

DRC Emergency Services, LLC
500 South Australian Ave. Suite 600 West Palm Beach, FL 33401
Phone: 561-820-4877 Fax: 251-343-5554
www.drcusa.com
FL License: CRC1331035



SEALED PROPOSAL

RFP #08-015

**Disaster Response
Services**

**Attn: City Clerk
City of Key West, Florida
City Hall, 3126 Flagler Ave
Key West, FL 33040**

**September 29, 2015
3:00 P.M**

ORIGINAL

Points of Contact:
Bryan Fike bfike@drcusa.com



September 29, 2015

Attn: City Clerk
City of Key West, Florida
City Hall, 3126 Flagler Ave
Key West, Florida 33040

Re: RFP #08-015, Disaster Response Services

Dear Sir or Madam,

DRC Emergency Services, LLC, appreciates the opportunity to present to you and the City of Key West our proposal to provide disaster response services as required in the above referenced RFP. DRC ES is among the leading disaster management companies in the United States. DRC has extensive experience in serving the State of Florida and Monroe County, having responded to disasters there in the past.

In the aftermath of several devastating hurricanes in 2004 and 2005, DRC provided debris removal services to Monroe County and other municipalities in the State of Florida. DRC's experience in the State and County makes us uniquely qualified to understand and serve the disaster management and debris clearing needs of the City of Key West.

Corporate officers with legal signing authority to bind DRC ES to the terms and conditions of this proposal include: Mark Stafford, Chief Executive Officer; Kristy Fuentes, Vice President/Secretary-Treasurer; and Marc Watkins, Vice President of Estimating. Evidence of their authority is attached. The contact person for this contract is: Bryan Fike, Regional Manager, who can be reached by cell: 251-421-5176 or by email: bfike@drcusa.com.

This proposal is in all respects fair and in good faith, without collusion or fraud and conforms to the specifications of your invitation to bid. 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,

Mark Stafford
Chief Executive Officer

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

George Garrett, Sr.
Director of Marine Resources and GIS Services, Monroe County Florida

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

This action is taken in accordance with Section 10-12-22 of the Alabama Limited Liability Company Act, as amended (the "Act"), in lieu of a meeting of the manager of DRC EMERGENCY SERVICES, LLC, an Alabama limited liability company (the "Company"), and is made effective as of October 9, 2014.

WHEREAS, Section 4.2 of the Company's Amended and Restated Operating Agreement dated January 11, 2013 (the "LLC Agreement") and the Act permit the manager of the Company to take the following actions;

WHEREAS, the undersigned constitutes the sole manager of the Company (the "Manager")

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

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

<u>NAME</u>	<u>OFFICE/CAPACITY</u>
Mark Stafford	President/CEO
Kristy Fuentes	Vice President of Business Development and Secretary/Treasurer
Mark Watkins	Vice President of Estimating

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

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

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

**[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK]
[SIGNATURE PAGE TO FOLLOW]**

Dated effective as of the date first written above.

MANAGER:

7CGP, LLC

A handwritten signature in black ink, appearing to read "Scott Gold", written over a horizontal line.

By: Scott Gold, manager

A handwritten signature in black ink, appearing to read "Mark Stafford", written over a horizontal line.

By: Mark Stafford, manager

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ATTACHMENT A

DISASTER RESPONSE SERVICES

UNIT PRICE PROPOSAL FORM

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

PROPOSAL FROM:
Company: DRC Emergency Services, LLC

Address: 6258 Marshall Foch Street
New Orleans, LA 70124

Phone/Fax: 504-482-2848/504-482-4852

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.08-015**, located at various locations within CITY OF KEY WEST, Florida.

To: *CITY OF KEY WEST*
ATTN: CITY CLERK
3126 Flagler Ave.
Key West, FL 33040

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

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

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

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

Addendum No.	Addendum Date
<u>1</u>	<u>8-7-2015</u>
<u>2</u>	<u>8-13-2015</u>
<u>3</u>	<u>8-29-2015</u>

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

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

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

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

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

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

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

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

TABLE A- Time and Materials

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

Equipment Transport w/ Tractor	50 Ton	Hour	
Truck Mounted Winch		Hour	
Personnel	Size or Type	U/M	Unit Price
Superintendent w/ Pickup Truck	Individual	Hour	
Supervisor w/ Pickup Truck	Individual	Hour	
Safety or QC Manager w/ Pickup Truck	Individual	Hour	
Mechanic w/ Truck and Tools	Individual	Hour	
Climber w/ Gear	Individual	Hour	
Operator w/ Chainsaw	Individual	Hour	
Laborer w/ Tools	Individual	Hour	
Traffic Control Personnel	Individual	Hour	
Ticket Writers	Individual	Hour	
Clerical	Individual	Hour	
Administrative Assistants	Individual	Hour	

TABLE B- DEBRIS COLLECTION AND REDUCTION SERVICES

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

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

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

DESCRIPTION OF SERVICES	UNIT OF MEASURE	UNIT PRICE
Collection and Processing		Dollars
Vegetative Debris (Includes Seaweed) Collection	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		Dollars
Hauling from TDMS to Final Disposal Site <200 Miles	Per Cubic Yard	
Dead Animal Carcass Hauling and Disposal	Per Pound	
Tree Debris Removal		Dollars
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)		Dollars
<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	
Miscellaneous Services		Dollars
Demolition of Structures Wood Structures	Per Square Foot	
Demolition of Concrete Structures	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	
Debris Removal from 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 (from right of way) including to TDMS	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 Water (Pallet of .5 Litter 24/Cases)	Cost Per Case	
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	
Emergency Portable Power Generators		Dollars
>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	

CONFIRMATION SIGNATURE OF UNIT PRICE PROPOSAL INFORMATION

DRC Emergency Services, LLC
Name of Proposer


Signature of Proposer

Kristy Fuentes, Vice President/Secretary
Title

8.0 Proposer's Information:

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

9.0 Proposer accepts the provisions of the Sample Contract.

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

Proposal submitted on September 29 ___ * 2015

State Contractor License No. CRC1331035 (If applicable)

License Type: Residential Contractor's License

If Proposer is:

An Individual *N/A*

Name (typed or printed): _____

By: _____ (SEAL)
(Individual's signature)

Doing business as: _____

Business address: _____

Phone No.: _____ FAX No.: _____

A Partnership N/A

Partnership Name: _____ (SEAL)

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

Name (typed or printed): _____

Business address: _____

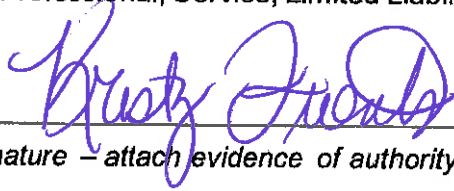
Phone No.: _____ FAX No.: _____

A Corporation

Corporation Name: DRC Emergency Services, LLC (SEAL)

State of Incorporation: Alabama

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

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

Name (typed or printed): Kristy Fuentes

Title: Kristy Fuentes

Attest:  (CORPORATE SEAL)
(Signature of Corporate Secretary)

Business address: 6258 Marshall Foch Street New Orleans, LA 70124

Phone Number 504-482-2848

Fax Number 504-482-4852

Date of Qualification do business is: 7-18-2005



ADDENDUM NO. 2

RFP 08-015

Disaster Response Services

City Of Key West

To All Proposers:

The following changes are hereby made a part of RFP 08-015 Disaster Response Services, as fully and as completely as if the same were fully set forth therein:

Table A - DEBRIS COLLECTION AND REDUCTION SERVICES

TABLE A- Time and Materials

Operators Included		One Hour Each	Dollars
Skid Steer Loader	Bobcat	Hour	\$85.00
Backhoe	Cat 416	Hour	\$145.00
Wheel Loaders	Cat 950	Hour	\$160.00
Wheel Loaders	Cat 966	Hour	\$165.00
Wheel Loaders	Cat 980	Hour	\$170.00
Tracked Loaders	Cat 955	Hour	\$160.00
Towed Loader w/ Tractor	Prentice 210	Hour	\$150.00
Self-Loading Knuckle boom Truck	25-35 CY Body	Hour	\$150.00
Self-Loading Knuckle boom Truck	35-45 CY Body	Hour	\$150.00
Dozer	Cat D4	Hour	\$100.00
Dozer	Cat D5	Hour	\$110.00
Dozer	Cat D6	Hour	\$120.00
Dozer	Cat D7	Hour	\$450.00
Dozer	Cat D8	Hour	\$500.00
Excavators	Cat 320	Hour	\$140.00
Excavators	Cat 325	Hour	\$145.00
Excavators	Cat 330	Hour	\$150.00

Tractor w/ Box Blade	80 Hp	Hour	\$65.00	
Motor Grader	Cat 120G	Hour	\$200.00	
Crane	30 Ton	Hour	\$200.00	
Bucket Truck	Up to 50' reach	Hour	\$250.00	
Bucket Truck	50' to 75' reach	Hour	\$350.00	
Trash Transfer Trailer w/ Tractor	110 yard	Hour	\$145.00	
Street Sweeper	Vacuum Type	Hour	\$185.00	
Water Truck	2000 gallon	Hour	\$85.00	
Stump Grinder	Vermeer 252	Hour	\$175.00	
Chipper w/ 2 man crew	Morbark Storm	Hour	\$225.00	
12-Foot Tub Grinder	Morbark 1200	Hour	\$425.00	
13-Foot Tub Grinder	Morbark 1300	Hour	\$485.00	
Equipment Transport w/ Tractor	50 Ton	Hour	\$120.00	
Truck Mounted Winch		Hour	\$85.00	
Personnel	Size or Type	Total Hours	Dollars	Extended Total
Superintendent w/ Pickup Truck	Individual	280	\$75.00/hour	\$21,000.00
Supervisor w/ Pickup Truck	Individual	280	\$55.00/hour	\$15,400.00
Safety or QC Manager w/ Pickup Truck	Individual	280	\$85.00/hour	\$23,800.00
Mechanic w/ Truck and Tools	Individual	280	\$90.00/hour	\$25,200.00
Climber w/ Gear	Individual	280	\$90.00/hour	\$25,200.00
Operator w/ Chainsaw	Individual	1960	\$45.00/hour	\$88,200.00
Laborer w/ Tools	Individual	1960	\$37.00/hour	\$72,520.00
Traffic Control Personnel	Individual	1960	\$37.00/hour	\$72,520.00
Ticket Writers	Individual	1960	\$37.00/hour	\$72,520.00
Clerical	Individual	280	\$37.00/hour	\$10,360.00
Administrative Assistants	Individual	280	\$40.00/hour	\$11,200.00
Total for all Personnel			\$628.00	\$437,920.00 ttl

Table B – DEBRIS COLLECTION AND REDUCTION SERVICES

DESCRIPTION OF SERVICES	UNIT OF MEASURE	UNIT
	NUMBER OF UNITS	PRICE
Collection and Processing	Volume	Dollars
Vegetative Debris (not including seaweed) Collection	Per Cubic Yard/140,000	\$6.78 / CY \$949,200.00 Total
Vegetative Debris (seaweed only) Collection	Per Cubic Yard/6,000	\$10.43/CY \$62,580.00 Total
Construction and Demolition Debris Collection	Per Cubic Yard/48,000	\$7.73/CY \$371,040.00 Total

White Goods Collection	Each/1000	\$35.00 Each \$35,000.00 Total	
Mixed Debris Collection	Per Cubic Yard/6000	\$7.73/CY \$46,380.00 Total	
TDMS Management, Processing and Loading	Per Cubic Yard/200,000	\$3.35/CY Grinding \$670,000.00 Total to Grind	\$2.85/CY Air Curtain Incinerator \$570,000.00 Total to Incinerate
Sand Screening and Placement (Tumble Type Sand Sifter)	Per Cubic Yard/100	\$17.17/CY \$1,717.00 Total	
CFC Removal from Compressors	Each/100	\$35.00 Each \$3,500.00 Total	
Hazardous Waste Collection and Disposal	55 Gallon Drum/5	\$2,190.00/55 Gallon Drum \$10,950.00 total	
Hauling for Final Disposal		Dollars	
Hauling from TDMS to Final Disposal Site <200 Miles	Per Cubic Yard/200,000	\$14.43/CY \$2,886,000.00 Total	
Dead Animal Carcass Hauling and Disposal	Per Pound/50	\$4.95/Pound \$247.50 Total	
Tree Debris Removal		Dollars	
Hangers Removal	Per Tree/100	\$70.00/tree \$7,000.00 Total	
Hazardous Tree Removal (Leaners)	Per Tree/100	\$95.00/tree \$9,500.00 Total	
<12" to 24"	Per Tree/100	\$75.00/Tree \$7,500.00 Total	
>25" to 48"	Per Tree/10	\$230.00/Tree \$2,300.00 Total	
>49" to 72"	Per Tree/10	\$290.00/Tree \$2,900.00 Total	
> 72"/	Per Tree/10	\$390.00/Tree \$3,900.00 Total	
Hazardous Stump Removal (Ground Not Less Than 8"		Dollars	
<6" to 12"	Per Stump/100	\$75.00/stump \$7,500.00 Total	
>13" to 24"	Per Stump/100	\$125.00/stump \$12,500.00 Total	
>25" to 48"	Per Stump/10	\$225.00/stump \$2,250.00 Total	
>49" to 72"	Per Stump/10	\$375.00/stump \$3,750.00 Total	
> 72"	Per Stump/10	\$450.00/stump \$4,500.00 total	
Stump Backfill	Per Hole/200	\$35.00/hole \$7,000.00 total	

Miscellaneous Services		Dollars	
Demolition of Structures Wood Structures non-RACM	Per Square Foot/10,000	\$3.50/SF \$35,000.00 Total	
Demolition of Concrete Structures non-RACM	Per Square Foot/10,000	\$3.80/SF \$38,000.00 Total	
Video Record of pre-and post-TDMS site	Each/6	\$500.00 Each \$3,000.00 Total	
Phase I Environmental Audit	Each/1	\$1,500.00 Each \$1,500.00 Total	
TDMS Site Restoration Grading	Per Square Yard/50,000	\$3.50/SY \$175,000.00 total	
Topsoil TDMS Site Restoration	Per Cubic Yard/5000	\$61.60 /CY \$308,000.00 Total	
Sod TDMS Site Restoration	Per Square Yard/50,000	\$4.68/SY \$234,000.00 Total	
Debris Removal from Canals and Waterways	Per Cubic Yard/20	\$28.50/CY \$570.00 Total	
Restoration of Canal Banks and Slopes	Per Liner Foot/1500	\$18.50/LF \$27,750.00 Total	
Sod Restoration of Canal banks and Slopes	Per Square Yard/50,000	\$5.68/SY \$284,000.00 Total	
Fire Suppression Support	Each Unit/7	\$2,700.00/Each \$18,900.00 Total	
Motor Vehicles Removal Towing (from right of way)	Each/1000	\$295.00/Each \$295,000.00 Total	
Motor Vehicles Removal (from canal) Including Towing to	Each/100	\$375.00/Each \$37,500.00 Total	
Boat Removal (from right-of-way) Including Towing to TDMS	Linear Foot/1000	\$175.00/LF \$175,000.00 Total	
Emergency Potable Bottled Water (Pallet of .5	Cost Per Case/1000	\$11.45/Case \$11,450.00 Total	
Emergency Delivery of Ice (Full Truck Load 10 lbs bags)	Cost Per Truck Load/5	\$36,000.00/Truck \$180,000.00 Total	96 bags per pallet 15 pallets per truck
Mobile Kitchen Facility to provide 10-100 meals per day	Each Unit/week	\$1,578.00/Week \$1,578.00 Total	(see mobilization below)
Mobile Kitchen Facility to provide 101-200 meals per day	Each Unit/week	\$2,505.00/Week \$2,505.00 total	(see mobilization below)
Mobile Kitchen Facility to provide 201-300 meals per day	Each Unit/week	\$3,165.00/Week \$3,165.00 Total	(see mobilization below)
Mobile Kitchen Facility to provide 301-400 meals per day	Each Unit/week	\$5,835.00/Week \$5,835 Total	(see mobilization below)
Mobile Laundry Facility	Each Unit/week	\$2,675.00/Week \$2,675.00 Total	(see mobilization below)
Mobile Restroom/Shower Facility	Each Unit/week	10 Stall Restroom \$4,466.00/Week 20 Head Shower \$5,197.00/Week (see mobilization below)	

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

Mobile Fueling Facility	Each Unit/week, with mark-up per gallon	\$2,887.00/Week \$2,887.00 Total	Fuel will be billed at cost plus 21%
Mobile Satellite Communications Facility	Each Unit/week	\$1,750.00/Week \$1,750.00 Total plus \$250.00 One-time Activation and \$1.50/minute	
Mobile Automated Ticket Issue and Tracking System (Hail Pass or Equivalent)	Each Unit/1	No Charge	
Emergency Portable Power Generators per Week		Dollars	
>25KW	Each Unit/10	\$820.00/unit/week \$8,200.00 Total	
>50 KW	Each Unit/10	\$1,130.00/unit/week \$11,300.00 Total	
>100KW	Each Unit/5	\$1,330.00/unit/week \$6,650.00 Total	
>250KW	Each Unit/5	\$4,130.00/unit/week \$20,650.00 Total	
>500KW	Each Unit/1	\$7,290.00/unit/week \$7,290.00 Total	
Portable Dewater Pump 6"	Each Unit/1	\$1,470.00/unit/week \$1,470.00 Total	
Manhole and Catch Basin Cleaning	Each Catch Basin/1	\$275.00/catch basin \$275.00 Total	
Storm Drain Piping Cleaning	Per Linear Foot/1000	\$8.83/LF (up to 15 square foot cross sectional area) \$8,830.00 Total	

1. Regarding the requirement on RFP p 12, "20.0 MAINTENANCE OF TRAFFIC- To be qualified, at least one person on the Contractor's staff must be trained and certified for State of Florida MOT design. This person must be on site at all times to assure proper MOT design is being met by the Contractor's crews." Will a third party contractor be permitted to meet this requirement?

Yes

2. Hazardous Tree Removal: FEMA 325, Public Assistance Debris Management Guide allows for the eligible removal of Hazardous Trees with a minimum diameter of 6 inches or greater measured at Diameter Breast Height (DBH), 4.5 feet above ground. Would the City consider adding an additional Hazardous Tree size category of 6 inch to 12 inch diameter?

No

3. Hazardous Stump Removal: FEMA 325, Public Assistance Debris Management Guide, Appendix G-FEMA Policies and Factsheets, DAP9523.11-Hazardous Stump Extraction and Removal Eligibility indicates that only stumps that have a diameter greater than 24 inches measured 2 feet above ground to be eligible for reimbursement. Is the contractor to assume that stumps 24 inch in diameter or less will be required to be ground a minimal of 8 inches below the surface of

**ATTACHMENT B
SAMPLE LOAD TICKET**

**PROPOSER TO PROVIDE
SAMPLE**

*Please see attached sample load ticket.

DRC Emergency Services, LLC

Contract # _____

Location _____

Cubic Yard Load Ticket

No. 132191

Agency Initials

Zone/Area

Date: _____

Mileage

Time: _____

Crew No.: _____ Pick-Up Location: _____

Cubic Yard Total: _____

Truck No.: _____ Truck Capacity: _____

Materials:

- | | |
|--------------------------------------|----------------------------------|
| <input type="checkbox"/> Vegetative | Miles |
| <input type="checkbox"/> C + D | <input type="checkbox"/> 0 - 15 |
| <input type="checkbox"/> White Goods | <input type="checkbox"/> 16 - 30 |
| <input type="checkbox"/> OTHER | <input type="checkbox"/> 31 - 50 |

Comments: _____

Signatures:

Agency: _____

DRC ES, LLC: _____

ATTACHMENT C

LIST OF PROPOSER'S EQUIPMENT AND FACILITIES (INCLUDING
LOCATION) (List may also be attached.)

QUANTITY	EQUIPMENT	TYPE
----------	-----------	------

*Please see attached list of available equipment. DRC is headquartered in Houston, Texas, with branch offices in New Orleans, Louisiana, West Palm Beach, Florida, and Surf City, North Carolina.

AVAILABLE EQUIPMENT

DRC is capable of mobilizing all of the listed equipment and more, as needed, to meet the clearing requirements of a Notice to Proceed.

100 - F150 Class 140-SUV/PP 170- F250+ Class				General Information	
Unit #	Year	Make	Model	Description	Serial #
100	2004	Ford	Ford F150	P/U	2FTRF18WX4CA65568
101	2004	Ford	Ford F150	P/U	2FTRF18W24CA65547
102	2006	Ford, W/T - 2 door	F-150 4x2	P/U	1FTPX14536NA02505
103	2006	Ford	Ford F150	P/U	1FTPX14566NA51522
104	2006	Ford	Ford F150	P/U	1FTRX12W16NA90491
105	2006	GMC	Sierra	P/U	2GTEK13Z761266712
106	2007	Ford	Ford F150	P/U	1FTPW14V57KA86722
107	2008	Ford	F-150	P/U	1FTRX14W08FB96280
108	2008	Ford	F-150	P/U	1FTRX14W88FB51359
109	2008	Ford	F-150	P/U	1FTRW14W68FA09031
110	2008	Ford	F-150	P/U	1FTRW14W38FB43317
111	2008	Ford	F-150	P/U	1FTRW14W08FA45295
112	2008	Ford	F-150	P/U	1FTRW14W58KF02786
113	2008	Ford	Ford F150	P/U	1FTPX14V98FB81159
114	2009	Ford	Ford F150	P/U	1FTPW14V99FA05748
115	2010	Ford	Ford F150	P/U	1FTEX1C88AFA79103
116	2011	Ford	Ford-150	P/U	1FTWF1ET5BFD02546
117	2012	Ford	Ford F150	P/U	1FTFW1R61CFA47030
143	2005	Infiniti	QX56	SUV	5N3AA08CX5N805615
147	2006	Toyota	Sequoia	SUV	5TDBT48A76S275665
150	2010	Lexus	LX 570	SUV	JTJHY7AX6A4037514
151	2010	Range Rover	Range Rover	SUV	SALMF1D40AA327182
152	2010	GMC	Yukon	SUV	1GKUKEEF7AR275890
153	2011	GMC	Yukon Denali	SUV	1GSX2EEFXBR119500
155	2014	Honda	Pilot	SUV	5FNYP3H99EB005650
170	2001	Ford	F-650	P/U	3FDNW65211MA22097
171	2005	Dodge	Ram 2500	P/U	3D7KR28C65G851544
172	2006	Ford	F-650 4x2	Kitchen Tractor	3FRNW65R16V255189
173	2006	Ford, Crew Cab Lariat	F-250 4x4	P/U	1FTSW21596EA32289
174	2006	Ford, Extended Cab Lariat	F-250 4x4- Diesel	P/U	1FTSX21PX6EC83403
175	2006	Ford	F-350	P/U	1FDWW36P86EC36496
177	2008	Ford	F-350	P/U	1FDSX34R48EB72833
178	2010	Ford	F-250	P/U	1FTSW2BR5AEA44885
179	2011	Ford 4X4	F-250 4x4 Lariat	P/U	1FT7W2B6XBEA26413
180	2011	Ford crew cab	F250 Lariat	P/U	1FT7W2B6XBEB07751
181	2012	Ford	Ford -250	P/U	1FT7W2BT8CEA49440

190-750 Class Trucks 200-Debris Trucks 800-
Tractor Units

General Information



Unit #	Year	Make	Model	Description	Serial #
200	1989	Mack	R690ST	Tractor	2M2N277Y5KC011894
201	1991	Mack	RD690S	Knuckleboom Self-Loader	1M2P264Y0MM009299
202	1991	Mack	RD690S	Knuckleboom Self-Loader	1M2P264Y9MM009298
203	1993	Mack	RD688S	Knuckleboom Self-Loader	2M2P267Y8PC015240
204	1996	GMC	TopKick	18' Dump Truck	1GDJ7H1J3TJ509970
205	2003	Kenworth	Tandem T800	Knuckleboom Self-Loader	1NKDLU0X83J392848
206	2006	Peterbilt	379 TM	Knuckleboom Self-Loader	1NP5LBOX26N896831
207	2006	Kenworth	W900	Knuckleboom Self-Loader	1NKWLBOX96J143881
209	2006	Kenworth	W900	Knuckleboom Self-Loader	1NKWLBOX5T157496
210	2006	Peterbilt	Triaxle Self Loader	Knuckleboom Self-Loader	1NPLBOXN86N637244
801	1987	Peterbilt	379	Tractor	1XP5DB9XXHN213444
802	1996	Mack	CH612	Tractor	1M1AA13Y0TW062573
803	1996	Mack	CH612	Tractor	1M1AA13Y5TW062570
804	1999	Mack	CH613	Tractor	1M1AA18Y5XW107604
805	1999	Peterbilt	379	Tractor	1XP5DR9X3XD466845
806	2001	Freightliner	Tractor	Tractor	1FUJCLAVX1LG04688
807	2007	International	5900 Tractor	Tractor	1HTXRAPT37J463560
820 - Trailers 930-Marine Vessel Trailers			General Information		
Unit #	Year	Make	Model	Description	Serial #
824	1974	Dump Trailer	Dump Trailer		1741178
825	1974	Dump Trailer	Dump Trailer		1P922SS25FA003403
826	1993	Trail King	Lowboy Trailer		1TKJ05136PM112114
827	1994	Fontaine	Lowboy Trailer		4LFR4730R3503303
828	1997	Trail King	501	24' Lowboy Trailer	1TKC0242XVG039030
829	1997	Dutchman	Classic (5th Wheel)	32' Travel Trailer	47CT20P28V1078556
830	1999	Fontaine	Flatbed		13N148301X1587442
831	1999	Fontaine	Flatbed		13N148307X1587526
832	2000	Benson	80yd Dump Trailer		1NUDT38RXYMAS0301
834	2002	Haulmark	WT-L-BHP 6280	Kitchen Trailer	4XSG540362G041778
835	2004	Interstate	Pintle Hitch 25 ft.	Debris Dump Trailer	1JKDLA4024M005162
838	2005	Beach	18 Ft.	Dump Trailer	4XWDP18215N708220
839	2005	Interstate	Pintle Hitch 25 ft.	Debris Dump Trailer	1JKDLA4045M005682
840	2005	Econo	Pintle Hitch 25 ft.	Debris Dump	42EDPKT2X51000358



