposal	Per Pound	
Tree Debris Removal		
Hangers Removal	Per Tree	
Hazardous Tree Removal (Leaners)	Per Tree	
<12" to 24"	Per Tree	
>25" to 48"	Per Tree	
>49" to 72"	Per Tree	
> 72"	Per Tree	
Hazardous Stump Removal (Ground Not Less Than 8" Below Grade)		
<6" to 12"	Per Stump	
>13" to 24"	Per Stump	
>25" to 48"	Per Stump	

>49" to 72"	Per Stump	
> 72"	Per Stump	
Stump Backfill	Per Hole	
Hazardous Stump Removal– Total Stump Removal Including Root Ball	Per Stump	
Miscellaneous Services		
Demolition of Structures Wood Structures	Per Square Foot	
Demolition of Concrete Structures	Per Square Foot	
Demolition of a RACM Structure	Per Square Foot	
Demolition of a Non-RACM Structure	Per Square Foot	
Video Record of pre-and post-TDMS site	Each	
Phase I Environmental Audit	Each	
TDMS Site Restoration Grading	Per Square Yard	
Topsoil TDMS Site Restoration	Per Cubic Yard	
Sod TDMS Site Restoration	Per Square Yard	
Land Based Debris Removal	Per Cubic Yard	
Water Based Debris Removal – Including Canals and Waterways	Per Cubic Yard	
- Restoration of Canal Banks and Slopes	Per Liner Foot	
Sod Restoration of Canal banks and Slopes	Per Square Yard	
Fire Suppression Support	Each Unit	
Motor Vehicles Removal Towing right of way) including to TDMS	(from	Each
Motor Vehicles Removal (from canal) Including Towing to TDMS	Each	
Boat Removal (from right-of-way) Including Towing to TDMS	Linear Foot	
Emergency Potable Bottled	Cost Per Case	

Water (Pallet of .5 Litter 24/Cases)		
Emergency Delivery of Ice (Full Truck Load 10 lbs Bags)	Cost Per Truck Load	
Mobile Kitchen Facility to provide 10-100 meals per day	Each Unit	
Mobile Kitchen Facility to provide 101-200 meals per day	Each Unit	
Mobile Kitchen Facility to provide 201-300 meals per day	Each Unit	
Mobile Kitchen Facility to provide 301-400 meals per day	Each Unit	
Mobile Laundry Facility	Each Unit	
Mobile Restroom/Shower Facility	Each Unit	
Mobile Fueling Facility	Each Unit	
Mobile Satellite Communications Facility	Each Unit	
Mobile Automated Ticket Issue and Tracking System (Hail Pass or Equivalent)	Each Unit	
Debris Reduction – Compaction	Per Cubic Yard	
Debris Reduction - Grinding	Per Cubic Yard	
Debris Reduction - Burning	Per Cubic Yard	
Emergency Portable Power Generators		
>25KW	Each Unit	
>50 KW	Each Unit	
>100KW	Each Unit	
>250KW	Each Unit	
>500KW	Each Unit	
Portable Dewater Pump 6"	Each Unit	
Manhole and Catch Basin Cleaning	Each Catch Basin	
Storm Drain Piping Cleaning	Per Linear Foot	

Name of Contractor **Signature of Contractor**

_____

Title

13) Will the City consider annual contract price increases based on Consumer Price Index data issued by the U.S. Bureau of Labor Statistics at the time of renewal?

1. No. The City will not include an automatic annual CPI adjustment in the contract.

14) The RFP includes references to tasks that may be considered debris monitoring under FEMA guidance. Can the City confirm that the debris removal contractor will not serve as the City's independent debris monitoring contractor or perform FEMA reimbursement validation functions?

1. Confirmed. The debris removal contractor shall not serve as the City's independent debris monitoring contractor, these services are fulfilled through an alternative City Contract for Debris Moniroting Services.

15) It is unclear how proposers should demonstrate compliance with the Minimum Requirements listed in Section 2.2. Attachment Y addresses some minimum qualifications but not all. Will the City update Attachment Y to include the entire scope of Section 2.2 Minimum Requirements?

1. Please include all the following documentation in regard to Attachment Y – Letter Regarding Experience:
    1. At least five years of experience in conducting disaster recovery logistical support and debris removal operations.
    2. Knowledge and experience in FEMA public assistance reimbursement procedures; and
    3. Contractor Has provided services similar to those required to at least one jurisdiction with a population of 30,000.
    4. Proposer confirms that it has a minimum of five years of experience providing disaster response and/or disaster recovery services for municipal, county, state, or other governmental entities.
    5. Proposer confirms that it has demonstrated knowledge and experience with FEMA and State Public Assistance eligibility, documentation, reimbursement procedures, and related compliance requirements.