				Trailer	
841	2005	Interstate	Pintle Hitch 25 ft.	Debris Dump Trailer	
842	2005	Fontaine	Lowboy Trailer		4LFE2030153527575
843	2005	Top Hat	35yd Debris Trailer		4R7B025235T060488
844	2005	Top Hat	35yd Debris Trailer		4R7B025245T060435
845	2005	Top Hat	35yd Debris Trailer		4R7B025205T061775
846	2005	Top Hat	35yd Debris Trailer		4R7B025295T061774
848	2007	Carry-On	6x12 Cargo Trailer	Cargo Trailer	4YMCL12197G066383
849	2007	Econline	DP2425DA	Debris Dump Trailer	42EDPKV2971000240
853	2009	Port City	24' Custom Trailer	Prison Trailer	4PCCU242191000016
855	2010	Carry On Trailer	Enclosed		4YMCL121XAT027557
858	1994	AlFab	Aluminum Trailer	Debris Dump Trailer	1A9DA343X55199333
930	2005	Host	HSTA3800T	48' Boat/Car Hauler	1H9SGWL324W138115
931	2009	Magic Tilt	TCA2452W	Boat Trailer	1M5BA242991E49649
932	2010	Sport Trail	With Asset 1422	Boat Trailer	1S9BB3832AW542905
300- Excavator 400-Skidsteer 500-Dozer 600-Wheel Loader 620- Telehandler 700-Forestry				General Information	
Unit #	Year	Make	Model	Description	Serial #
301		Caterpillar	318CL	Excavator	MDY00240
302	USED	Caterpillar	330DL	Excavator-9k a month	B6H00267
303	USED	Caterpillar	330DL	Excavator-9k a month	NBD00401
305	USED	Caterpillar	315CL	Hyrda Excavator	CAT0315CLOCJCO2999
306	USED	Kobelco	SK290	Excavator	LB04U0487
307	USED	Case	CX240	Excavator	CAC241714 #GR0213
309	USED	Kubota	KX161-3	Excavator	31517 #BK0155
310	USED	Caterpillar	315CL	Excavator	0315CTCJCO4263
312	USED	Caterpillar	320CL	Excavator	0320CPPAB07195
402	2013	Caterpillar	299D	Skid Steer	GTC00488
403	2013	Caterpillar	299D	Skid Steer	GTC00553
500		Caterpillar	D6R11XW	Track-Type Tractor	AEP00185
502	2003	Caterpillar	D6R11XW	Track-Type Tractor	AEP00183
503	USED	Caterpillar	D4 LGP	Track-Type Tractor	0FDC00482
504	USED	Caterpillar	D4G LC	Track-Type Tractor	CAT00D4GCTLX00850
505	USED	Caterpillar	D6M	Dozer	04JN02657
506	USED	John Deere	450LGP	Dozer	T0450JX131943



507	USED	Caterpillar	D4G LC	Dozer	TLX01103
600	USED	Caterpillar	936F	Wheel Loader	8AJ00249
601	USED	Caterpillar	950G	Wheel Loader	3JW01557
603	USED	Caterpillar	938G	Wheel Loader	6WS01225
604	USED	Caterpillar	966G	Wheel Loader-4k a month	3SW00469
620	2002	Caterpillar	TH63	Telehandler	5WM07638
700	2000	Carlton	7500	Stump Grinder	1J9G42110Y1167345
701	2005	Caterpillar	525B	Wheel Skidder (Logging)	3KZ01615
702	USED	Bushhog	296	Cutter & Disk	476988
703	1988	John Deere	JD5205	4WD Tractor	LV5205C721215
706	USED	John Deere	648G	Skidder	DW648GX605181
707	USED	Prentiss	2384	Log Grapple	PR63177
1300 - Attachments			General Information		
Unit #	Year	Make	Model	Description	Serial #
1318	2013	Bradco	30272-9925	Cutter Head	346471
1319	2013	AFE	SSECO	Cutter Head	10-13-R125-081
900 - Boats/Barges			General Information		
Unit #	Year	Make	Model	Description	Serial #
900	1974	Skimmer	DIP 3001	Navy Oil Skimmer	1087-74-25R
901	1976	20' Monarch	20' 350 Mericruiser	Alum. Work Boat	
902	1976	22' Monarch	22' 350 Mericruiser	Alum. Work Boat	
903	1993	FLZ 15'		Airboat	FLZP9813F393
904	2000	PAP 18'		Airboat	PAP00028E200
906	2006	24' Sea Ark	24' Suzuki 150	Alum. Work Boat	SOM29357A606
907	2009	24' Sea Ark	24' Suzuki 175	Alum. Work Boat	SOM32897L809
908	2009	24' Sea Ark	24' Suzuki 175	Alum. Work Boat	SOM32617H809
909	2009	24' Sea Ark	24' Suzuki 175	Alum. Work Boat	SOM33008B909
910	2009			37' Custom Aluminum Boat	M1Z24299G00
911	2009			35' Custom Aluminum Boat	
912	2011	38' Southbay	Aluminum	Alum. Crew Pontoon Boat	FRU17885G011
913		Quarters Barge	Barge 195'x55'	QuartersBarge	CMS-1113B





ATTACHMENT D

CONTRACTOR'S QUALIFICATIONS STATEMENT

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

1. Please describe your company in detail.

Please see attached Qualifications Statement for detailed information on DRC's services, experience and qualifications.

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

5852 San Felipe Street, Suite 425, 4th Floor
Houston, TX 77057

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

281-201-0533/504-482-2852

4. Number of employees:

56

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

DRC has 56 full time employees, as well as dozens of reservists and hundreds of subcontractors ready to participate in any response effort. Depending on the size of an event which may strike the City of Key West, DRC will dedicate all necessary manpower and equipment and in no case will the City be understaffed.

6. Company Identification numbers for the Internal Revenue Service:

63-1283729

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

N/A

8. How many years has your organization been in business? Does your organization have a specialty? DRC has provided disaster recovery services for over 14 years and has developed extensive experience in emergency response and recovery including, but not limited to: Debris Management; Demolition; Marine Debris, Salvage, and Recovery; Vehicle and Vessel Removal And Processing; Technical Assistance and Project Management; Temporary Housing, Workforce Housing and Life Support; Construction and Construction Management; Landfill Management; Civil, Heavy, and Recovery Construction; Oil Spill Response and Mining; Right-of-way maintenance; Beach Renourishment; Canal Bank Stabilization; Drainage Improvement Projects

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

*Please see attached Qualifications Statement for DRC's 10 Year Past

Performance list with reference information.

10. Have you ever failed to complete any work awarded to you? If so, where and why?
No.

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

11.1.
Name Richard Jones, Senior Administrator, Monroe County, FL
Address 2798 Overseas Hwy., Suite 420
Marathon, FL 33050
Telephone No. 305-289-2580

11.2.
Name Steve Milford, City of Gulf Breeze, FL
Address 1070 Shoreline Drive
Gulf Breeze, FL 32561
Telephone No. 850-934-5113

11.3.
Name Claudia Simmons, Manager Office of Purchasing, Escambia County, FL
Address 223 Palafox Place, Suite 300
Pensacola, FL 32501
Telephone No. 850-554-2772

*Please see attached statement of Contractor's Qualifications for additional references.

*Please see attached statement of Contractor's Qualifications for a list of all of DRC's projects in the past 5 years.		

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

Name of Project	Owner	Value	Contracted Completion Date	% of Completion to Date
*Please see attached statement of Contractor's Qualifications for a list of DRC's current contractual commitments and current standby contracts.				

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

Yes. Please see Tab K (Attachment K) for DRC's complete disaster response plan.

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

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

*Please see attached statement of Contractor's Qualifications for DRC's Local Subcontractor Resource Program and a list of proposed subcontractors.

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

PROVIDE LIST IN ATTACHMENT C

DRC Emergency Services, LLC and its subcontractors own substantial trucks and specialized pieces of heavy equipment, attachments and support equipment specifically designed for emergency response. Please see Attachment C for a full list of available equipment.

16. What equipment will you purchase for the proposed work?

(Continue list on insert sheet if necessary)

DRC and/or their subcontractors have national priority contracts with multiple national equipment leasing companies and subcontractors and/or independent contractors through which hundreds of trucks and/or pieces of heavy loading equipment are available to supplement DRC's and/or the subcontractor's fleets. DRC will purchase additional equipment as necessary to meet the requirements of a Notice to Proceed, depending on the scope and severity of the disaster event.

17. What equipment will you rent for the proposed work?

(Continue list on insert sheet if necessary)

DRC will rent additional equipment as necessary to meet the requirements of a Notice to Proceed and depending on the scope of severity of a disaster event.

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

(Continue list on insert sheet if necessary)

Alex Martin will serve as project manager for this contract. Please see attached
Qualifications Statement for the qualifications and experience of Mr. Martin and
other key personnel to be assigned to this contract. Extended resumes are available
to the City upon request.

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

DRC Emergency Services, LLC

6258 Marshall Foch Street New Orleans, Louisiana 70124

19.1 The correct name of the Proposer is:

DRC Emergency Services, LLC

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

Limited Liability Company

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

Mark Stafford - Chief Executive Officer; Kristy Fuentes - Vice President/Secretary;

Les Flynn - Chief Financial Officer

SUBMITTED BY:

Kristy Fuentes

Kristy Fuentes, Vice President/Secretary
PRINT NAME/ TITLE

SIGNATURE
STATE OF ~~FLORIDA~~ LOUISIANA)

PARISH) ~~SSX~~
COUNTY OF ORLEANS)

FEIN: 63-1283729

The foregoing instrument was acknowledged before me this 15th day of Sept.
2015, by Kristy Fuentes who is personally known to

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

WITNESS my hand and official seal, this 21st day of Sept., 2015.

(NOTARY SEAL)

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

[Signature]

(Signature of person taking acknowledgment)

Alvin Maus

(Signature of person taking acknowledgment)

CONTRACTOR'S QUALIFICATIONS

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

- Debris Management
- Demolition
- Marine Debris, Salvage, and Recovery
- Vehicle and Vessel Removal And Processing
- Technical Assistance and Project Management
- Temporary Housing, Workforce Housing and Life Support
- Drainage Improvement Projects
- Construction and Construction Management
- Landfill Management
- Civil, Heavy, and Recovery Construction
- Oil Spill Response and Mining
- Right-of-way maintenance
- Beach Re-nourishment
- Canal Bank Stabilization

"In every occasion, DRC remained client-oriented and responsive and delivered excellent service."

—Wilkin, REP, Director of Community and Environmental Department, Escambia County

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

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

NOTABLE ACHIEVEMENTS AND EXPERIENCE

- Simultaneously mobilizing, staffing and successfully operating 39 individual projects throughout the Southeastern US valued in excess of two hundred million dollars
- Providing, placing in service and simultaneously utilizing in excess of 4000 pieces of specialized equipment
- Maintaining an experienced cadre of over fifty Program and Project Managers
- Establishing a single-day productivity record for post-disaster debris removal as recognized by FEMA in 2008
- Earning recognition as one of the Top 50 Specialty Contractors by *Engineering News-Record*



- Designing, implementing, managing and financing a 150-mile Gulf of Mexico shoreline protection system in response to the BP oil spill
- Establishing industry standards for total volume recycled by recycling 100% of the volume collected in Houston, TX following Hurricane Ike
- Designing and implementing new standards for moving work zones
- A 14-year record of 100% federal reimbursement for eligible work performed
- A 14-year record of environmental compliance

FINANCIAL STRENGTH AND STABILITY

DRC is, financially, one of the strongest groups in its industry and class. DRC has managed and completed dozens of multimillion dollar contracts in its history. By offering a diverse array of high-quality professional services, DRC has maintained its financial soundness at times when other companies in the industry have struggled to perform. At times following the 2005 and 2008 storm seasons, DRC was over \$100mm out of pocket, prior to receiving any payments from clients. DRC is owned and backed by Alcentra, a global asset management firm wholly owned by the Bank of New York Mellon, with \$21.5 billion in assets under management. Alcentra and its affiliates have invested over \$20mm of capital into DRC, giving the company the ability to respond to any event or challenge. The following are some highlights of DRC's financial capability:

- DRC is capable of insuring projects in any amount and our key coverages are unlimited in amount. With the support of its investors, DRC has over \$10mm of available working capital and has the financial ability to bid on and perform contracts in excess of \$100 million. Please see attached letter from the Bank of New York Mellon for evidence of DRC's financial support and stability.
- DRC has a total bonding capacity of at least \$100,000,000. See attached letter.
- In 2008, following Hurricanes Ike and Gustav, DRC provided debris removal services for 36 separate contracts, including the cities of New Orleans, Houston, and Galveston. These were simultaneously provided disaster management services. The total value of these contracts is currently estimated at \$200,000,000.00
- In 2005-2006, DRC mobilized, performed, and completed a contract of over \$100,000,000 for the Louisiana Department of Transportation and Development in response to Hurricane Katrina while performing on numerous other projects across the nation.
- During the 2004 Hurricane season, DRC worked 37 separate contracts performing a total of over \$150,000,000 in emergency work, and recovering of over 10,000,000 cubic yards of debris in a four and half month period. Throughout this entire period, all subcontractors were paid on a weekly basis, even though DRC often had to wait up to 30 to 60 days for interim invoice payments.
- DRC has not failed to complete any work awarded to it, has not defaulted on any contracts, has met all financial contractual obligations, and has never filed for bankruptcy.



COMMITMENT TO COMPLIANCE AND ETHICAL BUSINESS CONDUCT

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

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

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

DRC's Core Values

- Tell the Truth. In all business matters, we are committed to finding the truth and telling the truth. Truth-telling is a fundamental obligation of the DRC Emergency Services, LLC executive leadership and all employees.
- Use Common Sense and Good Judgment. We rely on the integrity of our employees and expect that they apply common sense and good judgment even when no one is watching.
- Work Hard. We expect all employees to give the full measure of honest effort to their working responsibilities, while maintaining a healthy life balance with wholesome off-



duty interests and activities.

- **Be Prepared.** The nature of our emergency services work demands that all of us be in a continuing state of readiness. Responding to urgent calls for our help with the right personnel and equipment assets sets us apart from the competition.
- **Be Accountable.** We are accountable for everything we do or fail to do. We take ownership of our actions and stand up to the consequences of those actions whether positive or harmful to our customers or our Company.
- **Show Courtesy and Respect.** Our culture is built on the initiative, strengths and dedication of our people. We treat each other with respect, honesty, courtesy and fairness. We value the different skills, perspectives and experiences of our people.
- **Protect Privacy:** The privacy and integrity of customer and employee records and information is part of showing respect. Personal or private information should be disclosed only after conferring with and receiving permission from the individual or customer.

Application of Core Values

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

LOCAL EXPERIENCE

DRC has thorough knowledge of the State of Florida, Monroe County and surrounding regions, active and potential debris sites, collection routes, sand beach management issues, and policies and procedures. Moreover, DRC has developed strong relationships with local partners and officials involved in cleanup efforts.

- DRC has responded to scores of major disaster events in the State of Florida
- DRC maintains and fulfills preposition and disaster management contracts with numerous cities and counties similar to the City of Key West.



- DRC routinely and successfully completes contract after contract exactly like the one set forth in this RFP from the initial mobilization and emergency push right through to the final closeout.
- DRC personnel have decades of experience serving metropolitan and rural areas in the wake of natural and man-made disasters.
- DRC personnel are well-versed and experienced in tracking, monitoring, and documenting debris disposal to satisfy FEMA and any other government requirements for reimbursement.
- DRC has extensive experience in clearing, hauling, handling, and disposing of any kind of debris, including vegetative, construction and demolition, white goods and metals, stumps, and hazardous.
- DRC has extensive experience in clearing, hauling, handling, and disposing debris from any kind of environment including interstates, roadways, right of ways, private property (right of entry), beaches, and marine.
- DRC has considerable experience in working with local, state, and federal government disaster response agencies including the Federal Emergency Management Agency, the Federal Highway Administration, and the U.S. Army Corps of Engineers.
- DRC has successfully managed the response to every type of natural disaster scenario from tornadoes and ice storms to the strongest hurricanes on meteorological record.
- DRC has a strong record of encouraging and facilitating local and minority subcontractor participation through our Local Subcontractor Resource Program.
- DRC has extensive experience managing debris staging and reduction sites (TDSRS) of every size and type with utmost sensitivity to accurate monitoring of debris collection, to local requirements, concerns, and regulations, and to all federal and environmental standards.
- DRC has the personnel, equipment, and resources to mobilize response forces immediately upon a Notice to Proceed, if applicable even prior to a predicted disaster event, and to have crews in operation within 24 hours or less.
- DRC has the resources and demonstrated ability to perform, complete, and close out the response to a disaster event of any scale, including the most catastrophic disasters.

10 YEAR PAST PERFORMANCE LIST

DATE 2015	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
August	ALDOT District 2 Tuscaloosa Area Bryan Matthews (334)242-7250 Bryan.Matthews@purchasing.alabama.gov	Tree Trimming and Removal	Maintenance Contract
July	Jackson County, MS Susan Perry Susanne_Perry@co.jackson.ms.us	LANDFILL SERVICES FOR CHIPPING, GRINDING, HAULING AND DISPOSAL OF VEGETATIVE DEBRIS	Est. Value: \$67,200.00



July	St. Louis County, MO Dave Menderski 314-852-0984	Tree Removal	Work in Progress
June	TxDOT Waller and Montgomery County	Debris Removal and Disposal	Work in Progress
May	City of Bellaire, TX Brant Gary 713-662-8150 bgary@bellairetx.gov	Disaster Debris Removal Services	Est. Value: \$12,926.87
May	City of Houston, TX Harry Hayes 713.837.0311 harry.hayes2@houstontx.gov	Disaster Debris Removal Services	Work in Progress
May	City of Houston, TX Roy Korthals 832-393-8734 Roy.korthals@houstontx.gov	Base Camps	Est. Value \$7,142
May	Parish of East Baton Rouge, LA Bryan Harmon (225) 389-3158 BHARMON@brgov.com	Disaster Street Clearing Debris Collection, Removal, Processing, Disposal and Management Services	Est. Value: \$420,000
April	Ascension Parish, LA Rick Webre 225 621 8360 rwebre@apgov.us	Storm Cleanup as a result of the weather system on Monday April 27, 2015	Est. Value \$60,000
April	Castlerock Communities, LP Cobb Findley Albert Syzdek 713.462.3242 asyzdek@cobbfindley.com	Goose Creek Landing - Section 1 Clearing	Work in Progress: \$39,300.00
April	Castlerock Communities, LP Cobb Findley Albert Syzdek 713.462.3242 asyzdek@cobbfindley.com	Goose Creek Landing Detention Pond Clearing	Work in Progress: \$ 79,864.00
March	City of Corpus Christi, TX James Boyle (361)826-3555 jimbo@cctexas.com	Master Channel 31 Drainage Channel Excavation	Work in Progress: \$883,128.79
February	New Caney Defined Benefits Area MUD Within the City of Houston ETJ in Montgomery County, TX Dannenbaum Engineering Steve Sheldon	Phase 2 Clearing and Grubbing	Work in Progress \$393,496.38



	713-520-9570 Steve.sheldon@dannenbaum.com		
January	Harris County, TX Marvin Clede or Veronica Puente 713-274-1557, 281-442-7950 Marvin.clede@hcpid.org	Expansion of James Driver Park Phase One	Work in Progress Est. \$1,213,277.00
DATE 2014	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
December	TXDOT- Smith County Wendy Simmons (930)510-6589 wsimmons@dot.state.tx.us	Tree Removal	Work in Progress \$166,050.00
November	Houston Parks Board Trent Rondot (713)942-8500 ext: 13 Trent@houstonparksboard.org	Bayou Greenways Tree pruning and Forestry- Maintenance Contract	Work in Progress \$130,500
November	Brazos County, TX R Alan Munger 979-822-2127 x 3026 RAMunger@brazoscountytexas.gov	Tree Trimming and Removal	Work in Progress: Maintenance Contract
October	Harris County, TX Gene Rushing (713)684-4000 Gene.rushing@hcfcd.org	South Richey Stormwater Detention Basin Excavation	Work in Progress \$5,350,171.15
August	ALDOT-2 nd Division District 3 Bryan Matthews (334)242-7250 Bryan.Matthews@purchasing.alabama.gov	Tree Trimming/Canopy Removal- District 3	Work in Progress \$121,314.98
August	Jefferson Parish Public Works Amber Breaux (504)349-8500 abreaux@jeffparish.net	Stumps and Root Mass Grinding	Work in Progress \$50,000
July	City of Athens, AL Allison Crawford (256)233-2224 acrawford@athensal.us	Grinding and Disposal of April 28,2014 Storm Debris/Green Waste	Work in Progress \$65,552.00
July	Hyde County, NC Justin Gibbs (252)542-0806 Justin.gibbs@hydecountync.gov	Hurricane Arthur Debris Management Services	Estimated: \$8,750
July	City of Shreveport, LA Donald Evans (318)673-5460 donald.evans@shreveportla.gov	Cross Lake Dam Embankment Vegetation Removal	Work in Progress \$252,284.26
July	City of Center Point, AL Tammy Graham (205)854-4460	Demolition and Cleanup	Work in Progress Est. \$34,911.00
July	City of Archdale, NC D. J. Señeres, PE, PWLF (336) 434-7344 BUS	Winter Storm Debris Easement Removal	Work in Progress Est. \$75,000.00



DATE 2013	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
	dseneres@archdale-nc.gov		
July	City of Jonesboro, AR Steve Kent (870)932-0740 skent@jonesboro.org	Debris Removal	Work in Progress Est. \$ 270,000.00
May	Archdale, NC D. J. Señeres, PE, PWLF (336) 434-7344 BUS dseneres@archdale-nc.gov	Winter Storm Debris Removal	Work In Progress \$228,000.00
May	Gulf Breeze, FL Steve Milford (850) 934-5113 smilford@gulfbreezefl.gov	Emergency Debris Removal	Est. \$108,995.46
May	Okaloosa, FL Joanne Kublick (850)689-5960 jkublick@co.okaloosa.fl.us	Emergency Debris Removal	Est \$5,816.78
April	Thomasville, NC Daryl Poole (336)475-4220 Daryl.poole@thomasville-nc.gov	Debris Removal and Disposal, Debris Management, and Debris Clearance	Est. \$473,222.69
March	City of New Orleans Pura Bascos (504)658-5050 pbascos@nola.gov	Strategic Demolitions for Economic Recovery	Work in Progress \$6,685,950.00
February	New Hanover, NC Kim Rhoane (910) 798-4402 kRoane@nhcgov.com	Emergency Response, Management, and Recovery	Est. \$1,146,756.55
February	Wilmington, NC Dave Bundick (910)341-0081 Dave.Bundick@wilmingtonnc.gov	C&D Debris Removal and Vegetative Debris Removal and Disposal	Est. \$1,555,223.85
February	Pender County, NC Tom Collins (910)259-1210 tcollins@pendercountync.gov	Debris Management and Site Disposal	Est. \$66,447.07
February	South Carolina Department of Transportation Mark Hunter 803-737-1290 Huntermw@scdot.org	Clearing Roads, ROW, Debris Hauling due to a hurricane/storm event	Work in Progress Approx \$40,000,000.00
January	Richmond, VA Bobby Vincent 804-646-6444 Bobby.Vincent@RichmondGov.com	Snow Removal Services	Est. \$36,855.00
January	LADOTD – Webster Parish David North (318)371-3010 david.north@la.gov	Tree Removal in Webster Parish	Work In Progress Est. \$458,785



December	Port St. Lucie RBM Contracting, LLC Branch McClendon (850)622-1434 info@rbmcontracting.com	Canal Bank Stabilization Improvements (3 Segments)	Work in Progress Est. \$4,022,930.54
September	Bienville Parish David North (318)371-3010 david.north@la.gov	I-20 Tree Removal in Bienville Parish	Work In Progress Est. \$348,053
July	St. Louis County, MO Dave Menderski 314-615-1134 314-615-1130 fax	Tree Removal & Stump Grinding	Work In Progress Est. \$16,041.11
June	St. Charles County, MO Kurt Manderach 636-949-7900 ext. 3876	Emergency Storm Debris Removal	Est. \$627,361.00
June	Bridgeton, MO Donald Hood (314) 739-7500 cityadmin@bridgetonmo.com	Emergency Storm Debris Removal	Est. \$38,981.81
June	Pottawatomie County, OK Melissa Dennis 405-273-4305 mdennis-pottcounty@sbcglobal.com	Emergency Cleanup of Storm Debris	Est. \$418,256.75
June	City of Oklahoma City Jim Lewellyn 405-297-2830 Jim.lewellyn@oke.gov	Emergency Storm Debris Removal	Est. \$1,873,206.11
May	Terrebonne Parish Consolidated Govt Philip P Chauvin 985-868-1050 Philip.chauvin@tbsmith.com	St. Louis Bayou Cleanout	Work In Progress Est. \$924,950.00
April	Zehendner Disaster Relief, LLC John or Carolyn Zehendner carolynzdr@yahoo.com 816-797-2135	Super Storm Sandy Marine Debris Removal Ocean City, NJ	Est. \$340,000.00
DATE 2012	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
November	Piscataway, New Jersey Joe Criscuolo jcriscuolo@piscatawaynj.org	Super Storm Sandy Debris Removal	NTE \$1,500,000.00
November	New York Department of Transportation Bill Howe (518) 457-1563 Bill.Howe@dot.ny.gov	Super Storm Sandy Debris Removal Nassau County	\$4,037,702.00
November	New York Department of Transportation Bill Howe (518) 457-1563 Bill.Howe@dot.ny.gov	Super Storm Sandy Debris Removal Suffolk County	\$9,138,885.00
November	New York Department of Transportation Bill Howe (518) 457-1563 Bill.Howe@dot.ny.gov	Super Storm Sandy Debris Removal Suffolk County	\$5,473,522.00



November	Harford County, Maryland Tom Hilton 410.638.3018 thilton@harfordcountymd.gov	Super Storm Sandy Management of Vegetative Debris	\$29,671.63
September	Ascension Parish Rick Webre 225.621.8360 rwebre@apgov.us	Hurricane Isaac Debris Removal	Est. \$255,249.52
September	LADOTD District 62 Phil Graves 225-571-5671	Hurricane Isaac Debris Removal	Est. \$593,357.20
September	Mandeville, LA David Degeneres 985-626-3144 ddegeneres@cityofmandeville.com	Hurricane Isaac Debris Removal	Est. \$460,713.49
September	St John the Baptist Jobe Boucvault 985-652-2222 j.boucvault@sibparish.com	Hurricane Isaac Debris Removal	Est. \$1,919,623.21
September	Jefferson Parish Marnie Winter 504.731.4612 mwinter@jeffparish.net	Hurricane Isaac ROW Debris Removal	\$1,711,529.94
September	East Baton Rouge David Guillory 225 389 3158 dguillory@brgov.com	Hurricane Isaac Disaster Management	Est. \$2,468,162.98
September	St. Charles Parish Chandra Sampey 985.331.8604 csampey@stcharlesgov.net	Hurricane Isaac Debris Removal	\$473,541.98
August	Jefferson Parish Marnie Winter 504.731.4612 mwinter@jeffparish.net	Hurricane Isaac ROW Debris Removal	\$64,402.51
August	NOLA Cynthia Sylvain Lear 504-658-3800 cslear@nola.gov	Hurricane Isaac Debris Removal	Est. \$2,364,304.31
August	DDD NOLA Richard McCall 504-561-8927 rmccall@downtownnola.com	Hurricane Isaac Debris Removal	Est. \$16,668.90
August	State of Louisiana Melodie Landry 225-342-3188 mlandry@lwc.la.gov	Hurricane Isaac – Mass Feeding	\$23,750.00
August	State of Louisiana Melodie Landry 225-342-3188 mlandry@lwc.la.gov	Hurricane Isaac – Catering Services	\$21,600.00
August	State of Louisiana Tammy Carter 225.925.6019 Tammy.carter@dps.la.gov	Hurricane Isaac - Delivered MRE's to Kenner, LA	Est. \$10,946.88
August	State of Louisiana Damar Hopkins dhopkins@brgov.com	Hurricane Isaac Sand Delivery	\$19,680.00
August	FDOT District 7, FL Terry Hensley terry.hensley@dot.state.fl.us	Hurricane Isaac - Cut and Toss Contract Z 7023	\$17,550.00



July	St. Clair County, AL Dan Dahlke, Engineer 205-294-2190 ddahlke@stclaireco.com	PWB #29 Shoal Creek Extension	\$188,864.00
July	VDEM Jason Eaton 804-674-2409 Jason.Eaton@vdem.virginia.gov	Logistics / Emergency Supplies	\$96,911.80
July	Corpus Christi, TX Lawrence Mikolajczyk 361-826-1965	Brush Collection	\$249,070.00
June	Matthews County, VA Dave Burns 804-725-2800 bouttime.dave@gmail.com	Logistics / Emergency Supplies	\$13,109.00
May	Corpus Christi, TX Lawrence Mikolajczyk 361-826-1965	Debris Removal	\$482,331.96
May	Moody, AL Mayor Joe Lee 205-640-5121	Storm Debris Removal	\$69,375.00
May	Limestone County, AL Richard Sanders, Engineer 256-233-6681	Water way Debris Removal	\$164,605.02
May	St. Clair County, AL Dan Dahlke, Engineer 205-294-2190 ddahlke@stclaireco.com	Shoal Creek Debris Removal	\$464,885.00
May	St. Clair County, AL Dan Dahlke, Engineer 205-294-2190 ddahlke@stclaireco.com	Kelly Creek Debris Removal	\$173,782.00
April	Tuscaloosa, AL Chad Christian 205-248-5384	Forest Lake Debris Removal	\$142,817.00
March	Pendleton County, KY Judge Henry Bertram 859 743 6559 pendjud@fuse.net	Tornado debris removal from county road right of ways	\$144,039.22
March	Lafayette Consolidated Government Patricia Broussard (Buyer) 337-291-8034 or Terry Cordick (Associate Director of PW) 337-291-8509	Emergency Disaster Debris Removal from March 2012 Floods	\$52,767.84
February	Center Point, AL Mayor Tom Henderson 205 854 4890	Disaster Debris Removal, Reduction & Disposal for January 2012 Tornadoes	\$456,877.00
January	Tuscaloosa, AL Rex Buck 205-657-4050	Structural demo, Debris removal and Site cleanup	\$1,369,153.80
DATE 2011	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
December	Burgaw, RI Chad McEwen 910.259.2151 cmcewen@townofburgaw.com	Grinding/Chipping at Site	\$18,620.00



November	Barrington, RI Joe Piccerelli 401.247.1907	Tub Grinding @ Town Compost Site	\$81,956.92
October	Houston, TX Harry Hayes 713.837.0311 harry.hayes2@houstontx.gov	Debris Removal in City Parks and ROW's	Work In Progress \$3,784,619.89
September	Southern Shores, NC Peter Rascoe 252-216-7524 PRascoe@southernshores-nc.gov	Debris Removal - Hurricane Irene	\$240,643.61
September	Pamlico County, NC Tim Buck 252-745-3133 tim.buck@pamlicocounty.org	Veg and C&D Debris Removal - Hurricane Irene	\$1,383,586.23
September	New Hanover County, NC John Hubbard 910-798-4400 JHubbard@nhc.gov	Veg / C&D Debris Removal & Disposal	\$278,255.70
September	VDOT-Ashland Residency Mike Cade mike.cade@vdot.virginia.gov	L & H Debris Removal – Hurricane Irene	\$4,498,736.62
September	Richmond, VA Bobby Vincent Jr	Disaster Recovery Services – Hurricane Irene	\$895,762.35
September	Pender County, NC Tom Collins 910-259-1210 tcollins@pendercountync.gov	Site Mgmt @ Rocky Pt Convenient / Morris Tract in homestead	\$42,897.68
September	Cranston, RI Gerry Cordy 401-780-3167 GCordy@CranstonRI.org	Debris Removal – Hurricane Irene	\$1,209,413.46
September	Narragansett, RI Jeff Ceasrine 401-782-0637 jceasrine@narragansettri.gov	Debris Removal – Hurricane Irene	\$47,826.23
September	Calvert County, MD Charlotte DeStephano 410-535-1600	L & H Debris Removal – Hurricane Irene	\$143,659.44
September	USACE-Minot, North Dakota Steve Shankle 901-692-6410	Mobile Home Group – Site Development Minot, ND	\$9,367,899.71
September	North Topsail Beach, NC Steve Foster 910-328-1394	Debris Removal – Hurricane Irene	\$4,950.00
September	Cumberland, RI Alan Brodd 401.728.2400 abrodd@cumberlandri.org	Debris Removal – Hurricane Irene	\$53,440.00
September	Providence, Rhode Island Robert McMahon 401-527-2002 cell 401-785-9450 office Rmcmahon@providenceri.com	Debris Removal – Hurricane Irene	\$209,399.00



September	Rhode Island D.O.T Steve Saracino 401-641-6932 ssaracino@dot.ri.gov	Emergency Push – Hurricane Irene	\$17,864.50
August	Holmes County, MS Joe Barlow 601-856-2108 jbarlow@beccoinc.com	Debris removal – 2011 Tornadoes	\$36,515.94
August	VDEM Jason Eaton 804-674-2409 Jason.Eaton@vdem.virginia.gov	Logistic/Life Support Services due to Hurricane Irene: Portable Showers & Toilets, Bottled Water, Fuel, Generators, Reefer Trucks	\$514,000.00
August	Harford County, MD Tom Hilton 410-638-3513 tchilton@harfordcountymd.gov	Provided Roll Off containers due to Hurricane Irene	\$66,012.00
August	St. Mary's County, MD Richard Tarr 254-538-8449	Push / Load and Haul Debris Removal – Hurricane Irene	\$855,323.40
August	Havelock, NC Dan Harbough DHarbaugh@havelocknc.us	Debris Removal – Land H Hurricane Irene	\$213,132.34
August	TME Steve Pecaut 757-274-7670 cell 757-466-8717 office steven.pecaut@tmcenterprises.com	Emergency Push (Suffolk, VA) – Hurricane Irene	\$828.00
August	VDOT Hampton Road District, Virginia Dave Marinar 757-925-3679 Dave.Merinar@VDOT.Virginia.gov	Debris Removal - Hurricane Irene	\$7,701,214.94
July	Durant, MS Barbara Freeman 662-653-3221	Veg Debris Removal, Hauling & Disposal – 2011 MS tornado	\$146,745.80
June	City of Birmingham, AL Mr. Caffee 205-254-2900	Debris removal related to April tornado	\$967,820.03
June	AL DOT Division 3 Jefferson County, AL Roddy Mitchell O:205-581-5702 C:205-288-1091	Debris removal related to April tornado	\$260,979.00
June	AL DOT Division 3 Shelby County, AL John Gary Ray 205-668-0173	Removal and Disposal of Storm Debris and Damaged Trees	\$1,688.89
June	AL DOT Division 3 St. Clair County, AL	Removal and Disposal of Storm Debris and Damaged Trees	\$212,836.34
June	AL DOT Division 3 Blount County, AL Gary Smith 205-274-2112	Removal and Disposal of Storm Debris and Damaged Trees	\$3,255,622.52



June	USACE W912DQ-11-R-1033 DRC ES Teaming with Intelligent Investments, Inc. Raul Gonzales 417-389-6118 ii@hughes.net	Debris Collection & removal / Joplin Tornado Recovery Effort	\$2,673,159.37
June	USACE W912DQ-11-R-1036 DRC ES Teaming with R & R Trucking, Inc. Jeff Herr 417-499-9122 jeff.herr@randrtruck.com	Debris Collection & removal / Joplin Tornado Recovery Effort	\$2,869,470.40
June	Plaquemines Parish, LA Temp Correctional Training Facility David Gambino dgambino@ppso.net	Provision of temporary correctional training facility	Work in Progress \$1,158,530.28
June	Clay County, MS Harmon Robinson 662-494-3124 662-494-3313 aberry@claycounty.ms.gov	Removal and Disposal of Storm Debris and Damaged Trees	\$47,150.10
June	City of New Orleans, LA Winston Reed 504-658-4319 whreid@nola.gov	FEMA Demolition Program Hurricanes Katrina & Rita	\$2,760,722.83
May	Fultondale, AL Jefferson County Darrell Aldrich 205-966-1088	Debris removal related to April tornado	\$985,685.26
May	Calhoun County, AL John Hoyle/ Nate Counsell 850-476-1653 407-619-2781	Debris removal related to April tornado	\$4,652,742.66
May	East Baton Rouge, LA Recreation and Park Commission Central Community Sports Park	Recreation Facility Construction	\$2,768,672.22
May	City of Trussville, AL Louis "Cooter" Simpson 888-246-3105	Debris removal related to April tornado	\$99,620.38
May	AL DOT Division 1 District 4 (AL 69 and 79 Marshall County) Bob Grimes 256-586-4178	Debris removal related to April tornado	\$403,935.00
May	City of Birmingham Mr. Caffee 205-254-2900	Debris removal related to April tornado	\$5,578,914.05
May	AL DOT Division 1 District 4 (AL 91 Cullman County, AL) Bob Grimes 256-586-4178	Debris removal related to April tornado	\$993,538.00
May	AL DOT Division 1 District 4 (AL 227 & AL 62 Marshall County) Bob Grimes	Debris removal related to April tornado	\$1,792,201.95



	256-586-4178		
May	AL DOT Division 1 District 4 (I-65 Cullman County, AL) Bob Grimes 256-586-4178	Debris removal related to April tornado	\$1,689,537.00
May	AL DOT Division 1 District 4 Bob Grimes 256-586-4178	Debris removal related to April tornado	\$233,334.00
May	AL DOT Division 1 District 4 (US 278 & US 31 Cullman County, AL) Bob Grimes 256-586-4178	Debris removal related to April tornado	\$171,479.00
May	AL DOT Division 1 District 3 (Jackson County, AL) Curtis Lowe 256-228-6028 lowec@dot.state.al.us	Debris removal related to April tornado	\$454,803.00
May	AL DOT Division 1 District 3 (DeKalb County, AL) Curtis Lowe 256-228-6028 lowec@dot.state.al.us	Debris removal related to April tornado	\$165,183.00
May	AL DOT Division 5 District 2 (Tuscaloosa, AL) Robin Rhoden 205-553-7030	Debris removal related to April tornado	\$2,950,669.00
May	Town of Phil Campbell, AL Beth Harrison 306-326-9112 bharrison@hemphillconstruction.com	Debris removal related to April tornado	\$2,343,961.22
May	Franklin County, AL Beth Harrison 306-326-9112 bharrison@hemphillconstruction.com	Debris removal related to April tornado	\$2,339,722.44
May	Alabama Department of Conservation and Natural Resources (Guntersville State Park) Terry Boyd 334-242-3836 Terry.Boyd@dcnr.alabama.gov	Debris removal related to April tornado	\$2,302,133.60
April	USACE-Nashville, TN Isaac Taylor 615-736-5679	Metro Center Levee Improvements-construction of bike path on existing levee	\$1,038,680.57
April	Southern Industrial Contractors-St. Bernard Parish, LA	Roadway restoration project- repairs throughout the Parish	\$262,934.70
April	NC DOT-Johnston County, NC J.P. Page, P.E. 252-237-6164	R.O.W. debris removal and disposal related to the April tornado	\$98,739.61
April	NC DOT-Wilson County, NC J.P. Page, P.E. 252-237-6164	R.O.W. debris removal and disposal related to the April tornado	\$46,359.56



DATE 2010	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
April	NC DOT-Greene County, NC Preston Hunter 252-237-6164	R.O.W. debris removal and disposal related to the April tornado	\$161,472.00
December	Richmond, VA	Snow Push	\$27,803.50
September	Corpus Christi, TX Kevin Stowers Assist Director - Engineering Services KevinS@cctexas.com 361-826-3519	Debris Removal – yearly maintenance	\$340,133.67
July	World Food Program Helmut Weidel +393459412293 Helmut.Weidel@wfp.org	Harti – Construction and operation of secured community housing and support facilities	\$7,186,840.47
May	Monroe County, FL Rich Jones 305-289-2805 Jones-rich@monroecountyfl.gov	Lobster Trap Removal	\$1,771,855.38
May	Escambia County, FL Claudia Simmons, Manager Office of Purchasing 850-595-4987 claudia_simmons@co.escambia.fl.us	Oil Spill Recovery for BP Oil Spill	\$5,015,323.99
May	United States Environmental Services, LLC Louisiana	Provision of Boom for BP Oil Spill	\$1,000,000.00
May	Lawson Environmental Cecil Lawson 985-876-0420	Provision of Boom - for BP Oil Spill	\$884,000.00
May	Orleans Parish Criminal Sheriff's Office Ken Ball 504-822-8551	Temporary Inmate Housing	\$9,025,109.43
May	City of Nashville, TN Terry Griffith 615-862-6463	Flood Debris Removal	\$240,509.17
May	BP Deep Water Horizon Oil Spill Response PSCM Manager 281-366-2241	Oil Spill Recovery Efforts Plaquemines, Lafitte and Terrebonne Parish, LA and the Panhandle of Florida	Est. \$170,000,000.00
May	State of Florida DEP Santa Rosa County Dave Phillips Environmental Manager 850-245-8952 dave.phillips@dep.state.fl.us	Placement of Oil Containment Boom	\$1,479,192.30
May	Coastal Planning and Engineering Okaloosa County Tom Pierro 561-391-8102	Placement of Oil Containment Boom	\$5,184,096.40
April	Red Cross	Provision of Temporary office space	\$163,112.00



March	Terrebonne Parish Consolidated Government Angela Guidry 985-873-6754	Demolition of 83 houses	\$400,000.00
February	City of New Orleans, Louisiana Veronica White, Director of Sanitation 504-658-3800	Strategic Demolition	Work in Progress \$5,479,000.00
February	Anne Arundel County, MD Steve Ports 410-222-7665	Snow Push	\$3,054,029.50
February	Alexandria, Virginia Richard Baier 703-746-4025	Snow Push	\$27,216.00
February	Prince William County, Virginia Tom Smith 703-792-6254	Snow Push	\$32,880.00
February	City of Baltimore, Maryland DGS Margaret Martin 410-396-4600	Snow Push	\$2,697,721.00
February	Arlington County, Virginia Hung Tran 703-228-7730	Snow Push	\$264,408.00
February	VDOT-Warrenton Residency Ellen Webber 540-347-6451	Snow Push	\$48,624.00
February	MDOT-SHA Region C, Anne Arundel County, MD Tim Lawler 410-207-0803	Snow Push	\$9,593.00
February	Baltimore Public Buildings & Grounds Tom Presti 410-767-4409	Snow Push	\$212,931.00
February	Virginia Department of Emergency Management Donna Backe 540-829-7470	Snow Push	\$51,000.00
January	Terrebonne Parish Consolidated Government Angela Guidry 985-873-6754	Marine and vessel debris removal	\$216,000.00
DATE 2009	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
December	Anne Arundel County, Maryland Steve Ports 410-222-7665	Snow Push	\$3,110,362.00
December	Virginia Department of Emergency Management Jason Eaton 804-296-6565	Snow Push	\$477,178.55
November	TXDOT Cherokee County, Cindy Molloy 903-510-9224	Tree Trimming & Brush Removal	\$171,176.25



November	New Orleans, LA Bob Becker 504-482-4888	Construction of City Park Tennis Center	\$3,680,000.00
August	Louisiana Land Trust # 7 Nancy Whitten 251-401-3615	Structure and slab demo in Orleans, Jefferson, St Bernard Parish	\$426,480.00
August	Louisiana Land Trust # 11 Nancy Whitten 251-401-3615	Structure and slab demo Orleans Parish	\$1,277,740.00
July	Assumption Parish Police, Jury, LA Bobby Naquin 985-369-7742	Debris Removal-Ezekiel St. Dumpsite	\$94,970.00
July	Grand Isle State Park, LA John Davies, Director 225-342-0820 Rolland Muro- Owner Representative, Hartman Engineering, Inc. 504-466-5667	Erosion Control	\$1,392,700.00
July	Iberville Parish, LA Gwen Carter 225-687-5190 gcarter@ibervilleparish.com	Removal of Sunken Barges	\$196,000.00
July	Jefferson Parish, LA Marnie Winter 504-736-6446 mwinter@jeffparish.net	Private property demolition in Batavia, Lafitte, Crown Point and Grand Isle	\$1,323,044.20
June	North Topsail Beach, N.C. Thomas Best 910-328-5297 tommyb@north-topsail-beach.org	Berm Shaping	\$220,459.00
April	Birmingham Airport Authority Dyke Whyard 205-918-4000 dwhyard@bhate.com	Demolition	Est \$148,464.00
April	Lafayette, Louisiana Rodney Richards 337-291-8050	Demolition of residential houses	\$17,664.00
April	TXDOT Galveston County William Babbinton, Government Rep 409-978-2559	Bolivar Ditch Excavation	Est \$306,413.28
March	Lexington-Fayetteville Urban County Government Parks and Golf Course Brian Marcum 853-258-3410 brainm@lfucg.com	Ice Storm Debris Removal	\$177,877.50
March	LADOTD Chad Vosburg 225-638-7286	Hurricane Gustav Chipping and Grinding	\$144,565.00
March	Graves County, Kentucky Judge Tony Smith 270-247-3626 Judgeexecsmith@hotmail.com	Ice Storm Debris Removal	\$2,220,183.54
March	Baxter County, Arkansas Judge Joe Bodenhamer 870-425-2755	Ice Storm Debris Removal	\$4,519,870.90



	bxcountyjudge@centurytel.com		
February	Lexington-Kentucky Urban County Government Sam Williams 859-983-4735	Ice Storm Debris Removal	\$780,000.00
February	Blytheville, Arkansas Mayor Harrison 870-763-3602	Ice Storm Debris Removal	\$1,481,569.99
February	Kentucky DOT – District 1 Tom Hines 270-928-4301	Ice Storm Debris Removal	\$5,852,377.80
February	Harris County, TX Armond Bayou Rio Villa Nature Trails Dave Martin 713-316-3765 dmartin@pid.hctx.net	Hurricane Ike Debris Removal	\$24,750.00
February	Fayetteville, Arkansas Ginny Gundlach 479-444-3489 ggundlach@ci.fayetteville.ar.us	Ice Storm Debris Removal 2009	\$2,592,537.17
February	Kentucky DOT – District 2 Richard Mize 502-564-6521 Richard.mize@ky.gov	Ice Storm Debris Removal	Est. \$509,174.25
January	Texas General Land Office Rheatia Gandy 903-510-9115 Reandv1@dot.state.tx.us	Hurricane Ike Marine Debris Removal	Est. \$22,703,700.00
DATE 2008	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
October	USACE Vicksburg District Ed Jenkins 662-455-0249	Drift and Debris Removal and Associated Work, Coldwater Rivershed	\$467,280.00
October	Texas DOT Hardin East Cindy 512-416-2540	Hurricane Ike Debris Removal ROW	\$176,893.20
October	Texas DOT Chambers East Cindy 512-416-2540	Hurricane Ike Debris Removal ROW	\$413,525.00
October	Bayou Lafourche Fresh Water District Archie Chaisson 985-447-7155	Hurricane Gustav Debris Removal	\$772,320.00
October	Texas DOT – Orange County Clark Slacum 409-883-3476	Hurricane Ike Debris Removal	\$2,206,012.92
October	Groves, TX D.E. Sousa 409-960-5775	Hurricane Ike Debris Removal	\$16,584.21
October	Port of Galveston, TX Steve Cernak scernak@portofgalveston.com	Hurricane Ike Debris Removal	\$467,898.84



September	Plaquemines Parish, LA Karen Meyers 504-297-5346	Repairs to Buras Library – Hurricane Katrina	\$3,424,000.00
September	Westwego, LA Michelle cityvelerk@cityofwestwego.com	Hurricane Gustav Debris Removal	\$35,674.67
September	Kenner, LA May Edmund Muniz 504-468-7240	Hurricane Gustav Debris Removal	\$315,000.00
September	New Orleans, LA Veronica White 504-658-3819 Vwhite@cityofno.com	Hurricane Gustav Debris Removal	\$1,650,562.67
September	St John the Baptist, LA William Hubbard 985-652-9569	Hurricane Gustav Debris Removal	\$792,395.68
September	St. Landry Parish, LA Don Menard 337-948-3688	Hurricane Gustav Debris Removal	\$2,992,882.80
September	Iberville, LA Mitchell Ourso, Parish President 225-687-5190	Hurricane Gustav Emergency Push and Debris Removal	\$3,368,184.69
September	Lafayette, LA Martin Poirrier 337-280-2857	Hurricane Gustav Emergency Push and Debris Removal	\$4,506,624.12
September	Iberia, LA Linda LeJune 337-365-8246	Hurricane Gustav Debris Removal	\$1,793,463.03
September	Tangipahoa, LA Missy Coward 985-748-3211	Hurricane Gustav Debris Removal	\$2,780,902.26
September	LADOTD District 2,3,61,62 Sid Vogel 251-928-4500 svogel@asplundh.com	Hurricane Gustav Debris Removal	\$18,970,757.96
September	Galveston, TX John Simsen 281-309-5003 John.simsen@co.galveston.tx.us	Hurricane Ike Debris Removal	\$38,007,492.62
September	Harris County, TX DeWight Dopslauf 713-755-4656 dewightdopslauf@pur.hctx.net	Hurricane Ike Debris Removal	\$19,446,030.96
September	Piney Point Village, TX Terry Johnson 713-782-0271 cityadmin@pineypt.org	Hurricane Ike Debris Removal	\$693,346.07
September	Taylor Lake Village, TX Mayor Natalie O'Neill 281-326-2843	Hurricane Ike Debris Removal	\$598,735.91
September	Bellaire, TX Bernard Sattenwhite 713-662-8258	Hurricane Ike Debris Removal	\$880,126.19