6. Proposer confirms that it has provided services similar in scope to those required under this solicitation for a minimum of five jurisdictions of similar size and complexity to the City. Provide Jurisdiction / Client, Population / Size Complexity, Services Provided, Disaster / Event, Dates of Services, Contact Information (Name, Title, Phone Number.

16) The "Acknowledgement of OSHA Standards" form appears to be included as both Attachment K and Attachment T. Will the City remove one of these attachments from the proposal requirements to reduce redundancy?

1. Confirmed. Attachment K and Attachment T are duplicative.

   Proposers are only required to submit one completed Acknowledgement of Conformance with O.S.H.A. Standards form. For purposes of proposal submission, submission of Attachment K shall satisfy this requirement.

17) The RFP states that proposers must provide one original and two flash drives. Please confirm that no additional proposal copies are required.

1. Confirmed. Proposers shall submit one original hard copy and two flash drives.

18) Please confirm whether proposers are required to complete and submit the FEMA contract provisions with their proposal.

1. Proposers are not required to complete, rewrite, or separately submit the FEMA contract provisions template with their proposal.

19) The RFP includes evaluation criteria and a forms listing. Is there a required proposal format? Are proposers expected to satisfy the evaluation criteria through the forms alone, or through narrative sections in addition to the required forms?

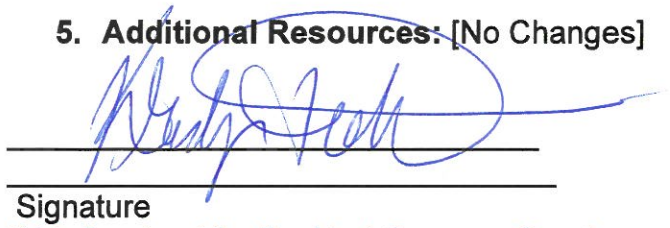
1. Proposers shall organize their proposal in a manner that clearly addresses each evaluation criterion stated in the RFP, including qualifications and experience, operations plan, financial stability, past performance, cost proposal, and any other stated evaluation categories.

   The required forms, affidavits, certifications, pricing forms, and attachments must also be completed and included with the proposal.

20) What method of reduction will be used for vegetative debris, such as compaction, grinding, or burning?

1. The method of reduction for vegetative debris will be determined by the City based on event-specific conditions, available TDMS capacity, regulatory approvals, environmental requirements, air quality requirements, site conditions, safety considerations, operational needs, and FEMA eligibility requirements.

5. Additional Resources: [No Changes]



Signature

Kristy Fuentes - Vice President, Treasurer, Secretary

Name of Business

DRC Emergency Services, LLC

LIMITED/NARROW ADDENDUM NO. 3
Services for Disaster Response
RFP 26-008

Addendum No. 3 is issued for the limited purpose of providing a corrected **Cost Proposal Form for Table B**. This Addendum does not reopen the Request for Information period and does not otherwise modify the solicitation except as expressly stated herein.

This Addendum is issued as supplemental information to the Request for Proposal package to clarify and correct certain matters related to the Cost Proposal Form for Table B. The referenced Request for Proposal package is hereby amended only as provided below:

1. **Clarification:** [No Changes]
2. **Changes to Submission Requirements:**

1) Following issuance of Addendum No. 2, the City reviewed the solicitation documents and Addendum #2 and determined that a corrected version of Table B should be issued to ensure consistency in cost proposal submissions. Addendum No. 3 is issued solely for that limited purpose.

Proposers shall use and submit the Cost Proposal Form issued with Addendum No. 3 as the controlling version of Table B. For ease of reference, the corrected Cost Proposal Form is included with Addendum No. 3 and has also been uploaded to DemandStar as a separate standalone attachment for all Proposers to reference. Proposers may complete Table B either within Addendum No. 3 or by submitting the standalone Cost Proposal Form; however, in either case, the version issued with Addendum No. 3 shall control.

The Cost Proposal Form issued with Addendum No. 3 supersedes and replaces any prior version of Table B, including the version previously issued with Addendum No. 2. Proposers are advised that the Table B form included with Addendum No. 2 contained typographical errors and/or

formatting inconsistencies. Proposers shall not use any prior version of Table B when preparing their proposal.

Except as expressly modified by Addendum No. 3, all other terms, conditions, requirements, deadlines, evaluation criteria, forms, and provisions of the solicitation remain unchanged.