September	Port Neches, TX Andre Wimer 409-727-2182 awimer@ci.port-neches.com	Hurricane Ike Debris Removal	\$450,447.33
September	Jefferson County, TX Greg Fountain 409-835-8593	Hurricane Ike Debris Removal	\$1,996,522.66
September	Nassau Bay, TX Jamie Galloway 218-333-2212	Hurricane Ike Debris Removal	\$480,179.64
September	Nederland, TX Cheryl Dowden 409-723-1503	Hurricane Ike Debris Removal	\$915,993.94
September	Humble, TX Mark Martin 281-446-3061 mmartin@cityofhumble.net	Hurricane Ike Debris Removal	\$646,447.07
September	Jamaica Beach, TX John Brick 409-737-1142	Hurricane Ike Debris Removal	\$2,605,261.37
September	Port Arthur, TX Steve Fitzgivvons 409-983-8101	Hurricane Ike Debris Removal	\$6,831,004.19
September	Baytown, TX Bob Leiper 281-720-6500	Hurricane Ike Debris Removal	\$3,116,996.01
September	El Lago, TX Brad Emel 281-326-1951	Hurricane Ike Debris Removal	\$308,842.37
September	Jefferson County Drainage District No. 7, TX Phil Kelley pkelley@dd7.org	Hurricane Ike Debris Removal	\$1,645,364.59
September	Houston, TX Harry Hayes 713-837-9103 Harry.hates@cityofhouston.net	Hurricane Ike Debris Removal	\$65,138,381.25
July	Plaquemines Parish, LA Karen Meyers 504-297-5346	Repairs to Buras Auditorium Project No. 06-08-03 – Hurricane Katrina	\$4,468,000.00
June	Parkersburg, LA Marty Peterson 319-45-1160 khplawa@qwestoffice.net	Debris Recovery Contract	\$5,486,500.00
June	Plaquemines Parish, LA Karen Meyers 504-297-5346	Repairs to Hurricane Damage at Port Sulphur Government Building Hurricane Katrina	\$3,676,593.00
June	Plaquemines Parish, LA Karen Meyers 504-297-5346	Replacement of the Recreation/Sign/Prowm Building Hurricane Katrina	\$2,924,000.00
June	Plaquemines Parish, LA Karen Meyers 504-297-5346	Replacement of the District 8 Council Building – Hurricane Katrina	\$1,486,968.00



June	Macon, GA Maggie Lopez 478-447-2344	Debris Management and Removal Services	\$3,458,435.00
May	Port of New Orleans, LA Barbara Humphrey 504-522-2551 humpreyb@portno.com	Press and Louisa St. Wharves Demolition & Removal of Remaining Structures	\$1,530,355.00
May	New Orleans, LA Veronica White 504-658-3819 Vwhite@cityofno.com	Structural Demolition, Selective Salvage, Debris removal and Site Clean-up	\$2,696,118.71
April	Benetech – FEMA -- Park Restorations Julie Ott 615-277-2544 Julie@gobenetech.com	Restoration of Trailer Parks	\$64,800.00
March	Macon County, TN Julie Ott 615-277-2544 Julie@gobenetech.com	Debris Removal & Disposal - Northern Portion – Subcontractor to Benetech	\$677,674.68
March	Macon County, TN Julie Ott 615-277-2544 Julie@gobenetech.com	Debris Removal & Disposal - Southern Portion – Subcontractor to Benetech	\$522,732.15
February	Alba, MO Heather Cochrain cityofalba@CKT.net	Debris Removal Related to the Dec 9 & 10, 2007 Ice Storm	\$28,750.00
February	Jefferson Parish, LA Marnie Winter 504-736-6446 mwinter@jeffparish.net	Private Property Debris Removal	\$111,893.00
January	Monroe County, FL Rich Jones 305-289-2805 Jones-rich@monroecounty-fl.gov	Removal Of the Lady Luck Casino Vessel	\$499,050.00
January	Duquesne, MO Terry Ingram 417-781-5085	Debris Removal Related to the Dec 9 & 10, 2007 Ice Storm	\$128,886.00
DATE 2007	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
December	Jefferson Parish, LA Marnie Winter 504-736-6446 mwinter@jeffparish.net	Private Property Demolition	\$184,942.26
December	Webb City, MO Sue Garrett, City Administrator 417-673-4651	Debris Removal Related to the Dec 9 & 10, 2007 Ice Storm	\$529,758.39
November	City of New Orleans, Louisiana Veronica White, Director of Sanitation 504-658-3800	Hurricane Katrina – Demolition of Flood Damaged Homes	\$13,142,471.87
October	Jefferson Parish, LA Marnie Winter 504-736-6446 mwinter@jeffparish.net	Hurricane Katrina – Demolition of Flood Damaged Homes	\$727,488.00



July	Plaquemines Parish, Louisiana Billy Nungesser 504-274-2464 bnungesser@plaqueminesparish.net	Hurricane Katrina - Canal Debris Removal	\$19,614,201.76
July	Plaquemines Parish, Louisiana Billy Nungesser 504-274-2464 bnungesser@plaqueminesparish.net	Hurricane Katrina - Ditches and Culverts	\$6,430,367.93
July	USCG Jackson County, MS Marine Debris Removal RFP #HSCG84-07-R-HYV063	Hurricane Katrina - Marine Debris Removal, subcontractor to CDP, Inc.	\$2,097,212.76
July	New Orleans Regional Transit Authority Donald Hyde 504-343-0157 dhyde@norta.com	Hurricane Katrina - Disposal of approximately 300 buses	\$545,400.00
April	City of Marshfield, MO Mayor C.R. Clark 417-859-7660 dbamarsh@mcshi.com	Ice Storm Debris Removal	\$ 143,931.12
April	USCG Bay St. Louis Hancock and Harrison Bid# HSCG84-07-HYV033	Hurricane Katrina - Marine Debris Removal. subcontractor to CDP, Inc.	\$5,116,941.08
March	City of Kenner, LA Tree/Hanger partner w/ Cycle Construction Edmund Muniz, Mayor	Hurricane Katrina - Tree and Hanger Removal Teaming Partners with Cycle Construction	\$97,490.00
March	Plaquemines Parish, Louisiana Billy Nungesser 504-274-2464 bnungesser@plaqueminesparish.net	Hurricane Katrina - Debris Removal ROE	\$4,823,072.15
March	USCG LA Couvillion /9 Parishes/Marine Debris Removal Timothy Couvillion Couvillion Group	Hurricane Katrina - Marine Debris Removal, subcontractor to Couvillion	\$2,455,875.00
February	Greene County, Missouri Carolyn McIntosh 417-868-4118 cmcintosh@greencountymo.org	Ice Storm Debris Removal	\$6,405,379.55
February	Louisiana Department of Environmental Quality John Rogers 225-939-7307 jro3330@aol.com	Hurricane Katrina Remediation and Disposal of Vehicles and Vessels	\$725,123.00
January	City of Springfield, Missouri Jim Tillman 417-864-1620	Ice Storm Debris Removal	\$9,965,291.62
DATE 2006	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT



December	United States Coast Guard (CDP)	Hurricane Katrina Marine Debris Removal in MS and LA (various projects – DRC subcontractor to CDP, Inc.)	MS-\$1,365,703.17 LA-\$2,383,978.16
November	Town of Amherst, New York Robert Anderson, Superintendent of Highways 716-631-5990 randerson@amherst.ny.us	Ice Storm Debris Removal	\$12,210,418.13
October	Fluor International Bill Bolling Telephone: 864.281.4858 Cellular: 864.354.2080 William.Bolling@fluor.com	Construction of 350 man Greenfield work camp in Haiti for US Embassy Construction	\$18,881,889.00
June	USACE Earthen Clay (Levee) Cindy Nicholas 504 862 2303	Stock piling of Earthen Clay for Levee's in Plaquemines Parish, LA	\$1,637,067.32
May	Monroe County, FL Rich Jones 305-289-2805 Jones-rich@monroecounty-fl.gov	Hurricane Wilma Removal of Marine Debris and Derelict Vessels	\$3,778,952.80
April	City of Gulfport, Mississippi Ray Stieffel 228-868-5815 rstieffel@ci.gulfport.ms.us	Hurricane Katrina Emergency Debris Removal	\$2,798,411.53
DATE 2005	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
October	Jefferson County, TX John Cascio, 409-722-4371	Hurricane Rita Emergency Debris Removal	Estimated \$15,000,000.00
October	Westlake, LA Brad Baker, 337-433-0691	Hurricane Rita Emergency Debris Removal	Estimated \$1,000,000.00
September	LADOT Gordon Nelson, 225-925-7399	Hurricane Katrina Emergency Debris Removal	Estimated \$90,000,000.00
September	Mississippi Department of Transportation (Greene County) Larry L. Brown, Executive Director	Hurricane Katrina Emergency Debris Removal	
September	Florida Department of Transportation (Monroe County) Ron Steiner, (305) 470-5354	Emergency Push for Monroe County	
August	Florida Department of Transportation Ron Steiner, (305) 470-5354	Hurricane Katrina Emergency Debris Removal	



August	Gulf Breeze, FL (Byrd Brothers) Steve Milford, 850-934-4030	Hurricane Katrina Emergency Debris Removal. DRC ES, LLC = subcontractor	Estimated \$150,000.00
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CURRENT PRE-POSITION CLIENTS OF DRC

DRC has been selected as pre-positioned, pre-qualified, or “stand-by” contractor for over 200 government entities and political subdivisions. We currently serve approximately 175 communities in this capacity from the Southwest United States to Florida in the Southeast to the Atlantic Seaboard and New England. We have permanent offices in Mobile, Alabama and New Orleans, Louisiana as well as dedicated regional representatives to serve all of our stand-by clients. Stand-by clients also have access, free of charge, to the expertise and training in Emergency Management provided by our consultant Walter Maestri, Ph.D., a longtime, nationally recognized emergency manager.

State of Alabama	Jackson County Silverhill	
State of California	Alameda County Los Angeles County Los Angeles County-prequalified Sacramento County-prequalified	San Bernardino County Public Works San Bernardino County Flood Control District
State of Connecticut	West Hartford Town of Clinton	
State of Florida	Angler’s Club Homeowners Association Angler’s Homeowners Association Bay County Belleair Beach Boca Raton Broward County Brownwood Community Development Cape Coral Charlotte County – Storm Debris Clearing Charlotte County – Emergency Debris Mgmt Svcs Charlotte County School District Cinco Bayou Citrus County Coconut Creek Crestview Cutler Bay Dania Beach Daytona Beach DeBary Deland Doral Escambia County FDOT Turnpike – Seminole FDOT Turnpike – Orange/Osceola FDOT District 5 Lake, Marion, Sumter FDOT District 5- Emergency Debris FDOT District 5 Flagler, Seminole, Volusia	Miami Springs Milton Monroe County Monroe County Marine Debris Removal North Lauderdale North Miami North Miami Beach Ocean Reef Club, Inc. Ocean Reef Community Association Oakland Park Okaloosa County Oldsmar Orlando Osceola County Oviedo Palm Beach County School District - Debris Cleanup Palm Beach County School District - Debris Removal Palm Beach Gardens-Food Catering Palm Beach Gardens-Debris Removal Palm Coast Palmetto Bay



State of Florida	FDOT District 6 Emergency Cut and Toss and Debris Removal	Pembroke Pines
	Fort Lauderdale	Pensacola
	Gulfport	Pinellas County
	Hallandale Beach	Port St. Lucie
	Hernando County	Punta Gorda
	Hillsborough County	Santa Rosa County
	Hollywood	Santa Rosa County School District
	Indian Creek Village	Sewall's Point(2)
	Jupiter Island (2)	Shalimar
	Lakeland	South Florida Water Management District
	Largo	South Miami
	Lee County(3)	St. Cloud
	Leon County	St. Lucie County
	Longboat Key	St. Lucie County Public School District
	Longwood	Sumter County
	Manatee County	Sumter Landing Community Development District
	Manatee County School District	Surfside
	Martin County	Tallahassee
	Marco Island	Tampa
	Marion County	Temple Terrace
Martin County	The Villages (12 contracts)	
Mary Esther	Venice	
Miami	Wellington	
Miami Beach	West Park	
Miami-Dade County-TDSRS	Weston	
Miami-Dade County-Debris Removal		
Miami-Dade County-Hauling and Disposal		
Miami Dade County School District		
State of Georgia	Atlanta	Lowndes County
	Colquitt County	Lumpkin County
	Colquitt (City of)	MARTA
	Charlton	Miller County
	Early County - prequalified	
State of Hawaii	Honolulu	
State of Kansas	Johnson County	
State of Kentucky	Owensboro	
State of Louisiana	Ascension Parish	Evangeline Parish
	Assumption Parish	Iberville Parish
	BREC	City of New Orleans
	Calcasieu Parish-Products/Services	Lafayette
	East Baton Rouge Parish	
State of Maryland	Frederick County(2)	State of Maryland Region A
	Harford County	State of Maryland Region B
	Maryland Dept. of General Svcs.	State of Maryland Region C
	Montgomery County	State of Maryland Region D
	Prince George County	State of Maryland Region E
State of Mississippi	City of Gautier	
	Jackson County	
State of Missouri	Greene County	
State of New York	South Hampton	State of New York
	Suffolk	
State of North	Atlantic Beach (Town of)	Nags Head (Town of)



Carolina	Burgaw Cape Carteret (Town of) Carolina Beach(2) Charlotte Duck (Town of) Emerald Isle (Town of) Havelock Hyde County Montgomery	New Hanover County North Topsail Beach Pine Knoll Shores(Town of) Surf City (Town of)- 3contracts Southern Shores (Town of) Pender County Raleigh Topsail Beach Wilmington(3) Wrightsville Beach
State of Rhode Island	State of Rhode Island (2)	
State of South Carolina	Allendale Bamberg County Barnwell County Beaufort Charleston County Dorchester County Pickens County - prequalification	Oconee County - prequalification Rock Hill South Carolina DOT Town of Surfside Beach
State of Tennessee	Nashville-Davidson County	
State of Texas	Beaumont Belleaire Brazoria County Chambers County – Debris Removal Cleveland Galveston (City of)(2) Groves Hardin County (2) Harris County Houston (2) Houston Galveston Area Council Humble Huntsville Jamaica Beach Jefferson County Jefferson County Drainage District No. 7	Kemah Montgomery Morgan's Point Nederland Pasadena Piney Point Village Port Aransas Port Neches San Antonio Shenandoah South Houston Taylor Lake Village TxDOT-Harris County TxDOT-Nueces County TxDOT-Victoria County Walker County
State of Virginia	Central Virginia Waste Management Authority Virginia Department of Emergency Management-Logistics Prince William	Virginia Department of Emergency Management- Emergency Debris Removal
State of Washington	State of Washington	



CURRENT CONTRACTUAL COMMITMENTS

OWNER	DESCRIPTION	PERCENT COMPLETE	CONTRACT AMOUNT
ALDOT	Tree Trimming and Removal	5.00%	\$505,775.00
Jackson County, MS	LANDFILL SERVICES FOR CHIPPING, GRINDING, HAULING AND DISPOSAL OF VEGETATIVE DEBRIS	75.00%	\$67,200.00
Castlerock Communities	Goose Creek Landing - Pond Clearing	25.00%	\$79,864.00
New Caney Defined Benefits Area MUD	Phase 2 Clearing and Grubbing	85.00%	\$393,496.38
Harris County FCD	Expansion of James Driver-Phase 1	35.00%	\$1,213,277.00
Harris County FCD	South Richey Stormwater Detention Basin Excavation	50.00%	\$5,350,171.15
City of New Orleans, LA	Strategic Demolitions for Economic Recovery	50.00%	\$6,685,950.00
Corpus Christi, TX	Master Channel 31 Drainage Excavation	40.00%	\$883,128.79
City of Shreveport, LA	Cross Lake Dam Embankment Vegetation Removal	90.00%	\$252,284.26

KEY PERSONNEL

For the past 14 years, the DRC team has responded to major natural or man-made disasters occurring within the continental United States and its territories, in theatres of U.S.-led troop operations, and in Central America. Personnel are N.I.M.S.-certified and/or have specialized training in safety and asbestos management and are equipped with utility vehicles, digital, handheld, multi-state, two-way radios, cellular communications and handheld computers. Regional Managers are assigned to specific geographic locations throughout the United States to assist, monitor and lead the project teams in response to emergency situations. Regional Managers from one region may be assigned to support other Regional Managers as needed and all Regional Managers may be mobilized to one location to support emergency situations.

NAME	TITLE	CONTACT INFORMATION
Mark Stafford	President and Chief Operations Officer	Contact Cell: (504) 415-7945 Email: mstafford@drcusa.com
Kristy Fuentes	Vice President/Secretary	Contact Cell: (504) 220-7682 Email: kfuentes@drcusa.com
Alex Martin	Project Manager	Contact Cell: (863) 990-4256 Email: amartin@drcusa.com
Bryan Fike	Regional Manager	Contact Cell: (251) 421-5176 Email: bfike@drcusa.com



Mark Stafford, President/Chief Executive Officer

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

Les Flynn, Chief Financial Officer

Les Flynn comes to DRC after a successful career at Cape Environmental Management in Atlanta, Georgia. During his 23 years at Cape, Mr. Flynn was instrumental in its growth from \$3 million in annual revenues to over \$130 million while serving as both CFO and COO. Mr. Flynn plays a key role in DRC's strategic planning and business development, government contracting and financial initiatives. He holds a B.S. in Biological Sciences from Stony Brook University NY; an M.S. in Natural Resources and an M.B.A. in Corporate Finance and MIS, both from the University of Georgia.

Kristy Fuentes, Vice President/Secretary, Chief Executive Compliance Officer

Kristy Fuentes is the Vice President of Administration and Compliance for DRC Emergency Services, LLC (DRC ES). She was appointed as the DRC ES Chief Ethics & Compliance Officer ("CECO"), effective October 13, 2014. Previously Ms. Fuentes was Director of Business Development, leading the marketing, sales and communications functions at DRC ES. She combines her depth of industry experience, people skills, management background and marketing talents to provide superior service to DRC ES employees and clients. Since joining DRC ES in 2005, Ms. Fuentes has provided assistance to DRC ES' clients in planning, program management, disaster response, demolition contracting, and regulatory compliance.

Following Hurricane Katrina, Ms. Fuentes managed expansive projects for the Orleans Levee Board, St. Bernard Parish, and the United States Corps of Engineers. Ms. Fuentes has served as program manager for four contracts with the Louisiana Department of Environmental Quality, including the "Katrina Car and Vessel" contract and three massive demolition projects in the City of New Orleans. Following Hurricane Gustav, Ms. Fuentes managed nine major disaster-response contracts across southern Louisiana with a cumulative contract value of over thirty million dollars.

In response to the BP MC 232 oil spill, Ms. Fuentes played a key role in the clean-up of lower Jefferson, Terrebonne and Plaquemines Parishes thru the employment and management of hundreds of local residents and vessels. By implementing revolutionary methods and clean-up techniques, Ms. Fuentes assisted in the restoration of those communities most drastically affected by the disaster.



Since November 2013, Ms. Fuentes has implemented changes and improvements to the methods and procedures for contract, licensing and pre-qualification processes, and ensuring contractor compliance with Federal and State regulations. Ms. Fuentes possesses strong interest in contract and regulatory compliance and in encouraging ethical business conduct within DRC ES.

Michael Kuznetz, PE, CIH, DEE, Operations Manager

Michael Kuznetz brings a wealth of engineering design and project management experience to DRC. He has over 23 years' experience in the civil, chemical and environmental engineering industry. His previous employment with Schlumberger, Houston, TX garnered him many accolades in project and program management, supervision of technical personnel, design of various frac water and drill cutting treatment technologies, site and process design, environmental site assessments and environmental remediation systems. Mr. Kuznetz plays a vital role in DRC's success by ensuring contribution to short and long-term organizational planning and strategies by strict adherence to the operational mission of the company through accurate reporting, project management oversight and creation of organizational and program budgets in collaboration with senior management staff. He holds a MS. in Civil Engineering from the University of Missouri MO; and a B.S. in Chemical Engineering from Baku University of Baku, Azerbaijan. He is also a professional engineer registered in 8 states and a certified industrial hygienist.

Bryan Fike, Regional Manager (Florida) and Contact Person for the City of Key West

Mr. Fike has more than 25 years of disaster response, recovery, incident command, and command center operations experience. He began his career as a firefighter, followed by a career in law enforcement from which he retired in 2004. Since then, Mr. Fike has managed the recovery effort for many of the communities devastated by destructive events. Mr. Fike served as a Senior Advisor on the New Orleans Housing Demolition Program. Mr. Fike assisted the City of New Orleans in navigating the complex legal processes associated with voluntary and non-voluntary condemnations. In 2011, he served as Principal-in-Charge on the Hurricane Irene response and recovery in Virginia. Also in 2011, Mr. Fike served as Principal-in-Charge on the State of Connecticut response and recovery from the Nor'easter snow event. Mr. Fike has also been responsible for overseeing debris monitoring and overall project operations, as well as advising local leaders on reimbursement policies and procedures.

Alex Martin, Project Manager

With more than 10 years of experience in overseeing large-scale construction and disaster-related debris management projects, Mr. Martin serves as project manager for DRC. Mr. Martin has worked on several large-scale disaster debris-removal projects in various capacities, including heavy equipment operation, planning and coordination of construction process, securing permits and licenses, delivery of materials and equipment, FEMA compliance, coordinating and operating with municipality officials, and price estimation for contracts. He has been involved in numerous debris removal projects, including Hurricanes Isabel, Rita, Charley, Frances, Jean, Ivan, Katrina, Dennis, Gustav, and Ike, BP Oil Spill Disaster, Alabama Tornados, and Houston Drought.



Tony Swain, Regional Manager (North and South Carolina)

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

Brian LaRiviere, Regional Manager (Texas)

Brian LaRiviere came to DRC in 2014 with a strong business and financial background, managing a \$20 million portfolio for a variety of clients in industry, such as wholesale/manufacturing for welding/industrial supplies, general contractors with expertise in landscaping, architecture, utilities (oil/gas), oil field service providers; construction contractors for residential and commercial business parks, retail strip centers etc. His time as Vice President in commercial lending allows him to leverage his relationships in his new capacity for DRC in business development to increase DRC's footprint with subcontractors, suppliers, public works, and pre-event contracts with state government entities. Mr. LaRiviere's strengths include building customer relationships, management and facilitating company growth. At DRC he is responsible for marketing/business development for pre-event recovery and logistics contracts, such as civil construction opportunities.

Ben Bankston, Regional Manager (Louisiana, Mississippi, Alabama, Florida Panhandle)

Mr. Bankston joins DRC ES after nearly a decade in the disaster recovery business. Covering most of the states along the Gulf Coast, his experience includes the coordination of debris removal projects for Hurricanes Katrina, Gustav, Isaac and Sandy; tornado debris removal projects in Alabama, Mississippi, Arkansas and Louisiana; and ice storm debris removal projects in Kentucky, Arkansas, Connecticut, and Oklahoma. He is also well-versed in coordinating pre-event planning. Major projects include debris removal, demolition, disposal, collection, hauling, grinding, and TDS management in St. Bernard Parish, Louisiana, following Hurricane Katrina. Mr. Bankston also possesses significant experience in demolition and hazardous waste, as evidenced by his involvement in the largest FEMA-funded demolition project in US History, the demolition of over 8,000 structures and 13.7 million square feet in St. Bernard Parish, Louisiana, in the wake of Hurricane Katrina. This included the hauling and disposal of over 1 million CY of asbestos-containing debris.

Dr. Walter Maestri, Emergency Management Consultant

Dr. Maestri served as Director of Emergency Management for Jefferson Parish, Louisiana for over a decade, playing a key role in preparation and evacuation planning for Louisiana's largest suburban parish. His expertise and experience have been utilized by federal and state emergency planners as well as nationwide news networks over the past ten years. Most recently, Dr. Maestri



served the citizens of his parish and state with distinction during Hurricane Katrina and its aftermath. He has authored over a dozen publications and presentations on emergency management, has ten different certifications from the Emergency Management Institute and the Federal Emergency Management Agency, and holds a bachelor's degree from Spring Hill College in Mobile, as well as a doctorate from the University of Southern Mississippi.

Lee Wilson, Senior Project Manager

Mr. Wilson has 40 years of extensive experience in the civil construction industry. For the last 20 years, he's acted in the capacity of Project Manager and estimator, building airports, interstates, state, city, county projects including water and sewer, storm drain, and large excavation projects. Mr. Wilson managed the Martin County, Florida project in 2004 for DRC, which accounted for 1.1 million cubic yards of debris recovered and processed. Within hours of the landfall of Hurricane Katrina, he was on-site in Louisiana, leading projects in East Baton Rouge. Mr. Wilson also worked on the Louisiana DOTD project and was responsible for the management of debris removal that encompassed 13 parishes. His international project management experience extends to Nogliki, Russia, where he served as Civil Engineering Consultant to Exxon Mobil in the building of an airport, a project valued of \$58 million. He was the Construction Manager that managed and directed the installation of water and sewer infrastructure for an entire country in Central America.

Brent Clement, Site Superintendent and Safety Officer

Brent Clement has been affiliated with DRC Emergency Services for more than 13 years. He was integral to the completion of such historic recovery efforts such as: the Oklahoma City Tornadoes; Hurricane Katrina, LA; Miramar, FL Hurricanes Charley, Frances, Jean and Ivan; and the BP Oil Spill to name a few. He is responsible for ensuring compliance with the company's safety procedures on the job site. His duties entail the managing of day-to-day safety operations of the job site, ensuring staff compliance with all environmental agencies in addition to: OSHA and FEMA guidelines and regulations. He coordinates work with the engineers and contractors. He holds the following certifications: NCCER (National Certified Construction Safety Professional) from McNeese State University and CPR/First Aide through the Red Cross. He is certified competent for the following Trench Safety, Scaffolding Safety and Fall Protection Safety.

Chris Price, Project Manager

Chris Price has been with DRC Emergency Services for more than 2 years. He brings to the company over 11 years of project management experience. He is responsible for all aspects of the administrative management of a project, including implementing and managing project schedules and budgets, reviewing and submitting project submittals and RFIs, and insuring that all work completed is in strict compliance with the contract plans and specifications. His previous employment with Southern Gulf of Mexico garnered him many accolades for the management of various manufacturing operations for oil and gas companies. He holds a B.S. in Civil and Environmental Engineering from the University of Louisiana.



Marc Watkins, Vice President of Estimating

Mr. Watkins brings over 20 years of construction and management experience, first as the owner of his own construction company, and then as a Project Manager and Logistics Manager for DRC in 2010. He was instrumental in DRC's response to the BP Oil Spill, and soon became DRC's Quality Control System Manager, ensuring that specifications were followed, and work proceeded on schedule and within budget. He now serves as Lead Estimator and Vice President of Estimating, managing, supervising, and coordinating the preconstruction phase of projects to meet the cost objectives with respect to contracting, scheduling, estimating, purchasing and bidding of all major projects. He holds a B.S. from the University of South Alabama.

Hamilton Smith, Project Manager/Civil Engineer

Hamilton Smith has been with DRC Emergency Services for 2 years and brings over 6 years of experience in civil construction. He brings a wealth of project management experience. He oversaw two large multi-million dollar projects for Saiia Construction for Southern Company while pursuing his B.S. degree in Civil Engineering. He holds a B.S. in Civil Engineering from the Auburn University in Auburn, AL. He is also EIT/FE certified.

Lisa Garcia, Contracts Manager

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

EMPLOYMENT OF LOCAL AND MINORITY CONTRACTORS

The use of local resources is one of the most important aspects of successful disaster recovery operations. DRC is committed to ensuring that any emergency response business activity is shared by the entire community. That is why we have developed a vast network of subcontractors that are uniquely qualified to successfully meet any and all operational requirements envisioned under this RFP. Throughout its history, DRC has maintained strong relationships with local vendors and subcontractors. We pride ourselves on facilitating local involvement during recovery efforts and encourage local knowledge and experience whenever possible. As such, DRC has worked with thousands of subcontractors over our history including small and large subcontractors, DBE, MBE, WBE, HUB Zone, 8(a), and VOSB (including Service-Disabled VOSB) contractors. DRC has established nationally recognized procedures for community outreach as discussed below in our "Local S/M/WBE Resource Program."



Proposed Subcontractors

ABC Transfer, Inc.
863-228-0619
307 East Aetec Avenue
Clewiston, FL 33440
carolina@abctransferinc.com

RBM Contracting Services, LLC
Contact: Branch McClendon
P. O. Box 2174
Santa Rosa, FL 32459

The Gaston Company, Inc.
Contact: Bill Gaston
352-379-0595/352-415-3300
10606 North Highway 121
Gainesville, FL 32653
dbass@gastonstdr.com

Guettler Brothers Construction LLC
Contact: Ben Guetler
772-461-8345/772-461-8039
4401 Whiteway Dairy Road
Fort Pierce, FL 34947

Sullivan Land Services (SLS)
Contact: Johnny Sullivan
P.O. Box 17017, Galveston, Texas 77552
E-mail: info@sullivanlandservices.com
Phone: (713) 880-8411
Fax: (713) 880-2427

Local S/M/WBE Resource Program

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



committed to ensuring that local companies are made aware of all potential contracting and partnership opportunities.

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

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

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

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

Per the requirements of each awarded contract, DRC will meet or exceed project goals regarding small business participation. The DRC Local S/M/WBE Resource Program Coordinator is Tom B. Combs. Mr. Combs, Director of Governmental Relations, has over 20 years' experience in S/M/WBE development. Mr. Combs served as founder and Executive Director of The Bid Resource Center that was the nation's second and largest non-profit assisting S/M/WBE's in securing government contacts. Subsequently Mr. Combs served as Mayor Pro Tem and Congressional Chief of Staff and Director of the John Gray Institute developing S/M/WBE programs across the state of Texas and the nation.

Rebuilding your community using local resources is the core mission of DRC. As such, DRC will continue to maintain a comprehensive list of qualified subcontractors ready for deployment should the need arise.

AFFIRMATIVE ACTION/EQUAL OPPORTUNITY POLICY

DRC is an equal employment opportunity employer. Employment decisions are based on merit and business need, and not on race, color, citizenship status, national origin, ancestry, gender,



sexual orientation, age, religion, creed, physical or mental disability, marital status, veteran status, political affiliation, or any other factor protected by law. DRC complies with the law regarding reasonable accommodation for handicapped and disabled employees. DRC's Managing Director has issued the following policy:

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

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

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



REFERENCES

OWNER/ DATES	DESCRIPTION	VALUE	CY	POC
South Carolina DOT Feb. 2014 – May 2014	Emergency debris removal – 2014 South Carolina Ice Storm	Est. \$40 Million	Approx. 1,461,000	David Cook, SCDOT State Maintenance Engineer, 803-737-2314, CookDB@dot.state.sc.us 955 Park Street, Columbia, SC 29201
New York State DOT – Nassau County and Suffolk County, NY Nov. 2012 – March 2013	Emergency response debris removal - Super Storm Sandy	\$18,650,109.00	889,226	John McGullam, Head Engineer 631-774-7993, john.mcgullam@dot.ny.gov 1440 Veterans Memorial Highway Islandia, NY 11749
City of Gulf Breeze, FL May 2014	Emergency Debris Removal in the aftermath of a severe weather event in the City of Gulf Breeze	Est. \$108,995.46	7,254.05 CY of C&D debris hauled and 547.41 Pounds of Hazardous Materials	Steve Milford, 850-934-5113m smilford@gulfbreezefl.gov , 1070 Shoreline Drive, Gulf Breeze, FL 32561
Town of Center Point, AL Feb. 2012 – Oct. 2012	Emergency debris clearing and removal - 2012 Tornadoes	\$456,877.00	Approx. 115,957	Mayor Henderson, 205-854-4460 Cpmayor@Charter.net , P.O. Box 9847, Center Point, AL 35215
City of Houston Sept. 2008- 2009	Emergency hurricane debris clearing and removal - Hurricane Ike	\$58,104,612.00	5,035,439.18	Vic Ayres-Deputy Director, Harry Hayes - Director of Solid Waste, 713-837-9103 Swddirector@Cityofhouston.net 611 Walker Street, 12th Floor, Houston, Texas 77002
Tangipahoa Parish, Louisiana Sept. 2008 – Present (stand-by contract client)	Emergency hurricane debris clearing and removal – Hurricane Gustav	\$2,780,902.26	93,694.45	Dawson Primes, Director of Homeland Security and Emergency Management, 985-748-3211, Dawson.Primes@Tangipahoa.org , 206 East Mulberry Street, Amite, LA 70422
Iberville Parish, Louisiana September 2008 – April 2009	Emergency hurricane debris clearing and removal - Hurricane Gustav	\$3,368,184.69	330,239.22	Brian Willis, Solid Waste Director, 225-687-5190, Bwillis@Ibervilleparish.com , 58050 Meriam Street, Plaquemine, LA 70765-0389
Louisiana Department of Environmental Quality June 2006 – Oct. 2007	Remediation and disposal of vehicles and vessels - Hurricane Katrina/Rita	\$15,000,000	Removal/recovery of approx. 10,640 vehicles, 761 vessels, 193 trailers	John Rogers, Environmental Services Scientist, 225-219-3266, John.Rogers@La.gov , 602 N. 5 th Street, Baton Rouge, LA 70802
Palm Beach County School District 2005 – current vendor	Debris operations and management - Hurricane Wilma	\$2,000,000.00	58,285.80	Stephen Backhus, 561-687-7087, backhuss@palmbeachschools.org , 3300 Summit Blvd., West Palm Beach, FL 33406
Monroe County, Florida 2005-2006	Hurricane debris removal - Hurricanes	\$15,000,000	1,077,407.30	Judy Clarke, Director of Engineering Services, 305-295-



	Dennis, Katrina, Rita, and Wilma			4329, <u>Clarke-Judith</u> <u>@monroecounty-fl.gov</u> , 1100 Simonton Street 2-216, Key West, FL 33040
Louisiana Department of Transportation and Development September 2005 – June 2006	Hurricane debris removal in 13 parishes including Orleans, St. Bernard, Plaquemines, Jefferson and St. Tammany - Hurricane Katrina	\$105,000,000		Rhett A. Desselle - Assistant District 08 Administer of Operations, 225-379-1836, <u>Rhett.Desselle@la.gov</u> , 3300 Mac Arthur Drive, Alexandria, LA 71307
Martin County, Florida 2004-2006	Hurricane debris removal - Hurricanes Jeanne and Frances (2004) and Hurricane Wilma (2005)	\$25,000,000	Jeanne and Frances: 1,046,669 and 347 stumps; Wilma: 335,032	Darrell Wright, Project Manager, 772-260-6066, <u>dwright@martin.fl.us</u> , 2151 SE Aviation Way, Stuart, FL 34996
Escambia County Florida Sept. 2004 – Feb. 2006	Beach clearing and restoration of approx. 15 miles of Pensacola, FL beaches; beach cleaning, dune restoration and debris removal; condemnation of beachfront structures; ROE project management - Hurricane Ivan	\$50,000,000	Approximatel y 1.7 million	Claudia Simmons, Manager Office of Purchasing, 850-554- 2772, <u>claudia_simmons@co.escambia.f</u> <u>l.us</u> , 223 Palafox Place, Suite 300, Pensacola, FL 32501





Chicago, IL | St. Louis, MO
www.assuranceagency.com

November 7, 2014

DRC Emergency Services, LLC
740 Museum Drive
Mobile, AL 36608

RE: Bonding Capacity

To Whom It May Concern:

DRC Emergency Services, LLC ("DRC") is a valued client of Assurance Agency, Ltd. Bonds for DRC are written by the following surety companies: Argonaut Insurance Company which is rated A (Excellent), Class XII by A.M. Best; Washington International Insurance Company which is rated A+ (Excellent) Class XV by A.M. Best; and Westchester Fire Insurance Company which is rated A+ (Excellent) , Class XV by A.M. Best. All three companies are listed on the Federal Register and are licensed to do business in all 50 states.

Argonaut Insurance Company, Washington International Insurance Company, and Westchester Fire Insurance Company currently have established a combined surety facility with a capacity commitment of \$100,000,000. All three surety companies have the utmost confidence in the management of DRC and its financial strength to support its endeavors.

Please note that the decision to issue surety bonds is a matter between DRC and their surety companies and will be subject to their standard underwriting at the time of the final bond request. The surety companies assume no liability to third parties or to you if for any reason none of the three surety companies execute said bonds.

Please feel free to contact me at 312-625-5590 should you have any questions.

Sincerely,

Assurance Agency, Ltd

A handwritten signature in blue ink, appearing to read "Matthew V. Buol", is written over a light blue horizontal line.

Matthew V. Buol
Vice President

Alcentra Capital Corporation
200 Park Avenue
New York, NY 10166

Tel: +1 212 922 8240
Fax: +1 212 922 8259



May 20, 2015

Re: DRC Letter of Financial Support and Borrowing Capacity

To Whom It May Concern,

This letter is in support of DRC Emergency Services ("DRC" or the "Company"). I am writing on behalf of Alcentra Capital Corporation ("Alcentra"), which is an affiliate of The Bank of New York Mellon ("BNY Mellon"). Alcentra is the primary lender to DRC and with its affiliates has provided over \$20mm of capital to DRC. Currently, the DRC has over \$100mm of available working capital from Alcentra and its affiliate partners. The Company has the financial ability to bid on and perform contracts in excess of \$100 million.

Alcentra Capital Corporation

Alcentra (www.alcentracapital.com) is an externally-managed, closed-end, non-diversified management investment company that has elected to be regulated as a business development company under the Investment Company Act of 1940. Alcentra's investment objective is to generate both current income and capital appreciation primarily by making direct investments in lower middle-market companies in the form of subordinated debt and, to a lesser extent, senior debt and minority equity investments. Alcentra's investment activities are managed by its investment adviser, Alcentra NY, LLC.

The Bank of New York Mellon

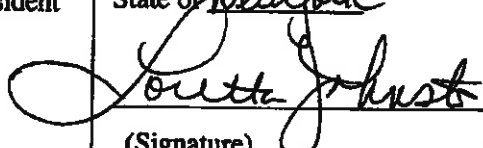
As background, The Bank of New York Mellon is a multinational banking and financial services corporation. The Bank employs more than 48,700 individuals in 35 countries, and has over \$1.5 trillion in assets under management and \$27 trillion in assets under custody and administration, thereby being the largest deposit bank in the world. It operates in six primary financial services sectors including advisory services, asset management, asset servicing, broker-dealer, issuance services, treasury services and wealth management.

Please let me know if you would like any additional information.

Sincerely,


Paul Echausse
Chief Executive Officer & President

Subscribed and sworn to before me in my presence, this 20th day of May, 2015, a Notary Public in and for the County of New York State of New York


(Signature) **LORETTA JOHNSTON**
Notary Public, State of New York
No 01JO5082006
Qualified in Bronx County 2015
My commission expires 7/14/2015

**DRC EMERGENCY SERVICES, LLC FIVE YEAR
LITIGATION AND ARBITRATION LIST**

(Updated and Revised: September 1, 2015)

The following is a list of legal matters involving DRC Emergency Services, LLC (“DRCES”) filed, pending or resolved in a five and a half year period commencing January 1, 2010 and ending September 1, 2015.

ALABAMA

1. *DRC Emergency Services, LLC v. RBM Contracting Services, LLC, Case No. 2015-900040*, Mobile County Circuit Court. Lawsuit to compel arbitration to enforce breached settlement agreement.
2. *Quality Investment Properties Richmond, LLC v. DRC Emergency Services, LLC*, Mobile County Circuit Court, Case No. 2014-900474. Suit for unpaid rent (approximately \$30,000) in connection with an unsuccessful contract bid.
3. *Racon, Inc. v. DRC Emergency Services, Transamerican Equipt. Co., Inc. and Transamerican Equipt. Co., LLC*, Civil Action No. 63-CV-2014-900549. Unquantified suit for heavy equipment storage fees following an auction and sale of the equipment to Transamerican Equipt. DRCES disputes any obligation for the debt. DRCES’ motion for summary judgment is filed and pending.
4. *Fuzzell v. DRC Emergency Services, LLC*, Civil Action No. 14-2202, United States District Court for the Northern District of Alabama. Claim by Stewart G. Fuzzell for breach of an alleged verbal employment agreement which included a purported verbal revenue share of one-half of \$26 million. DRCES vehemently disputes the allegations.
5. *DRC Emergency Services, LLC and Liberty Mutual Insurance Company v. R. Baker, Inc.*, Civil Action No. 14-2281, United States District Court for the Northern District of Alabama, Birmingham Division. Declaratory action filed by DRCES and its surety against a sub-subcontractor regarding non-liability for lower tier sub-subcontractor claims. Amount in controversy is approximately \$1.9 million.
6. *B&B Environmental Services, et al v. DRC Emergency Services, LLC, et al*, Mobile County, Alabama Circuit Court, Case No. 14-903439. Unquantified suit by lower tier sub-subcontractors for payment claiming existence a partnership between DRCES and its former subcontractor. DRCES disputes the allegations.
7. *Weston v. DRC Emergency Services, LLC, et al*, Civil Action No. 13-900067, Marshall County, Alabama Circuit Court. Unquantified personal injury/wrongful death claim. Decedant was an employee of a lower-tier subcontractor. OSHA investigated and issued no citation. DRCES’ insurer is defending.
8. *International Camp Sales & Service v. DRC Emergency Services, LLC, et. al.*, Circuit Court of Mobile County, AL, Case No. 09-902111. Dispute over an alleged commission agreement for sale of equipment. Lawsuit removed to United States District Court for the Southern District of Alabama, Case No. 09-775, then remanded to state court. Matter stayed pending arbitration. Arbitration ruling against DRCES final. DRCES satisfied and paid claimant. Lawsuit dismissed August 22, 2014.

9. *Williams v. DRC Emergency Services, LLC, et al*, Case No. 2011-903718, Jefferson County, Alabama. Traffic accident case involving an alleged subcontractor. Case settled September 23, 2013 and dismissed September 24, 2014.
10. *Hodges v. DRC Emergency Services, LLC, et al*, Mobile County, Alabama Circuit Court, Case No. 11-902571. Traffic accident. Property damage and personal injury claims. DRCES' insurer defended. Case settled and dismissed on August 19, 2013.
11. *Luc Raymond v. DRC Emergency Services, LLC*, Case No. 2012-CV-901342, Mobile County, Alabama Circuit Court. Lawsuit for earthquake related work performed in Haiti. Case Settled and dismissed July 24, 2014.
12. *Group CG Builders v. DRC Emergency Services, LLC, et al*, United States District Court for the Southern District of Alabama, Case No. 11-729, on appeal to the U.S. 11th Circuit Court of Appeals, Case No. 12-14586. Suit by sub-subcontractor for disaster recovery work performed in Haiti. Suit in United States against DRCES dismissed by district court; dismissal affirmed on appeal August 12, 2013. Suit in Dominican Republic pending.
13. *Black Warrior Solid Waste Authority v. DRC Emergency Services, LLC*, Tuscaloosa County, Alabama Circuit Court, Case No. 2013-900472. Collection dispute involving disposal fees. Case settled and dismissed on August 15, 2013.
14. *Acton Plumbing & Heating Co., Inc. v. DRC Emergency Services, LLC*, Case No. 2014-904235, Jefferson County, Alabama Circuit Court. Claim by lower-tier sub-subcontractor for tornado recovery work. Case settled and dismissed on November 12, 2014.
15. *DRC Emergency Services, LLC v. Experian*, United States District Court for the Southern District of Alabama, Civil Action No. 11-485. DRCES claim against credit reporting bureau. Case dismissed on February 8, 2012.
16. *DRC Emergency Services, LLC v. Bassana*, Case No. 2012-CV-544, Mobile County, Alabama Circuit Court. Declaratory action regarding a contract dispute with consultant. Case settled and dismissed on July 16, 2012.
17. *DRC Emergency Services, LLC v. Hodge*, Case No. 2012-CV-207, Mobile County, Alabama Circuit Court. Declaratory action regarding a contract dispute with consultant. Case settled and dismissed on April 5, 2012.
18. *DRC Emergency Services, LLC v. Scott*, Case No. 2010-469, Circuit Court, Mobile County, Alabama. Claim by DRCES against former employee. Case settled and dismissed August 23, 2011.
20. *Bahouth, et al v. DRC Emergency Services, LLC*, Arbitration. Claim filed by former consultant for payment. Claim settled March 25, 2011.

FLORIDA

21. *DRC Emergency Services, LLC v. Ashbritt, Inc.*, United States District Court for the Southern District of Florida, Civil Action No. 14-62924. Business disparagement claim. Matter pending.

KENTUCKY

22. *Bellsouth Telecommunications, Inc. v. DRC Emergency Services, LLC*, Case No. 11-37, County Circuit Court, Kentucky. Property damage claim to utility pole. Case settled and dismissed on February 20, 2014.

LOUISIANA

23. *Fin & Feather v. Plaquemines Parish, Cahaba Disaster Recovery, All South Consulting Engineers and DRC Emergency Services, LLC*, Civil Action No. 56-844, 25th Judicial District Court, Plaquemines Parish, Louisiana. Unquantified property damage claim. DRCES' insurer and the insurer for subcontractor defending *via* a defense/indemnity demand by DRCES.

24. *Cora Williams v. DRC Emergency Services, LLC, Beck & City of New Orleans*, Civil Action No. 2009-4151, Orleans Parish Civil District Court. Unquantified property damage claim. DRCES insurer defending.

25. *Gulf State Construction v. DRC Emergency Services, LLC*, Civil Action No. 2012-10783, Orleans Parish Civil District Court. Pro se lawsuit by a subcontractor seeking payment for site work and demolition work. DRCES disputes plaintiff's claims on several procedural and substantive grounds: (1) Gulf States had no Louisiana contractor's license and, therefore, the subcontract is unenforceable as a matter of law; (2) Gulf States performed only minimal site work for which it was paid; (3) Gulf States was paid for mobilization but only mobilized three pieces of equipment to the job site and, therefore, could not execute the site work.

26. *Southern Industrial Contractors v. DRC Emergency Services, LLC*, Civil Action No. 613964, 19th Judicial District Court, East Baton Rouge Parish, Louisiana. This lawsuit arises out of a roadway construction project. DRCES was a subcontractor to Southern Industrial Contractors (SIC). Two roads were constructed by DRCES. SIC filed suit against DRCES contending that DRC's work was substandard. SIC conducted third-party testing on both roads, which were determined to be structurally sound. Both roads were accepted by project owner.

27. *McGraw v DRC Emergency Services, LLC*, Case No. 2009-51580, First City Court of New Orleans. Property damage claim during a demolition project. Plaintiff sued DRCES and lower-tier subcontractor.

28. *Down South Services, LLC v. DRC Emergency Services, LLC*, Case No. 59-035, 25th Judicial District Court for Plaquemines Parish, Louisiana. Claim by equipment supplier in connection with the BP oil spill project. DRCES disputed plaintiff's claim and tendered 68% of plaintiff's demand pending further backup detail from plaintiff. No backup detail was provided.

The lawsuit is open but plaintiff has abandoned the claim under Louisiana law having taken no step in the litigation since 2011.

29. *American Amphibious Equipment and Rental, Inc. v. Brookhaven Maintenance South Contract Corp., et al*, Case No. 55-252, 25th Judicial District Court for Plaquemines Parish, Louisiana. Collection claim by an equipment supplier to a lower-tier subcontractor. On April 13, 2009, one of the lower-tier subcontractors filed for Chapter 11 bankruptcy relief (USDC SD Miss. Case No. 09-50745) and the instant lawsuit was stayed. The Chapter 11 reorganization proceeding was converted to a Chapter 7 liquidation on July 23, 2009. The plaintiff in the instant case did not seek to lift the bankruptcy stay and did not otherwise take any steps in the instant litigation since 2009. The instant matter, therefore, has been abandoned under Louisiana law.

30. *DRC Emergency Services, LLC v. City of Westlake*, Case No. 2011-5412, 14th Judicial District Court, Calcasieu Parish, Louisiana. Claim by DRCES for non-payment for post-disaster recovery services. The matter was settled on April 16, 2012.

31. *Nora v. Atmos Energy, Gray Insurance and DRC Emergency Services, LLC*, Case No. 148773 and *Phillips v. Atmos Energy, Gray Insurance and DRC Emergency Services, LLC*, Case No. 148,774, Jefferson Parish, Louisiana First Parish Court. Minor property damage claims to natural gas line that utility neglected to disconnect during a demolition project. Cases settled and dismissed on January 10, 2013 (Case No. 148,773) and January 13, 2013 (Case No. 148,774).

32. *Hatcher v. DRC Emergency Services, LLC, et al*, Case No. 09-7695, Civil District Court of Orleans Parish, Louisiana. Property damage claim for striking a fence attached to an abandoned home. Case settled for nuisance value and dismissed on February 6, 2014.

33. *Lincoln v. Plaquemines Parish, et al*, Case No. 57-205, 25th Judicial District Court, Plaquemines Parish, Louisiana. Property damage claim arising out of canal debris removal project. Case settled and dismissed on April 30, 2013 (main demand) and July 23, 2013 (third party demand and cross claims).

34. *First Equity v. DRC Emergency Services, LLC, et al*, Case No. 58-937, 25th Judicial District Court for Plaquemines Parish, Louisiana. Suit by landowner regarding canal silt placed on property. Case Settled and dismissed on April 1, 2013.

35. *Pivach, Pivach v. DRC Emergency Services, LLC, et al*, Case No. 11-1793, United States District Court for the Eastern District of Louisiana. Suit by landowner regarding canal silt placed on property. Case Settled and dismissed on March 18, 2013.

36. *B&S Equipment v. DRC Emergency Services, LLC, et al*, Case No. 708-443, 24th Judicial District Court for Jefferson Parish, Louisiana. Lawsuit removed to United States District Court for Eastern District of Louisiana, Case No. 11-3144, then remanded to state court. Claim by lower-tier sub-subcontractor for unpaid work. Case settled on July 3, 2014.

37. *DRC Emergency Services, LLC v. Eaton, Poli-Sync, et al*, Orleans Parish, Louisiana, Civil District Court, Case No. 12-1921. Suit for declaratory judgment involving a contract dispute. Case voluntarily dismissed on June 28, 2013.