3. **Updates to Project Timeline:** [No Changes]
4. **Responses to Questions:** [No Changes]
5. **Additional Resources:**

TABLE B – DEBRIS COLLECTION AND REDUCTION SERVICES PRICE FORM

DESCRIPTION OF SERVICES	U/M	Unit Price $
Collection and Processing		
Vegetative Debris Collection	Per Cubic Yard	$9.98
Vegetative Debris Collection – Seaweed	Per Cubic Yard	$16.98
Construction and Demolition Debris Collection	Per Cubic Yard	$9.98
White Goods Collection	Each	$75.00
Mixed Debris Collection	Per Cubic Yard	$9.98
TDMS Management, Processing and Loading	Per Cubic Yard	$1.42
Sand Screening and Placement	Per Cubic Yard	$28.98
CFC Removal from Compressors	Each	$25.00
Hazardous Waste Collection and Disposal	55 Gallon Drum	$9,500.00
Hauling for Final Disposal		
Hauling from TDMS to Final Disposal Site <200 Miles	Per Cubic Yard	$38.98
Dead Animal Carcass Hauling and Disposal	Per Pound	$3.00
Tree Debris Removal		
Hangers Removal	Per Tree	$88.50
Hazardous Tree Removal	Per Tree	

(Leaners)		
<12" to 24"	Per Tree	$250.00
>25" to 48"	Per Tree	$325.00
>49" to 72"	Per Tree	$350.00
> 72"	Per Tree	$375.00
Hazardous Stump Removal (Ground Not Less Than 8" Below Grade)		
<6" to 12"	Per Stump	$100.00
>13" to 24"	Per Stump	$100.00
>25" to 48"	Per Stump	$200.00
>49" to 72"	Per Stump	$300.00
> 72"	Per Stump	$400.00
Stump Backfill	Per Hole	$0.01
Hazardous Stump Removal– Total Stump Removal Including Root Ball	Per Stump	$265.00
Miscellaneous Services		
Demolition of Structures Wood Structures	Per Square Foot	$12.50
Demolition of Concrete Structures	Per Square Foot	$19.50
Demolition of a RACM Structure	Per Square Foot	$14.50
Demolition of a Non-RACM Structure	Per Square Foot	$12.50
Video Record of pre-and post-TDMS site	Each	$50.00
Phase I Environmental Audit	Each	$8,000.00
TDMS Site Restoration Grading	Per Square Yard	$30.00
Topsoil TDMS Site Restoration	Per Cubic Yard	$60.00
Sod TDMS Site Restoration	Per Square Yard	$26.50
Land Based Debris Removal from Canals and Waterways	Per Cubic Yard	$44.50
Water Based Debris Removal from Canals and Waterways	Per Cubic Yard	$162.50
- Restoration of Canal Banks and Slopes	Per Liner Foot	$48.50
Sod Restoration of Canal banks and Slopes	Per Square Yard	$32.00

Fire Suppression Support	Each Unit	$4,500.00
Motor Vehicles Removal Towing right of way) including to TDMS	Each	$250.00
Motor Vehicles Removal (from canal) Including Towing to TDMS	Each	$650.00
Boat Removal (from right-of-way) Including Towing to TDMS	Linear Foot	$135.00
Emergency Potable Bottled Water (Pallet of .5 Litter 24/Cases)	Cost Per Case	$14.88
Emergency Delivery of Ice (Full Truck Load 10 lbs Bags)	Cost Per Truck Load	$30,260.00
Mobile Kitchen Facility to provide 10-100 meals per day	Each Unit	$40,700.00/week
Mobile Kitchen Facility to provide 101-200 meals per day	Each Unit	$78,850.00/week
Mobile Kitchen Facility to provide 201-300 meals per day	Each Unit	$113,500.00/week
Mobile Kitchen Facility to provide 301-400 meals per day	Each Unit	$152,700.00/week
Mobile Laundry Facility	Each Unit	$41,480.00/week
Mobile Restroom/Shower Facility	Each Unit	$41,480.00/week
Mobile Fueling Facility	Each Unit	$59,500.00/week
Mobile Satellite Communications Facility	Each Unit	$9,950.00/week
Mobile Automated Ticket Issue and Tracking System (Hail Pass or Equivalent)	Each Unit	$1.00
Debris Reduction – Compaction	Per Cubic Yard	$1.00
Debris Reduction - Grinding	Per Cubic Yard	$4.24
Debris Reduction - Burning	Per Cubic Yard	$1.98
Emergency Portable Power Generators		
>25KW	Each Unit Per Day	$1,730.00/week
>50 KW	Each Unit Per Day	$2,445.00/week

>100KW	Each Unit Per Day	$3,690.00/week
>250KW	Each Unit Per Day	$5,490.00/week
>500KW	Each Unit Per Day	$10,390.00/week
Portable Dewater Pump 6"	Each Unit Per Day	$2,115.00/week
Manhole and Catch Basin Cleaning	Each Catch Basin	$450.00
Storm Drain Piping Cleaning	Per Linear Foot	$14.50

Kristy Fuentes

Name of Contractor

Signature of Contractor

Vice President, Treasurer, Secretary

Title

Signature

DRC Emergency Services, LLC

Name of Business