38. *Pennington Construction v. DRC Emergency Services, LLC, et al*, Case No. 617389, 19th Judicial District Court East Baton Rouge Parish, Louisiana. Suit for retainage on project. Case settled on March 20, 2013 and dismissed April 8, 2014.
39. *Lauren Banks v. Starr Indemnity and Liberty Co, et al*, Case No. 13-51237, First City Court for the City of New Orleans, LA. Automobile accident/personal injury lawsuit. Case settled and dismissed on August 2, 2013.
40. *Southland Plumbing Supply v. DRC Emergency Services, LLC*, Case No 153-926, Jefferson Parish First Parish Court. Collection suit by a supplier on construction project. Case settled and dismissed on February 26, 2013.
41. *Harbor Community Church v. Cahaba Disaster Recovery, LLC, et al*, Case No. 2013-10113, Orleans Parish, Louisiana Civil District Court. Property damage claim. Case settled and dismissed on June 23, 2014.
42. *Colletti vs. Tiger Tugz, LLC*, Case No. 10-1099, United States District Court for the Western District of Louisiana. Maritime personal injury lawsuit. Settled by insurers and dismissed on May 10, 2012.
43. *Bayou Fuel v. DRC Emergency Services, LLC*, Case No. 11-2894, United States District Court for the Eastern District of Louisiana. Collection claim for fuel supplied in connection with the BP oil spill project. Case settled and dismissed on March 26, 2013.
44. *Down South Services, LLC v. DRC Emergency Services, LLC*, Case No. 59-035, 25th Judicial District Court for Plaquemines Parish, Louisiana. Claim by equipment supplier in connection with the BP oil spill project. DRCES disputed plaintiff's claim and tendered 68% of plaintiff's demand pending further backup detail from plaintiff. No backup detail was provided. The lawsuit is open but plaintiff has abandoned the claim under Louisiana law having taken no step in the litigation since 2011.
45. *DRC Emergency Services, LLC, et al v. ARHB, LLC, et al*, Case No. 57-239, 25th Judicial District Court for Plaquemines Parish, Louisiana. Claim asserted by DRCES and DBR Associates against a subcontractor for breach of contract in connection with a public works construction project. The matter was settled and the suit dismissed on July 12, 2012.
46. *American Amphibious Equipment and Rental, Inc. v. Brookhaven Maintenance South Contract Corp., et al*, Case No. 55-252, 25th Judicial District Court for Plaquemines Parish, Louisiana. Collection claim by an equipment supplier to a lower-tier subcontractor. On April 13, 2009, one of the lower-tier subcontractors filed for Chapter 11 bankruptcy relief (USDC SD Miss. Case No. 09-50745) and the instant lawsuit was stayed. The Chapter 11 reorganization proceeding was converted to a Chapter 7 liquidation on July 23, 2009. The plaintiff in the instant case did not seek to lift the bankruptcy stay and did not otherwise take any steps in the instant litigation since 2009. The instant matter, therefore, has been abandoned under Louisiana law.
47. *DRC Emergency Services, LLC v. City of Westlake*, Case No. 2011-5412, 14th Judicial District Court, Calcasieu Parish, Louisiana. Claim by DRCES for non-payment for post-disaster

recovery services. The matter was settled on April 16, 2012.

48. *Dubuque Barge & Fleeting Service, Inc. d/b/a Newt Marine Service v. DRC Emergency Services, LLC, et al*, Case No. 10-516, United States District Court for the Eastern District of Louisiana. Claim by a lower-tier subcontractor/supplier on a disaster recovery project. Case was dismissed on March 11, 2011.

49. *GIECO General Insurance Company v. DRC Emergency Services, LLC, et al*, Case No. 09-9669, Civil District Court, Orleans Parish, Louisiana. Automobile subrogation claim. Dismissed August 11, 2011.

50. *Strohmeyer, et al v. DRC Emergency Services, LLC, et al*, Case No. 57-235, 25th Judicial District Court for Plaquemines Parish, Louisiana. Claim by landowner for property damages arising out of a marine dredging project. Case settled and was dismissed on November 11, 2011.

51. *Good Streak Marine, Inc. v. DRC Emergency Services, LLC, et al*, Case No. 58-882, 25th Judicial District Court for Plaquemines Parish, Louisiana. Claim by vessel owner arising out of the BP oil spill project. Case settled and was dismissed on August 11, 2011.

52. *K&K Marine, LLC v. DRC Emergency Services, LLC, et al*, Case No. 686-798, 24th Judicial District Court for Jefferson Parish, Louisiana. Claim by vessel owner arising out of a marine construction project. Case settled and was dismissed on July 22, 2010.

53. *Arceneaux v. DRC Emergency Services, LLC, et al*, Case No. 56-611, 25th Judicial District Court for Plaquemines Parish, Louisiana. Personal injury claim. Case settled and dismissed on February 18, 2011.

54. *Landrieu Construction, Inc. v. DRC Emergency Services, LLC, et al*, Case No. 09-3418, United States District Court for the Eastern District of Louisiana. Claim by a subcontractor on a disaster recovery project. Case settled and was dismissed on May 7, 2010.

55. *M&L Industries, LLC v. DRC Emergency Services, et al*, Case No. 57-577, 25th Judicial District Court for Plaquemines Parish, Louisiana. Claim by a supplier to a lower-tier subcontractor. Lawsuit was voluntarily dismissed by plaintiff on May 10, 2010.

56. *Llewellyn, et al v. Gonzales, et al*, Case No. 2009, 15th Judicial District Court, Lafayette Parish, Louisiana. Automobile accident. Plaintiffs abandoned lawsuit waived/released all claims as to DRCES on May 6, 2011.

56A. *La. Dept. of Natural Resources v. DRC Emergency Services, LLC*, administrative claim for approximately \$144,000 for smashed marsh grass that subsequently re-grew. Matter is pending and awaiting settlement for payment of \$75,000 between the parties.

MISSISSIPPI

57. *DRC Emergency Services, LLC v. City of Louisville*, Mississippi, Case No.

2014-087-CVM, Circuit of Winston County, Mississippi. Disaster debris removal contract award protest by DRCEs. Dismissed February 26, 2015.

58. *Touchstone v. DRC Emergency Services, LLC, et al*, Case No. 11-185, United States District Court for the Northern District of Mississippi. Suit for alleged services and equipment provided on a construction project. Case settled and dismissed on August 23, 2013.

59. *Graves and Palmertree v. DRC Emergency Services, LLC*, Case No. 2012-179, Desoto County, MS. Collection suit for unpaid attorney's fees. Case settled and dismissed February 19, 2013.

60. *Dien's Auto Sales & Salvage, Inc. v. DRC Emergency Services, LLC, et al*, Case No. CV2011-107GCD, Circuit Court Desoto County, Mississippi. Claim by an equipment supplier to a subcontractor. Claim was settled and dismissed on June 5, 2012.

MISSOURI

61. *Environmental Works, Inc. v DRC Emergency Services, LLC*, Circuit Court, Greene Co., MO, Case No. 1331-CC00237. Suit for breach of contract for work in Joplin, MO regarding air monitoring services. Case settled and dismissed on June 10, 2014.

62. *Waste Corporation of Missouri v. DRC Emergency Services, LLC*, Case No. 12AO-CC00081, Circuit Court Jasper County, Missouri. Suit for unpaid waste disposal fees. Case settled and dismissed on May 16, 2012.

NEW YORK

62A. *DRC Emergency Services, LLC v. Fuzzell*, Case No. 15-1000, United States District Court for the Southern District of New York. Suit to recover equipment.

NORTH CAROLINA

63. *Caroline-A-Contracting v. DRC, Inc. d/b/a DRC Group DRC Emergency Services, LLC and Ray Peele*, Case No. 12-CvD-0394. Claim by lower-tier subcontractor for non-payment. Case settled and dismissed on December 16, 2014.

NORTH DAKOTA

64. *Moorhead Electric v. DRC Emergency Services, LLC, et al*, Case No. 12-126, United States District Court for the Northern District of North Dakota. Collection suit by subcontractor on a construction project. Case settled on January 30, 2013 shortly after acquisition by new ownership. Case dismissed on November 4, 2013.

65. *Wagner Construction v. DRC Emergency Services, LLC*, Civil Action No. 12-144, United States District Court for the Northern District of North Dakota. Claim by subcontractor on a construction project. Matter settled shortly after acquisition of DRCES by new ownership. Case dismissed on February 5, 2013.

TEXAS

66. *Commerce Street Capital v. Pate, et al*, Civil Action No. 14-1802, United States District Court for the Northern District of Texas, Dallas Division. Suit by investment banker for non-payment of approximately \$400,000 in connection with the prior acquisition of DRCES by new owners. DRCES disputes obligation for the alleged debt. The debt is owed by buyers not DRCES.

67. *Segler Enterprises v. DRC Emergency Services, LLC*, Case No. 931,609, Harris County, Texas. Landlord sued DRCES for past-due rent; DRCES counterclaimed for damages caused by water leaks in leased premises. Following a defense jury verdict, DRCES prevailed at trial on its counterclaim against landlord for damages. Case settled following trial and was dismissed on February 20, 2013.

68. *Wells v DRC Emergency Services, LLC*, Case No. JC-134-11, Small Claims Chambers, Texas. Suit for alleged minor damage to land. Case settled August 6, 2013.

69. *Mustang Rentals v. DRC Emergency Services, LLC, et al*, District Court, Harris, Texas, Case No. 2013-22617. Claim for rental fees owed by subcontractor. Case settled and dismissed on June 11, 2013.

70. *Albert J. Isakson v. DRC Emergency Services, et al*, United States District Court for the Southern District of Texas, Case No. 1:12-CV-227. Suit for additional compensation for work performed in Guam in or about 1998 on a disaster recovery project. DRCES was not a contracting party. Case dismissed without prejudice by order dated June 26, 2012.

71. *Rankin v. DRC Emergency Services, LLC*, Case No. 10-1343, United States District Court for the Southern District of Texas. Collection suit by lower tier subcontractor for site management work on a disaster recovery project. Mediation unsuccessful. Plaintiff verdict at trial. Case settled on appeal; judgment satisfied on July 10, 2012.

72. *Gonzales v. DRC Emergency Services, LLC, et al*, Civil Action No. 2010-27703, Harris County, Texas District Court. Claim by lower-tier sub-subcontractor. Claim settled and lawsuit dismissed April 23, 2012.

73. *In re DRC Emergency Servicers, LLC*, Case No. 2012-38503, 333rd Judicial District, Harris County Texas. Lawsuit to conduct discovery in anticipation of litigation.

74. *DRC Emergency Services, LLC v. Survey Equipment Services, Inc.*, Case No. 2009-33303, 269th Judicial District, Harris County, Texas. Claim by DRCES against equipment manufacturer for breach of contract. Case settled and dismissed on June 29, 2010.

75. *DRC Emergency Services, LLC v. Galveston Yacht Club, Inc., et al*, Case No. 2010-

CV4028, 212th Judicial District, Galveston County, Texas. Payment claim by DRCES for disaster recovery services. Case settled and dismissed on July 19 and 21, 2011.

76. *J.A. Chorens Investments, LLC v. DRC Emergency Services, LLC*, et al, Arbitration. Claim by a lower-tier subcontractor for accounting work, advances and a purported profit with another lower-tier subcontractor. Case settled December 21, 2010.

77. *Aguero v. DRC Emergency Services, LLC*, et al, Case No. 966881, County Court, Harris County, Texas. Claim by a lower-tier subcontractor. Case settled March 22, 2011 and suit dismissed on April 15, 2011.

78. *Recovery Solutions, LLC v. DRC Emergency Services, LLC, et al*, Case No. 2010-9327, 165th Judicial District, Harris County, Texas. Payment claim filed by a lower-tier subcontract for post-hurricane work. Claimant was paid by subcontract and suit was dismissed on June 4, 2010.

79. *Recovery Solutions, LLC v. DRC Emergency Services, LLC, et al*, Case No. 2010-9655, 295th Judicial District, Harris County, Texas. Payment claim filed by a lower-tier subcontract for post-hurricane work. Claimant was paid by subcontract and suit was dismissed on June 2, 2010.

80. *Recovery Solutions, LLC v. DRC Emergency Services, LLC, et al*, Case No. 2010-9647, 295th Judicial District, Harris County, Texas. Payment claim filed by a lower-tier subcontract for post-hurricane work. Claimant was paid by subcontract and suit was dismissed on June 2, 2010.

81. *Recovery Solutions, LLC v. DRC Emergency Services, LLC, et al*, Case No. 2010-9596, 61st Judicial District, Harris County, Texas. Payment claim filed by a lower-tier subcontract for post-hurricane work. Claimant was paid by subcontract and suit was dismissed on June 8, 2010.

82. *C&J Bark Haulers, Inc. v. DRC Emergency Services, LLC, et al*, Case No. 2009-54307, 281st Judicial District, Harris County, Texas. Payment claim filed by a lower-tier subcontract for post-hurricane work. Claimant was paid by subcontract and suit was dismissed on May 20, 2010.

83. *C&J Bark Haulers, Inc. v. DRC Emergency Services, LLC, et al*, Case No. 2009-54478, 152nd Judicial District, Harris County, Texas. Payment claim filed by a lower-tier subcontract for post-hurricane work. Claimant was paid by subcontract and suit was dismissed on May 18, 2010.

84. *Recovery Solutions, LLC v. DRC Emergency Services, LLC*, et al, Case No. 2010-436, 10th Judicial District, Galveston County, Texas. Payment claim filed by a lower-tier subcontract for post-hurricane work.

WASHINGTON D.C.

85. *Kelley Drye & Warren v. DRC Emergency Services, LLC*, Case No. 2013 CA-001626C, Superior Court, Dist. of Columbia. Collection suit for attorney's fees. Case settled and dismissed on May 17, 2013.

BP OIL SPILL RELATED LITIGATION

86. The lawsuits set forth in Sub-paragraphs 86(a)-(cc) below arise out of the BP oil spill clean-up/recovery project. The lawsuits relate to personal injury tort-based and contract-based claims. Pursuant to the BP-DRCES Master Subcontract Agreement, BP is obligated to defend and indemnify DRCES. With one exception, BP has honored all defense/indemnity tenders by DRCES, has appointed defense counsel and has funded settlements of plaintiffs' claims:

- a. *In Re: Oil Spill By The Oil Rig "Deepwater Horizon" In The Gulf of Mexico*, United States District Court for the Eastern District of Louisiana, Civil Action No. MDL 2179. This is the lead case in the BP Multi-District Litigation.
- b. *Caulfield v. DRC Emergency Services, LLC, et al.*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-1891.
- c. *Black v. DRC Emergency Services, LLC, et al.*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-867.
- d. *Pearson v. DRC Emergency Services, LLC, et al.*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-863.
- e. *Lambert v. DRC Emergency Services, LLC, et al.*, 24th Judicial District Court for Jefferson Parish Louisiana, Civil Action No. 702311.
- f. *Baudier v. DRC Emergency Services, LLC, et al.*, 24th Judicial District Court for Jefferson Parish Louisiana, Civil Action No. 703-286.
- g. *Turner v. DRC Emergency Services, LLC, et al.*, Case No.52826, Harris County, Texas Circuit Court, removed to USDC EDTX, Civil Action No. 12-64, remanded. Settled and dismissed on February 10, 2015.
- h. *McCormick v. DRC Emergency Services, LLC*, 11-2141 Civil Action No. 11-2141. Settled and dismissed on March 18, 2013.
- i. *Turlich v. DRC Emergency Services, LLC, et al.*, 25th Judicial District Court for Plaquemines Parish Louisiana, Civil Action No. 59-076.
- j. *Luke Boudreaux v. The DRC Group, et al.*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-03179.
- k. *Fitzgerald v. DRC Emergency Services, LLC, et al.*, United States District Court for the Eastern District of Louisiana, Civil Action No. 13-650.
- l. *Matherne Business Associates v. DRC Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-449.
- m. *Rodrigue Business Associates v. DRC Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-445.
- n. *Pearson and Black v. DRC Emergency Services, LLC*, 24th Judicial District Court for Jefferson Parish Louisiana, removed to USDC EDLA, Civil Action No. 11-778.

- o. *Chad Rogers v. DRC Emergency Services, LLC*, et al., 19th Judicial District Court for East Baton Rouge Parish Louisiana, Civil Action No. 601084 removed to USDC MDLA Civil Action No. 11-331, transferred to USDC EDLA Civil Action No. 11-1295.
- p. *Frelich v. DRC Emergency Services, LLC, et al.*, 25th Judicial District Court for Plaquemines Parish Louisiana, Civil Action No. 59-616.
- q. *Foussell, et al. v. DRC Emergency Services, LLC*, et al, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-1195.
- r. *Trung v. Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-2766.
- s. *Daigle v. DRC Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-2499.
- t. *Duong, et al v. Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 12-814. (DRCES tendered to BP for defense/indemnity; awaiting response).
- u. *Duong, et al v. DRC Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 13-605.
- v. *Dinwiddie v. DRC Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 12-426. (DRCES tendered to BP for defense/indemnity; awaiting response).
- w. *Brown v. DRC Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 12-2333. (DRCES tendered to BP for defense/indemnity; awaiting response).
- x. *Elmer Rogers v. DRC Emergency Services, LLC*, Orleans Parish Civil District Court, Civil Action No. 14-8304, Div. "J" removed to USDC EDLA Civil Action No. 14-2285 (DRCES tendered to BP for defense/indemnity; awaiting response).
- y. *Gros, et al v. DRC Emergency Services, LLC*, et al, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-1824. Wage claim. Settled and dismissed March 21, 2013. Related matter *DRC Emergency Services, LLC, et al v. BP Exploration & Production, Inc., et al*, United States District Court for the Eastern District of Louisiana, Civil Action No. 12-2510. Settled and was dismissed on March 7, 2014.
- z. *Hayden v. Mitchell Liftboats, LLC v. DRC Emergency Services, LLC*, et al, 25th Judicial District Court, Plaquemines Parish, Louisiana, Civil Action No. 60-624. Lawsuit removed to U.S. Dist. Court for Eastern District of Louisiana, Case No. 13-5234 and consolidated with MDL 2179. Case settled and dismissed on December 5, 2014.
- aa. *Hayden v. A.M.C. Liftboats, Inc. v. DRC Emergency Services, LLC, et al*, 25th Judicial District Court, Plaquemines Parish, Louisiana, Civil Action No. 60-624. Lawsuit removed to U.S. Dist. Court for Eastern District of Louisiana, Case No. 13-5235 and consolidated with MDL 2179. Case settled and dismissed on December 5, 2014.
- bb. *In re Triton Asset Leasing GmbH*, U.S. Dist. Court for Eastern District of Louisiana, Case No. 10-2771. Statutory limitation of liability proceeding invoked by a vessel owner which was

consolidated with MDL 2179.

cc. *Alexander v. DRC Emergency Services, LLC, et al*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-951. DRCES is named as a defendant but was never served with legal process. Lawsuit was consolidated in MDL 2179

DOMINICAN REPUBLIC

87. *Group CG Builders v. DRC Emergency Services, LLC, et al*. Suit by sub-subcontractor for disaster recovery work performed in Haiti. Suit in the United States against DRCES dismissed by federal district court; dismissal affirmed on appeal August 12, 2013. See No. 12 above. Suit in Dominican Republic pending.

Request for Taxpayer Identification Number and Certification

Give Form to the
 requester. Do not
 send to the IRS.

Print or type
 See Specific Instructions on page 2.

Name (as shown on your income tax return) DRC Emergency Services, LLC	
Business name/disregarded entity name, if different from above	
Check appropriate box for federal tax classification: <input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ C <input type="checkbox"/> Exempt payee <input type="checkbox"/> Other (see instructions) ▶	
Address (number, street, and apt. or suite no.) 740 Museum Drive City, state, and ZIP code Mobile, AL 36608	Requester's name and address (optional)
List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Social security number								

Employer identification number								
6	3	-	1	2	8	3	7	2

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. citizen or other U.S. person (defined below).

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 4.

Sign Here Signature of U.S. person ▶

Date ▶ **2-16-15**

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Purpose of Form

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income.

Note. If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax on any foreign partners' share of income from such business. Further, in certain cases where a Form W-9 has not been received, a partnership is required to presume that a partner is a foreign person, and pay the withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid withholding on your share of partnership income.

The person who gives Form W-9 to the partnership for purposes of establishing its U.S. status and avoiding withholding on its allocable share of net income from the partnership conducting a trade or business in the United States is in the following cases:

- The U.S. owner of a disregarded entity and not the entity,
- The U.S. grantor or other owner of a grantor trust and not the trust, and
- The U.S. trust (other than a grantor trust) and not the beneficiaries of the trust.

Foreign person. If you are a foreign person, do not use Form W-9. Instead, use the appropriate Form W-8 (see Publication 515, *Withholding of Tax on Nonresident Aliens and Foreign Entities*).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a "saving clause." Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the payee has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items:

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
2. The treaty article addressing the income.
3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.
4. The type and amount of income that qualifies for the exemption from tax.
5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

Example. Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if his or her stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first protocol) and is relying on this exception to claim an exemption from tax on his or her scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity not subject to backup withholding, give the requester the appropriate completed Form W-8.

What is backup withholding? Persons making certain payments to you must under certain conditions withhold and pay to the IRS a percentage of such payments. This is called "backup withholding." Payments that may be subject to backup withholding include interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester,
2. You do not certify your TIN when required (see the Part II instructions on page 3 for details),
3. The IRS tells the requester that you furnished an incorrect TIN,
4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only), or
5. You do not certify to the requester that you are not subject to backup withholding under 4 above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See the instructions below and the separate instructions for the Requester of Form W-9.

Also see *Special rules for partnerships* on page 1.

Updating Your Information

You must provide updated information to any person to whom you claimed to be an exempt payee if you are no longer an exempt payee and anticipate receiving reportable payments in the future from this person. For example, you may need to provide updated information if you are a C corporation that elects to be an S corporation, or if you no longer are tax exempt. In addition, you must furnish a new Form W-9 if the name or TIN changes for the account, for example, if the grantor of a grantor trust dies.

Penalties

Failure to furnish TIN. If you fail to furnish your correct TIN to a requester, you are subject to a penalty of \$50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

Civil penalty for false information with respect to withholding. If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a \$500 penalty.

Criminal penalty for falsifying information. Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

Misuse of TINs. If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

Specific Instructions

Name

If you are an individual, you must generally enter the name shown on your income tax return. However, if you have changed your last name, for instance, due to marriage without informing the Social Security Administration of the name change, enter your first name, the last name shown on your social security card, and your new last name.

If the account is in joint names, list first, and then circle, the name of the person or entity whose number you entered in Part I of the form.

Sole proprietor. Enter your individual name as shown on your income tax return on the "Name" line. You may enter your business, trade, or "doing business as (DBA)" name on the "Business name/disregarded entity name" line.

Partnership, C Corporation, or S Corporation. Enter the entity's name on the "Name" line and any business, trade, or "doing business as (DBA) name" on the "Business name/disregarded entity name" line.

Disregarded entity. Enter the owner's name on the "Name" line. The name of the entity entered on the "Name" line should never be a disregarded entity. The name on the "Name" line must be the name shown on the income tax return on which the income will be reported. For example, if a foreign LLC that is treated as a disregarded entity for U.S. federal tax purposes has a domestic owner, the domestic owner's name is required to be provided on the "Name" line. If the direct owner of the entity is also a disregarded entity, enter the first owner that is not disregarded for federal tax purposes. Enter the disregarded entity's name on the "Business name/disregarded entity name" line. If the owner of the disregarded entity is a foreign person, you must complete an appropriate Form W-8.

Note. Check the appropriate box for the federal tax classification of the person whose name is entered on the "Name" line (individual/sole proprietor, Partnership, C Corporation, S Corporation, Trust/estate).

Limited Liability Company (LLC). If the person identified on the "Name" line is an LLC, check the "Limited liability company" box only and enter the appropriate code for the tax classification in the space provided. If you are an LLC that is treated as a partnership for federal tax purposes, enter "P" for partnership. If you are an LLC that has filed a Form 8832 or a Form 2553 to be taxed as a corporation, enter "C" for C corporation or "S" for S corporation. If you are an LLC that is disregarded as an entity separate from its owner under Regulation section 301.7701-3 (except for employment and excise tax), do not check the LLC box unless the owner of the LLC (required to be identified on the "Name" line) is another LLC that is not disregarded for federal tax purposes. If the LLC is disregarded as an entity separate from its owner, enter the appropriate tax classification of the owner identified on the "Name" line.

Other entities. Enter your business name as shown on required federal tax documents on the "Name" line. This name should match the name shown on the charter or other legal document creating the entity. You may enter any business, trade, or DBA name on the "Business name/disregarded entity name" line.

Exempt Payee

If you are exempt from backup withholding, enter your name as described above and check the appropriate box for your status, then check the "Exempt payee" box in the line following the "Business name/disregarded entity name," sign and date the form.

Generally, individuals (including sole proprietors) are not exempt from backup withholding. Corporations are exempt from backup withholding for certain payments, such as interest and dividends.

Note. If you are exempt from backup withholding, you should still complete this form to avoid possible erroneous backup withholding.

The following payees are exempt from backup withholding:

1. An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2),
 2. The United States or any of its agencies or instrumentalities,
 3. A state, the District of Columbia, a possession of the United States, or any of their political subdivisions or instrumentalities,
 4. A foreign government or any of its political subdivisions, agencies, or instrumentalities, or
 5. An international organization or any of its agencies or instrumentalities.
- Other payees that may be exempt from backup withholding include:
6. A corporation,
 7. A foreign central bank of issue,
 8. A dealer in securities or commodities required to register in the United States, the District of Columbia, or a possession of the United States,
 9. A futures commission merchant registered with the Commodity Futures Trading Commission,
 10. A real estate investment trust,
 11. An entity registered at all times during the tax year under the Investment Company Act of 1940,
 12. A common trust fund operated by a bank under section 584(a),
 13. A financial institution,
 14. A middleman known in the investment community as a nominee or custodian, or
 15. A trust exempt from tax under section 664 or described in section 4947.

The following chart shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 15.

IF the payment is for . . .	THEN the payment is exempt for . . .
Interest and dividend payments	All exempt payees except for 9
Broker transactions	Exempt payees 1 through 5 and 7 through 13. Also, C corporations.
Barter exchange transactions and patronage dividends	Exempt payees 1 through 5
Payments over \$600 required to be reported and direct sales over \$5,000 ¹	Generally, exempt payees 1 through 7 ²

¹ See Form 1099-MISC, Miscellaneous Income, and its instructions.

² However, the following payments made to a corporation and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, gross proceeds paid to an attorney, and payments for services paid by a federal executive agency.

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. If you are a resident alien and you do not have and are not eligible to get an SSN, your TIN is your IRS individual taxpayer identification number (ITIN). Enter it in the social security number box. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN. However, the IRS prefers that you use your SSN.

If you are a single-member LLC that is disregarded as an entity separate from its owner (see *Limited Liability Company (LLC)* on page 2), enter the owner's SSN (or EIN, if the owner has one). Do not enter the disregarded entity's EIN. If the LLC is classified as a corporation or partnership, enter the entity's EIN.

Note. See the chart on page 4 for further clarification of name and TIN combinations.

How to get a TIN. If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local Social Security Administration office or get this form online at www.ssa.gov. You may also get this form by calling 1-800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at www.irs.gov/businesses and clicking on Employer Identification Number (EIN) under Starting a Business. You can get Forms W-7 and SS-4 from the IRS by visiting IRS.gov or by calling 1-800-TAX-FORM (1-800-829-3676).

If you are asked to complete Form W-9 but do not have a TIN, write "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, generally you will have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

Note. Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon.

Caution: A disregarded domestic entity that has a foreign owner must use the appropriate Form W-8.

Part II. Certification

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if item 1, below, and items 4 and 5 on page 4 indicate otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). In the case of a disregarded entity, the person identified on the "Name" line must sign. Exempt payees, see *Exempt Payee* on page 3.

Signature requirements. Complete the certification as indicated in items 1 through 3, below, and items 4 and 5 on page 4.

1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983. You must give your correct TIN, but you do not have to sign the certification.

2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983. You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

3. Real estate transactions. You must sign the certification. You may cross out item 2 of the certification.

4. Other payments. You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions. You must give your correct TIN, but you do not have to sign the certification.

Note. If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

Secure Your Tax Records from Identity Theft

Identity theft occurs when someone uses your personal information such as your name, social security number (SSN), or other identifying information, without your permission, to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax preparer.

If your tax records are affected by identity theft and you receive a notice from the IRS, respond right away to the name and phone number printed on the IRS notice or letter.

If your tax records are not currently affected by identity theft but you think you are at risk due to a lost or stolen purse or wallet, questionable credit card activity or credit report, contact the IRS Identity Theft Hotline at 1-800-908-4490 or submit Form 14039.

For more information, see Publication 4535, Identity Theft Prevention and Victim Assistance.

Victims of identity theft who are experiencing economic harm or a system problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 1-877-777-4778 or TTY/TDD 1-800-829-4059.

Protect yourself from suspicious emails or phishing schemes. Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to phishing@irs.gov. You may also report misuse of the IRS name, logo, or other IRS property to the Treasury Inspector General for Tax Administration at 1-800-368-4484. You can forward suspicious emails to the Federal Trade Commission at: spam@uce.gov or contact them at www.ftc.gov/idtheft or 1-877-IDTHEFT (1-877-438-4338).

Visit IRS.gov to learn more about identity theft and how to reduce your risk.

What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual ¹
2. Two or more individuals (joint account)	The actual owner of the account or, if combined funds, the first individual on the account ¹
3. Custodian account of a minor (Uniform Gift to Minors Act)	The minor ²
4. a. The usual revocable savings trust (grantor is also trustee) b. So-called trust account that is not a legal or valid trust under state law	The grantor-trustee ¹ The actual owner ¹
5. Sole proprietorship or disregarded entity owned by an individual	The owner ³
6. Grantor trust filing under Optional Form 1099 Filing Method 1 (see Regulation section 1.671-4(b)(2)(i)(A))	The grantor ⁴
For this type of account:	Give name and EIN of:
7. Disregarded entity not owned by an individual	The owner
8. A valid trust, estate, or pension trust	Legal entity ⁴
9. Corporation or LLC electing corporate status on Form 8832 or Form 2553	The corporation
10. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
11. Partnership or multi-member LLC	The partnership
12. A broker or registered nominee	The broker or nominee
13. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity
14. Grantor trust filing under the Form 1041 Filing Method or the Optional Form 1099 Filing Method 2 (see Regulation section 1.671-4(b)(2)(i)(B))	The trust

¹ List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

² Circle the minor's name and furnish the minor's SSN.

³ You must show your individual name and you may also enter your business or "DBA" name on the "Business name/disregarded entity" name line. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

⁴ List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.) Also see *Special rules for partnerships* on page 1.

*Note. Grantor also must provide a Form W-9 to trustee of trust.

Privacy Act Notice

Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons (including federal agencies) who are required to file information returns with the IRS to report interest, dividends, or certain other income paid to you; mortgage interest you paid; the acquisition or abandonment of secured property; the cancellation of debt; or contributions you made to an IRA, Archer MSA, or HSA. The person collecting this form uses the information on the form to file information returns with the IRS, reporting the above information. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation and to cities, states, the District of Columbia, and U.S. possessions for use in administering their laws. The information also may be disclosed to other countries under a treaty, to federal and state agencies to enforce civil and criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism. You must provide your TIN whether or not you are required to file a tax return. Under section 3406, payers must generally withhold a percentage of taxable interest, dividend, and certain other payments to a payee who does not give a TIN to the payer. Certain penalties may also apply for providing false or fraudulent information.

ATTACHMENT E

TRENCH SAFETY ACT FORM

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

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

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

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

Olivia Morin

Witness Name

Kristy Fuentes
Signature

Olivia Morin

Witness Printed Name

DRC Emergency Services, LLC
Contractor Name

Kristy Fuentes,
Vice President/Secretary
Title

9-21-2015

Date

ATTACHMENT F
ACKNOWLEDGEMENT OF CONFORMANCE
WITH O.S.H.A. STANDARDS

TO: CITY OF KEY WEST

Contractor's Name: _____ 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.

Olivia Marino
ATTEST Olivia Marino

DRC Emergency Services, LLC
CONTRACTOR NAME

(Lisa Garcia)
ATTEST Lisa Garcia

By: [Signature]

Title: Vice President/Secretary

9-21-2015
DATE

ATTACHMENT
G

COPY OF STATE CORPORATE FILINGS; OR ARTICLES OF INCORPORATION
AS
REQUIRED BY THE SECRETARY OF STATE, FLORIDA.

At the time of proposal the proposer must demonstrate that he holds, as a minimum, the following licenses and certifications:

- License(s) required by the State of Florida
- Or
- A valid competency card issued by the City of Key West or any Florida County that has reciprocity with the City of Key West.

Upon award the Proposer agrees to obtain a City of Key West Business Tax Receipt, Classification of Demo Specialty Contractor and a Competency Card in the same classification.

*Please see attached DRC's Florida Residential Contractor's License, Certificate of Authority to Do Business from the Florida Secretary of State, and Florida Corporate Filing with the Division of Corporations.

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 January 13, 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 Eleventh day of April, 2014*



Ken Detjen
Secretary of State

Authentication ID: CU1598806692

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

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

07/18/2005 14:23 868785326 CT CORPORATION SYSTEM

Division of Corporations

Florida Department of State
Division of Corporations
Public Access System

Electronic Filing Cover Sheet

Note: Please print this page and use it as a cover sheet. Type the fax audit number (shown below) on the top and bottom of all pages of the document.

((H05000172858 3))

Note: DO NOT hit the REFRESH/RELOAD button on your browser from this page. Doing so will generate another cover sheet.

To:
Division of Corporations
Fax Number : (850) 205-0383

From:
Account Name : C T CORPORATION SYSTEM
Account Number : FCA000000023
Phone : (850) 222-1092
Fax Number : (850) 878-5926

RECEIVED
05 JUL 18 PM 2:35
DIVISION OF CORPORATION

FOREIGN LIMITED LIABILITY COMPANY
DRC Emergency Services, LLC

2005 JUL 18 A 9:58
SECRETARY OF STATE
FALL WASH DC, FR 50003

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Certificate of Status	0
Certified Copy	0
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Unknown document	DCC
W. F. V.	

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APPLICATION BY FOREIGN LIMITED LIABILITY COMPANY FOR AUTHORIZATION TO TRANSACT BUSINESS IN FLORIDA

IN COMPLIANCE WITH SECTION 608.502, FLORIDA STATUTES THE FOLLOWING IS SUBMITTED TO REGISTER A FOREIGN LIMITED LIABILITY COMPANY TO TRANSACT BUSINESS IN THE STATE OF FLORIDA:

- 1. DRC Emergency Services, LLC (Name of Foreign Limited Liability Company)
2. Alabama (Jurisdiction under the law of which foreign limited liability company is organized)
3. 63-1283729 (FBI number, if applicable)
4. September 12, 2001 (Date of Organization)
5. Perpetual (Duration: Year limited liability company will cease to exist or "perpetual")
6. July 12, 2003 (Date first transacted business in Florida, if prior to registration.)
7. 740 Museum Drive, Mobile, AL 36608 (Street Address of Principal Office)

- 8. If limited liability company is a manager-managed company, check here []
9. The name and usual business addresses of the managing members or managers are as follows:
Thomas M. Marr, Sr. 740 Museum Drive, Mobile, AL 36608
Robert J. Isakson 740 Museum Drive, Mobile, AL 36608

10. Attached is an original certificate of existence, no more than 90 days old, duly authenticated by the official having custody of records in the jurisdiction under the law of which it is organized. (A photocopy is not acceptable. If the certificate is in a foreign language, a translation of the certificate under oath of the translator must be submitted.)

11. Nature of business or purposes to be conducted or promoted in Florida: Disaster debris removal services

Signature of a member or an authorized representative of a member. (In accordance with section 608.408(3), F.S., the execution of this document constitutes an affirmation under the penalties of perjury that the facts stated herein are true.) Robert J. Isakson, Member

Typed or printed name of signer

FILED 2005 JUL 18 AM 9:08 SECRETARY OF STATE TALLAHASSEE, FLORIDA

CERTIFICATE OF DESIGNATION OF REGISTERED AGENT/REGISTERED OFFICE

PURSUANT TO THE PROVISIONS OF SECTION 608.413 or 608.507, FLORIDA STATUTES, THE UNDERSIGNED LIMITED LIABILITY COMPANY SUBMITS THE FOLLOWING STATEMENT TO DESIGNATE A REGISTERED OFFICE AND REGISTERED AGENT IN THE STATE OF FLORIDA.

1. The name of the Limited Liability Company is:

DRC Emergency Services, LLC

2. The name and the Florida street address of the registered agent and office are:

CT Corporation System

(Name)

1200 South Pine Island Road

Florida Street Address (P.O. Box NOT ACCEPTABLE)

Plantation

FL

33324

City/State/Zip

Having been named as registered agent and to accept service of process for the above stated limited liability company at the place designated in this certificate, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relating to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent as provided for in Chapter 608, Florida Statutes.

CT Corporation System

By: Mary R. Adams

(Signature)

Mary R. Adams, Assistant Secretary

2005 JUL 18 A 9 58
SECRETARY OF STATE
TALLAHASSEE, FLORIDA

FILED

\$ 100.00 Filing Fee for Application
\$ 25.00 Designation of Registered Agent
\$ 30.00 Certified Copy (optional)
\$ 5.00 Certificate of Status (optional)

Nancy L. Worley
Secretary of State

P.O. Box 5616
Montgomery, AL 36103-5616

STATE OF ALABAMA

I, Nancy L. Worley, Secretary of State of the State of Alabama, having custody of the Great and Principal Seal of said State, do hereby certify that

the domestic corporate records on file in this office disclose that DRC Emergency Services, LLC organized in the office of the Judge of Probate of Mobile County on September 12, 2001. I further certify that the records do not disclose that said DRC Emergency Services, LLC has been dissolved.

FILED
2005 JUL 18 A 9:55
SECRETARY OF STATE
TALLAHASSEE, FL 32301

In Testimony Whereof, I have hereunto set my hand and affixed the Great Seal of the State, at the Capitol, in the City of Montgomery, on this day.

July 15, 2005

Date



Nancy L. Worley

Secretary of State



Licensee Details

Licensee Information

Name: **FUZZELL, ROBERT HUNTER (Primary Name)**
DRC EMERGENCY SERVICES, LLC (DBA Name)

Main Address: **740 MUSEUM DRIVE**
MOBILE Alabama 36608

County: **OUT OF STATE**

License Mailing:

LicenseLocation:

License Information

License Type: **Certified Residential Contractor**

Rank: **Cert Residential**

License Number: **CRC1331035**

Status: **Current,Active**

Licensure Date: **08/29/2014**

Expires: **08/31/2016**

Special Qualifications **Qualification Effective**
Construction Business **08/29/2014**

[View Related License Information](#)

[View License Complaint](#)

1940 North Monroe Street, Tallahassee FL 32399 :: Email: **Customer Contact Center** :: Customer Contact Center: 850.487.1395

The State of Florida is an AA/EEO employer. [Copyright 2007-2010 State of Florida, Privacy Statement](#)

Under Florida law, email addresses are public records. If you do not want your email address released in response to a public-records request, do not send electronic mail to this entity. Instead, contact the office by phone or by traditional mail. If you have any questions, please contact 850.487.1395. *Pursuant to Section 455.275(1), Florida Statutes, effective October 1, 2012, licensees licensed under Chapter 455, F.S. must provide the Department with an email address if they have one. The emails provided may be used for official communication with the licensee. However email addresses are public record. If you do not wish to supply a personal address, please provide the Department with an email address which can be made available to the public. Please see our [Chapter 455](#) page to determine if you are affected by this change.

ATTACHMENT
H

ACKNOWLEDGEMENTS OF ADDENDA RECEIVED BY PROPOSER (if
any). All addenda must be certified on the form provided and enclosed
herein.

Please see attached addenda acknowledgements.



**ADDENDUM NO. 1
RFP 08-015
Disaster Response Services
City Of Key West**

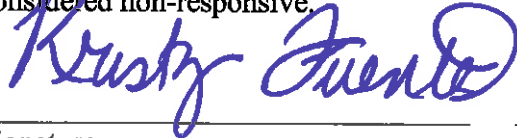
To All Proposers:

The following change is hereby made a part of RFP 08-015
Disaster Response Services, as fully and as completely as if the same were fully set
forth therein:

1. **NEW :**
 - PROPOSALS MUST BE RECEIVED : September 9, 2015
 - NOT LATER THAN 3:00 P.M.

2. **ALL QUESTIONS MUST BE RECEIVED: August 7, 2015**
 - NOT LATER THAN 3:00 P.M.

All Proposers shall acknowledge receipt and acceptance of this Addendum No. by acknowledging Addendum in their proposal or by submitting the addendum with the bid package. Bids submitted without acknowledgement or without this Addendum may be considered non-responsive.



Signature

DRC Emergency Services, LLC

Name of Business



ADDENDUM NO. 2

RFP 08-015

Disaster Response Services

City Of Key West

To All Proposers:

The following changes are hereby made a part of RFP 08-015 Disaster Response Services, as fully and as completely as if the same were fully set forth therein:

Table A - DEBRIS COLLECTION AND REDUCTION SERVICES

TABLE A- Time and Materials

Operators Included		One Hour Each	Dollars
Skid Steer Loader	Bobcat	Hour	
Backhoe	Cat 416	Hour	
Wheel Loaders	Cat 950	Hour	
Wheel Loaders	Cat 966	Hour	
Wheel Loaders	Cat 980	Hour	
Tracked Loaders	Cat 955	Hour	
Towed Loader w/ Tractor	Prentice 210	Hour	
Self-Loading Knuckle boom Truck	25-35 CY Body	Hour	
Self-Loading Knuckle boom Truck	35-45 CY Body	Hour	
Dozer	Cat D4	Hour	
Dozer	Cat D5	Hour	
Dozer	Cat D6	Hour	
Dozer	Cat D7	Hour	
Dozer	Cat D8	Hour	
Excavators	Cat 320	Hour	
Excavators	Cat 325	Hour	
Excavators	Cat 330	Hour	

Tractor w/ Box Blade	80 Hp	Hour	
Motor Grader	Cat 120G	Hour	
Crane	30 Ton	Hour	
Bucket Truck	Up to 50' reach	Hour	
Bucket Truck	50' to 75' reach	Hour	
Trash Transfer Trailer w/ Tractor	110 yard	Hour	
Street Sweeper	Vacuum Type	Hour	
Water Truck	2000 gallon	Hour	
Stump Grinder	Vermeer 252	Hour	
Chipper w/ 2 man crew	Morbark Storm	Hour	
12-Foot Tub Grinder	Morbark 1200	Hour	
13-Foot Tub Grinder	Morbark 1300	Hour	
Equipment Transport w/ Tractor	50 Ton	Hour	
Truck Mounted Winch		Hour	
Personnel	Size or Type	Total Hours	Dollars
Superintendent w/ Pickup Truck	Individual	280	
Supervisor w/ Pickup Truck	Individual	280	
Safety or QC Manager w/ Pickup Truck	Individual	280	
Mechanic w/ Truck and Tools	Individual	280	
Climber w/ Gear	Individual	280	
Operator w/ Chainsaw	Individual	1960	
Laborer w/ Tools	Individual	1960	
Traffic Control Personnel	Individual	1960	
Ticket Writers	Individual	1960	
Clerical	Individual	280	
Administrative Assistants	Individual	280	
Total for all Personnel			

Table B – DEBRIS COLLECTION AND REDUCTION SERVICES

DESCRIPTION OF SERVICES	UNIT OF MEASURE	UNIT
	NUMBER OF UNITS	PRICE
Collection and Processing	Volume	Dollars
Vegetative Debris (not including seaweed) Collection	Per Cubic Yard/140,000	
Vegetative Debris (seaweed only) Collection	Per Cubic Yard/6,000	
Construction and Demolition Debris Collection	Per Cubic Yard/48,000	

White Goods Collection	Each/1000	
Mixed Debris Collection	Per Cubic Yard/6000	
TDMS Management, Processing and Loading	Per Cubic Yard/200,000	
Sand Screening and Placement (Tumble Type Sand Sifter)	Per Cubic Yard/100	
CFC Removal from Compressors	Each/100	
Hazardous Waste Collection and Disposal	55 Gallon Drum/5	
Hauling for Final Disposal		Dollars
Hauling from TDMS to Final Disposal Site <200 Miles	Per Cubic Yard/200,000	
Dead Animal Carcass Hauling and Disposal	Per Pound/50	
Tree Debris Removal		Dollars
Hangers Removal	Per Tree/100	
Hazardous Tree Removal (Leaners)	Per Tree/100	
<12" to 24"	Per Tree/100	
>25" to 48"	Per Tree/10	
>49" to 72"	Per Tree/10	
> 72"/	Per Tree/10	
Hazardous Stump Removal (Ground Not Less Than 8"		Dollars
<6" to 12"	Per Stump/100	
>13" to 24"	Per Stump/100	
>25" to 48"	Per Stump/10	
>49" to 72"	Per Stump/10	
> 72"	Per Stump/10	
Stump Backfill	Per Hole/200	

Miscellaneous Services		Dollars
Demolition of Structures Wood Structures	Per Square Foot/10,000	
Demolition of Concrete Structures	Per Square Foot/10,000	
Video Record of pre-and post-TDMS site	Each/6	
Phase I Environmental Audit	Each/1	
TDMS Site Restoration Grading	Per Square Yard/50,000	
Topsoil TDMS Site Restoration	Per Cubic Yard/5000	
Sod TDMS Site Restoration	Per Square Yard/50,000	
Debris Removal from Canals and Waterways	Per Cubic Yard/20	
Restoration of Canal Banks and Slopes	Per Liner Foot/1500	
Sod Restoration of Canal banks and Slopes	Per Square Yard/50,000	
Fire Suppression Support	Each Unit/7	
Motor Vehicles Removal Towing (from right of way)	Each/1000	
Motor Vehicles Removal (from canal) Including Towing to	Each/100	
Boat Removal (from right-of-way) Including Towing to TDMS	Linear Foot/1000	
Emergency Potable Bottled Water (Pallet of .5	Cost Per Case/1000	
Emergency Delivery of Ice (Full Truck Load 10 lbs bags)	Cost Per Truck Load/5	
Mobile Kitchen Facility to provide 10-100 meals per day	Each Unit/week	
Mobile Kitchen Facility to provide 101-200 meals per day	Each Unit/week	
Mobile Kitchen Facility to provide 201-300 meals per day	Each Unit/week	
Mobile Kitchen Facility to provide 301-400 meals per day	Each Unit/week	
Mobile Laundry Facility	Each Unit/week	
Mobile Restroom/Shower Facility	Each Unit/week	

Mobile Fueling Facility	Each Unit/week, with mark-up per gallon	
Mobile Satellite Communications Facility	Each Unit/week	
Mobile Automated Ticket Issue and Tracking System (Hail Pass or Equivalent)	Each Unit/1	
Emergency Portable Power Generators per Week		Dollars
>25KW	Each Unit/10	
>50 KW	Each Unit/10	
>100KW	Each Unit/5	
>250KW	Each Unit/5	
>500KW	Each Unit/1	
Portable Dewater Pump 6"	Each Unit/1	
Manhole and Catch Basin Cleaning	Each Catch Basin/1	
Storm Drain Piping Cleaning	Per Linear Foot/1000	

1. Regarding the requirement on RFP p 12, "20.0 MAINTENANCE OF TRAFFIC- To be qualified, at least one person on the Contractor's staff must be trained and certified for State of Florida MOT design. This person must be on site at all times to assure proper MOT design is being met by the Contractor's crews." Will a third party contractor be permitted to meet this requirement?
Yes
2. Hazardous Tree Removal: FEMA 325, Public Assistance Debris Management Guide allows for the eligible removal of Hazardous Trees with a minimum diameter of 6 inches or greater measured at Diameter Breast Height (DBH), 4.5 feet above ground. Would the City consider adding an additional Hazardous Tree size category of 6 inch to 12 inch diameter?
No
3. Hazardous Stump Removal: FEMA 325, Public Assistance Debris Management Guide, Appendix G-FEMA Policies and Factsheets, DAP9523.11-Hazardous Stump Extraction and Removal Eligibility indicates that only stumps that have a diameter greater than 24 inches measured 2 feet above ground to be eligible for reimbursement. Is the contractor to assume that stumps 24 inch in diameter or less will be required to be ground a minimal of 8 inches below the surface of

the surrounding ground and that these stumps will be a specialty pay item as indicated in the bid schedule?

Provide pricing for all criteria in Tables A and B.

4. Stump Backfill: Should the contractor assume that the volume of the backfill for stumps is based on backfilling the 8 inches of void left from grinding the stump below ground or from the void created from extraction of the stump?

Yes, backfill to level ground plus 2"

5. Mobile Kitchen, Laundry, Shower & Restroom, and Satellite Communications Facilities: What operational period should the units cost be based on, per day, week or month?

See Table B, per week.

6. Mobile Fueling Facility:

- a. What operational period should the units cost be based on, per day, week or month?
- b. What type fuels are to be provided and how will compensation for fuel consumed by the City be handled?

See Table B, per week. Gasoline and Diesel fuel, use the Florida Department of Management Services, Terminal #6 Miami pricing plus proposer mark-up. Provide mark-up.

7. Emergency Mobile Power Generators:

- a. What operational period should the units cost be based on, per day, week or month?
- b. What length of power supply cable should be provided as required in the specifications, 25, 50 or 100 LF?

See Table B, per week, 100LF.

8. Portable Dewater Pumps, 6 inch:

- a. What operational period should the units cost be based on, per day, week or month?
- b. What length of hose should be provided as required in the specifications, 25, 50 or 100 LF?

See Table B, per week, 100LF.

Question 1) Section 14.5 Basis of Scoring: Pg. 9 – 11

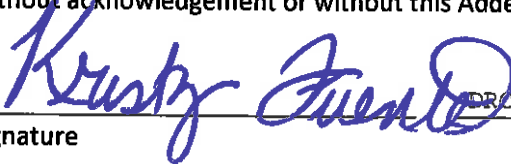
How will the City calculate pricing in order to generate each proposers lump sum? Does the City intend to add up each line item or will the City use the scenario identified in the RFP in which quantities will be assigned to generate an estimation?

See Table A and B, we will calculate using quantities assigned in Tables A and B and pricing from proposers.

Can we obtain copies of the required forms and the pricing schedule in their native formats (word or excel)? This will make it much easier to fill in and make changes if necessary.

All forms are provided in pdf format.

All Proposers shall acknowledge receipt and acceptance of this Addendum No. by acknowledging Addendum in their proposal or by submitting the addendum with the bid package. Bids submitted without acknowledgement or without this Addendum may be considered non-responsive.


Signature

ERC Emergency Services, LLC
Name of Business



**ADDENDUM NO. 3
RFP 08-015
Disaster Response Services
City Of Key West**

To All Proposers:

The following change is hereby made a part of RFP 08-015
Disaster Response Services, as fully and as completely as if the same were fully set
forth therein:

1. **NEW :**
 - PROPOSALS MUST BE RECEIVED : September 29, 2015
 - NOT LATER THAN 3:00 P.M.

All Proposers shall acknowledge receipt and acceptance of this Addendum No. by acknowledging Addendum in their proposal or by submitting the addendum with the bid package. Bids submitted without acknowledgement or without this Addendum may be considered non-responsive.

Krusty Fuentes

Signature

DRC Emergency Services, LLC

Name of Business

ATTACHMENT I

Insurance and Indemnity

To the fullest extent permitted by law, the CONTRACTOR expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents and employees *(herein called the "indemnitees") from liabilities, damages, losses and costs, including but not limited to, reasonable attorney's fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, to the extent caused by the negligence, recklessness, or intentional wrongful misconduct of the CONTRACTOR, its Subcontractors or persons employed or utilized by them in the performance of the Contract. Claims by indemnitees for indemnification shall be limited to the amount of CONTRACTOR's insurance or \$1 million per occurrence, whichever is greater. The parties acknowledge that the amount of the indemnity required hereunder bears a reasonable commercial relationship to the Contract and it is part of the project specifications or the bid documents, if any.

The indemnification obligations under the Contract shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the CONTRACTOR under Workers' Compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the CONTRACTOR or of any third party to whom CONTRACTOR may subcontract a part or all of the Work. This indemnification shall continue beyond the date of completion of the work.

CONTRACTOR: DRC Emergency Services, LLC SEAL:

5851 San Felipe Street Houston, TX 77057

Address

Signature

Kristy Fuentes

Print Name

Vice President/Secretary

Title

DATE: 9-21-2015

CONTRACTOR Insurance/Indemnity Language

Insurance

CONTRACTOR is to secure, pay for, and file with the City of Key West, prior to commencing any work under the Contract, all certificates for Workers' Compensation, Public Liability, and Property Damage Liability Insurance and such other insurance coverages as may be required by specifications and addenda thereto, in at least the following minimum amounts with specification amounts to prevail if greater than minimum amounts indicated. Notwithstanding any other provision of the Contract, the CONTRACTOR shall provide the minimum limits of liability insurance coverages as follows:

Auto Liability	\$1,000,000	Combined Single Limit
General Liability	\$2,000,000	Aggregate (Per Project)
	\$2,000,000	Products Aggregate
	\$1,000,000	Any One Occurrence
	\$1,000,000	Personal Injury
	\$ 300,000	Fire Damage/Legal
Additional Umbrella Liability	\$2,000,000	Occurrence/Aggregate

CONTRACTOR shall furnish an original Certificate of Insurance indicating, and such policy providing coverage to, City of Key West named as "Additional Insured" on PRIMARY and NON CONTRIBUTORY basis utilizing an ISO standard endorsement at least as broad as CG 2010 (11/85) or its Equivalent, (COMBINATION OF CG 20 10 07 04 and CG 20 37 07 04, providing coverage for completed operations is acceptable) INCLUDING A "Waiver of Subrogation" clause in favor of City of Key West on all policies. CONTRACTOR will maintain the General Liability and Umbrella Liability insurance coverages summarized above with coverage continuing in full force including the "additional insured" endorsement until at least 3 years beyond completion and delivery of the work contracted herein.

Notwithstanding any other provision of the Contract, the CONTRACTOR shall maintain complete Workers' Compensation coverage for each and every employee, principal, officer, representative, or agent of the CONTRACTOR who is performing any labor, services, or material under the Contract. Further, CONTRACTOR shall additionally maintain the following minimum limits of coverage:

Bodily Injury Each Accident	\$1,000,000
Bodily Injury by Disease Each Employee	\$1,000,000
Bodily Injury by Disease Policy Limit	\$1,000,000

If the work is being done on or near a navigable waterway, **CONTRACTOR's** Workers' Compensation policy shall be endorsed to provide USL&H Act (WC 00 01 06 A) and Jones Act (WC 00 02 01 A) coverage if specified by the City of Key West. **CONTRACTOR** shall provide the City of Key West with a Certificate of Insurance verifying compliance with the workman's compensation coverage as set forth herein and shall provide as often as required by the City of Key West such certification which shall also show the insurance company, policy number, effective and expiration date, and the limits of workman's compensation coverage under each policy.

CONTRACTOR's insurance policies shall be endorsed to give 30 days' written notice to the City of Key West in the event of cancellation or material change, using form CG 02 24, or its equivalent.

Certificates of Insurance submitted to the City of Key West will not be accepted without copies of the endorsements being requested. This includes additional insured endorsements, cancellation/material change notice endorsements, and waivers of subrogation. Copies of USL&H Act and Jones Act endorsements will also be required if necessary. **PLEASE ADVISE YOUR INSURANCE AGENT ACCORDINGLY.**

CONTRACTOR will comply with any and all safety regulations required by any agency or regulatory body including but not limited to OSHA. **CONTRACTOR** will notify City of Key West immediately by telephone at (305) 809-3811 of any accident or injury to anyone that occurs on the jobsite and is related to any of the work being performed by the **CONTRACTOR.**



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
09/21/2015

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 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 MCGRUFF, SEIBELS & WILLIAMS OF TEXAS, INC. 5080 Spectrum Dr., Suite 900E Addison, TX 75001	CONTACT NAME: PHONE (A/C, No, Ext): (469) 232-2100 FAX (A/C, No): E-MAIL: ADDRESS:														
INSURED DRC Emergency Services, LLC 5851 San Felipe Street, Suite 425 Houston, TX 77057	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center;">NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A :Starr Surplus Lines Insurance Company</td> <td style="text-align: center;">13604</td> </tr> <tr> <td>INSURER B :Starr Indemnity & Liability Company</td> <td style="text-align: center;">38318</td> </tr> <tr> <td>INSURER C :Federal Insurance Company</td> <td style="text-align: center;">20281</td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A :Starr Surplus Lines Insurance Company	13604	INSURER B :Starr Indemnity & Liability Company	38318	INSURER C :Federal Insurance Company	20281	INSURER D :		INSURER E :		INSURER F :	
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INSURER D :															
INSURER E :															
INSURER F :															

COVERAGES CERTIFICATE NUMBER: QHJXDSD REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL	SUBR	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS		
		INSD	WVD						
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Professional Liability \$1,000,000 GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			1000065359151	01/31/2015	01/31/2016	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 50,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$		
			X	X					
	B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			SISIPCA08285215	01/31/2015	01/31/2016	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$	
			X	X					
		A	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			1000336333151 Follow Form	01/31/2015	01/31/2016	EACH OCCURRENCE \$ 15,000,000 AGGREGATE \$ 15,000,000 \$
				X					
C		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			004 4727472 Includes USH&L	01/31/2015	01/31/2016	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000	
		N/A	X						
	A	Contractors Pollution			1000065359151	01/31/2015	01/31/2016	Each Occurrence \$ 1,000,000 Policy Aggregate \$ 1,000,000 Deductible Each Loss \$ 20,000 \$	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Re: Disaster Response Services, RFP No. 08-015

CERTIFICATE HOLDER
 The City of Key West
 3126 Flagler Avenue
 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

ATTACHMENT

J

COPY OF LICENSES FOR PERSONNEL CERTIFIED TO PERFORM ADVANCED MAINTENANCE OF TRAFFIC OPERATIONS OR STATEMENT THAT A LICENSED INDIVIDUAL SHALL BE EMPLOYED BY PROPOSER IF PROPOSER 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.

DRC will employ a licensed individual certified to perform advanced maintenance of traffic operations if awarded this contract.

ATTACHMENT
K

PROPOSER'S GENERAL OPERATIONS
PLAN
FOR DEBRIS MANAGEMENT/DISASTER RESPONSE SERVICE OPERATIONS.

A detailed description of how the Proposer 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. Proposer'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. Proposer 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
House Hold 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 Proposer's proposed costs for each.

*Please see attached DRC's detailed operations plan and safety plan for the scope of work proposed.

GENERAL OPERATIONS PLAN

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

PREPARE

As veterans of numerous disaster recovery events, DRC Emergency Services, LLC understands the importance of preparation to ensure a timely and successful response to natural and man-made disasters. Disaster preparedness involves marshaling the resources needed to respond effectively. A jurisdiction must have a plan for response, trained personnel to respond, and necessary resources. DRC works with its clients to provide and develop a series of checklists. These guides help employees better prepare themselves at home and work, which in turn will help them respond in a timely manner during a disaster.

ALERT

When a potential storm arises, DRC personnel monitor the situation and a telephone cascade plan is initiated to alert the Regional Manager and other relevant personnel (see below). Local and area DRC offices are activated.

No less than 72 hours before impending impact, the Regional Manager makes contact with the City of Key West to discuss the maximum response requirements for a 24-hour, 48-hour and 72-hour response window, as well as potential Temporary Debris Management Sites (if not pre-established in the contract). This information is reported to all vice presidents and senior project managers.

PERSONNEL

Responsibilities of key positions for this proposal include:

Regional Manager (R.M.): Bryan Fike is a member of DRC senior management and serves as principal liaison to the City of Key West. Upon Task Order, Mr. Fike will be on call and available to respond to the point of contact 24 hours a day, seven days a week. He will have full electronic linkage to the City of Key West via cell phone, satellite phone, internet, and/or two-way radios.

Project Manager (P.M.): For this contract, Alex Martin is the Project Manager and responsible for overall management of day-to-day operations. His duties primarily exist in the oversight of field activities, although he serves as administrator of his supervisors and office personnel. All Field Supervisors, Crew Supervisors, Quality Control Managers, Safety Managers and Site Managers report to the P.M. throughout the day, seven days per week. Mr. Martin will hold daily meetings with staff to discuss debris mission issues at a central location that is open to the City of Key West. Duties also include documentation management and public relations. He reports directly to the City of Key West, as well as the Regional Manager, but is instructed to take action if the Safety Manager or Quality Control manager raises safety concerns. He also has the authority to stop work. Mr. Martin fills out and submits daily reports to the Regional Manager for all activities within his zone.



Crew Supervisor: This position is responsible for individual crews or groups of crews working within a specific debris zone. The Crew Supervisor will oversee the actual collection and loading of debris, along with proper segregation and identification. Supervisors are also tasked with ensuring safe traffic control with the aid of the Quality Control Manager and Safety Manager. The Crew Supervisor handles zone maps and sub-zone maps with individual crews. Subcontractors will be assigned zones, and crews will subsequently be assigned sub-zones. Crew Supervisors will distribute crew maps and manage production and boundaries within the zones.

Site Manager: The site manager will be assigned to each site located within the debris mission, including DMS, staging sites and final disposal sites. The Site Managers will oversee and direct all unloading, reduction, traffic control, inspection tower issues, site equipment and trucks. Site Managers report directly to the Project Manager, but also communicate with Crew Supervisors and Field Supervisors.

MOBILIZATION

If the storm becomes a threat, 24-48 hours before impact, manpower and equipment are mobilized and staged in a safe location near the area of impact. Subcontractors are put on notice, and emergency communications are made available. Locations for a mobile command center are scouted and chosen based on factors such as proximity to major roads and severity of impact.

Because DRC ES has partnered with major fuel companies and compiled a list of regional emergency diesel and gasoline suppliers, temporary shortages will not affect operations. Field maintenance/fuel personnel will prepare their assigned maintenance/fuel vehicles for deployment in accordance with the appropriate inventory and safety checklists.

DRC personnel will ensure, by checklist, that the command center contains all required equipment and supplies, that communications have had a full systems check and that all required equipment/supplies are in order prior to departure. Portable power supplies will also be safety inspected and load tested prior to departure. DRC over-the-road equipment transporters and operators will initially conduct equipment transportation. Additional equipment transportation will be contracted, as needed, by over-the-road equipment transporters and operators through pre-established standing agreements.

Compliance Measures

DRC's Safety Officer will conduct a safety briefing and safety equipment check prior to equipment operation to ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan. Within three days of Task Order/Notice to Proceed, DRC will furnish the City of Key West with a site-specific Management/Operations plan, along with a Quality Control Plan and site-specific Safety Plan.

All personnel records (management, supervisors, foremen and laborers) will be reviewed prior to deployment to ensure they have documentation of current training.

DMS teams will also secure all necessary clearances, permits, and licenses to operate the site(s) and will submit Site Plans to the City of Key West complete with Site Specific Safety and/or Accident Prevention Plans, a Traffic Control Plan to properly manage site ingress and egress, a Dust Control Plan, and/or a Fire Prevention Plan, plus a complete Subcontracting Plan listing all



subcontractors. Within 48-72 hours, DMS location(s) will be fully operational, complete with ingress and egress points, inspection towers, water runoff protection, and containment berms and/or geotextile.

Project Mobilization Team

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

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

Rapid Deployment Crews

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



RESPOND

Responding to natural and man-made disasters and emergency clearing of debris is the core business of DRC ES and has been for fourteen years. We understand that a response is expected and needed immediately after the disaster occurs to help save lives and minimize loss. DRC ES will mobilize equipment, operators and laborers immediately upon receipt of a Task Order Notice to Proceed to meet all requirements of the City of Key West.

RESPONSE TIMELINE

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

TIME FRAME	MOBILIZATION/OPERATIONS
IMMEDIATELY AS DEEMED SAFE BY DRC AND OWNER	DRC initiates Emergency Road Clearance (Push) operations with 15-20 crews or more as dictated by the event's severity.
WITHIN 48 HOURS	When the initial assessment phase is complete, DRC submits required information, such as site specific safety plan, insurance, bonds, quality control plan and subcontracting plan with specific subcontractors and goals, location of staging area, location of temporary staging and reduction areas (Debris Management Sites), final disposal sites and all applicable licenses, permits, organizational structure, etc.
WITHIN 72 HOURS	50% MOBILIZATION - Emergency Road Clearance is complete, TDSRS construction is underway, and DRC's projected management staff, including subcontractors and consultants, are operational.
WITHIN 5 DAYS	100% FULL MOBILIZATION - Average daily production rate for load and haul is approximately 10-20,000 cubic yards (depending upon severity of the event). Hauling activity normally lasts approximately 60 days and an additional 30 days for reduction.

TDSRS ESTABLISHMENT

Within 24 hours of Task Order Notice to Proceed, personnel and equipment will be deployed to establish DMS (Debris Management Sites) at locations that have been identified in conjunction with local governmental entities. This activity will include, but will not be limited to the building of roads, erecting of fences, construction of containment areas, and placement of inspection towers.

DMS teams will also secure all necessary clearances, permits, and licenses to operate the site(s) and will submit Site Plans to the City of Key West complete with Site Specific Safety and/or Accident Prevention Plans, a Traffic Control Plan to properly manage site ingress and egress, a Dust Control Plan, and/or a Fire Prevention Plan. Within 48-72 hours, DMS location(s) will be fully operational complete with ingress and egress points, inspection towers, water runoff protection, and containment berms and/or geotextile.



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

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

Should contaminants be identified in the pre-use field test, a determination of whether or not a particular site or area of a site should be utilized will need to be made by DRC Senior Management and the client representative.

MOBILIZATION-EMERGENCY DEBRIS ROAD CLEARANCE (PUSH)

This operation is accomplished when time is of the essence, normally within the first 70 (plus or minus) hours after an event. Although this is a time critical operation, safety of personnel and the general public is paramount to a successful operation. Extreme caution must be exercised during this phase of the debris management operation to avoid downed live electrical wires and other such dangerous circumstances. Once this task is accomplished, or coinciding with the progress of this task, debris removal from public easements, property and rights-of-way begins.

As tasked by the City of Key West, DRC will provide Emergency Road Clearance which involves the emergency clearing, cutting, tossing and/or pushing of debris from the primary transportation routes to the medians or sides of the public rights-of-way (ROW). Under direction of the City of Key West, DRC crews will work independently or in conjunction with the City of Key West crews to temporarily clear debris from pre-designated critical arteries to facilitate the movement of emergency vehicles and other critical traffic in the immediate aftermath of a disaster. Only a single lane is usually cleared at first with the additional lanes being cleared according to the needs and requirements of the affected community. In addition, entrances and routes to hospitals and emergency service facilities, such as fire and police departments, are given priority during this emergency debris and fallen tree clearance period.

The equipment utilized in this operation can include, but is not limited to: large rubber tired loaders with grapples or rakes; small bobcat type loaders to access narrow areas; and other specialized clearing equipment as may be required by local conditions. Additionally, service trucks for maintenance and/or fuel and vehicles for personnel transportation and supervision are required. Personnel, such as heavy equipment operators, truck drivers, and operators with



chainsaws, general laborers with tools, flagmen, mechanics, supervisors, and project managers are usually required.

Operations

- Clear debris from roads in the order of and number of lanes as tasked by The City of Key West.
- Clear debris from parking lots, areas of ingress and egress and any other area of hospitals, shelters, emergency operations center, etc. as tasked by The City of Key West.
- Operators and hand crews will be instructed to perform in a workman like manner to prevent damage to salvageable and/or undamaged property and prevent personal injury to ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan.
- Attempt to make roadways and intersections as safe as possible from sight and traffic obstructions to ensure compliance with the Accident Prevention Plan and Site Specific Safety Plan.
- All supervisors will maintain personnel and equipment hours on a per day basis.

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

DEBRIS REMOVAL FROM PUBLIC RIGHTS OF WAY

Within 24 hours of Task Order Notice to Proceed, DRC will commence debris removal operations with multiple Debris Removal Crews. Debris Removal Crews will typically consist of three to five hauling vehicles of 30 to 100 cubic yard capacity with operators, one front end loader with operator, one foreman, and three laborers/flagmen. In instances where conditions allow, self-loading equipment of similar capacity will be utilized in order to maximize efficiency. As necessary or directed by the City of Key West, crews will be augmented by equipment and personnel in order to gain hauling efficiency.



LOADING AND HAULING OPERATIONS

All field supervisors shall ensure that all debris disposal-hauling operators are licensed and/or certified to operate required equipment. All debris disposal operators will be given area maps designating assignment/authorized areas of operations as well as transport routes designated and/or approved by the Government. All debris disposal haul operators shall visibly display colored placards provided by DRC and, if applicable, the Government. Any signs provided by the government will be displayed on both sides of the forward most section of the vehicle bed, unless otherwise directed by the government task order. Colored paper signs/passes will be displayed in the driver's side windshield of each vehicle. The color of the sign/pass is subject to change, without notice, to ensure quality control measures and regarding authority to exit work sites and enter disposal site(s).

All debris disposal haul operators shall maintain the numbered debris hauling/transportation documentation/ verification form DRC-DM-12. Each form contains directions, which should be followed. All supervisors will be responsible to ensure that all employees utilizing and/or inputting information on the form are procedurally trained. It will be each supervisor's responsibility to maintain a supply of the required number of forms. Forms will be distributed by supervisors/foremen to debris disposal haul operators during loading operations and after completing Section 1 of form DRC-DM-12. All debris disposal operators will maintain daily ticket/haul records to be turned into field supervisors, with copies of load tickets at close of business each day.

MAJOR DEBRIS TYPES AND SPECIALIZED REQUIREMENTS

All debris will be processed and segregated into the following five main categories:

- **Vegetative Debris**

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

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

- **Construction and Demolition (C & D) Debris**

C&D debris operations may use the same equipment as for vegetative debris. Curbside separation by the contractor and public is important to ensure proper segregation of



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

- **Metallic Debris and White Goods**

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

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

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

- **Hazardous and Toxic Waste**

Hazardous and toxic waste (HTW) is a special operational aspect that must be accomplished with very precise, pre-established standards and regulations. Safety to the workers, government employees and the citizens of the area is paramount. With this in mind, DRC works with its specialized subcontractors to establish and implement proper handling procedures for HTW, including household hazardous waste, which, after a disaster, may become concentrated and no longer considered de minimis. These procedures include the segregation and removal of HTW from the debris stream at the curbside, prior to the recovery of other debris and sorting and additional recovery of HTW within each DMS. Recovered HTW is removed to a proper disposal site or temporarily stored in the HTW disposal areas constructed within each DMS as required. HTW must be collected, handled and disposed of by specially trained HAZMAT technicians. In addition, DRC may utilize national or regional firms who are fully licensed and accredited to manage, handle and dispose of HTW. These firms may be



utilized by DRC and/or DRC Environmental, Inc. for professional and immediate HTW recovery support on an emergency basis.

- **Asbestos Containing Materials**

Known or suspect asbestos containing material will be segregated from other debris and handled only by licensed and certified asbestos contractor/supervisors, of which DRC has several on staff. ACMs will be encapsulated for hauling, in accordance with OSHA and EPA regulations, and brought directly to an asbestos accepting disposal facility.

All special wastes will be handled according to the removal and disposal specifications of the City of Key West, and will conform to all local, state, and federal environmental, legal, and transportation regulations and will be performed only by licensed, certified, and otherwise properly credentialed personnel and/or subcontractors.

DEBRIS SITE MANAGEMENT

DRC shall provide all specified equipment, operators, and laborers for DMS management, debris reduction operations, and provision of an Automated Debris Management System.

Within 24 hours of Task Order Notice to Proceed, personnel and equipment will be deployed to establish a Debris Management Site (DMS) at locations previously identified in conjunction with the City of Key West, and contained within the body of this document. The operation may include, but is not limited to the building of roads, erecting of fences, construction of containment areas, and placement of inspection towers. At minimum, the DMS equipment and crew may consist of: Air Curtain Incinerator, one trackhoe, two dozers, two towers, five 16-20 cubic yard dump trucks, one rubber tired loader, one water truck, one motor grader, tub grinder, one site manager, one night manager, eight equipment operators, two supervisors, five laborers, light plants, and possibly a HTW containment systems.

DMS teams will have also secured all necessary clearances, permits, and licenses to operate any sites if not permitted prior to the disaster and will submit Site Plans to the City of Key West complete with Site Specific Safety and/or Accident Prevention Plans, a Traffic Control Plan to properly manage site ingress and egress, a Dust Control Plan, and/or a Fire Prevention Plan. Within 48-72 hours, TDSRSs will be fully operational complete with ingress and egress points, inspection towers, water runoff protection, and containment berms and/or geotextile.

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

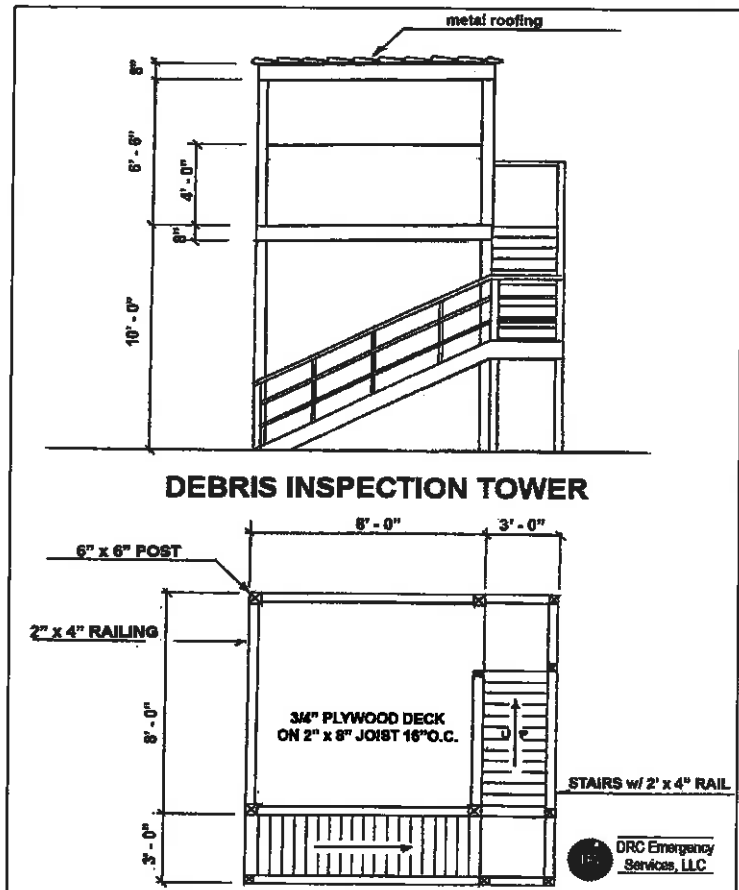
Maintenance/Fuel Vehicles And Personnel - Maintenance/fuel vehicles will be assigned and manned as needed to provide an adequate supply of fuel to maintain equipment operations. Maintenance/fuel vehicles will be assigned and manned as needed to provide all required field maintenance.



Staging – The following information will be utilized to create a location specific site management plan and site safety plan.

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

- **Inspection Towers** - Inspection towers shall be constructed to facilitate observation and quantification of debris hauled for storage at debris staging sites. No less than two inspection towers should be utilized at each debris-staging site. One tower at point of ingress for use by company inspector and Government inspector, one tower at the point of egress to ensure all debris hauling trucks are in fact empty upon leaving the site, one tower may be utilized if ingress and egress point is the same. The egress tower shall be manned by at least a representative of DRC.



- **Traffic Controls** - Traffic control personnel, with appropriate traffic control safety equipment, will be stationed at the ingress observation tower to maintain vehicular and pedestrian traffic control. Additional traffic control personnel will be stationed throughout the site, as needed, to enforce proper dumping and prevent personal injury to ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan.
- **Clearing And Grading** - Clearing and grading of debris staging sites will be accomplished, to the level required, in accordance with the site management plan and task order from the City of Key West.
- **Environmental Protection** – DRC’s “Environmental Protection Plan” will be followed to ensure compliance with required standards (Clean Water Act, Storm Water Act, Resource Conservation and Recovery Act, Superfund Amendments, Reauthorization Act and others). The plan outlines procedures concerning erosion



control, hazardous and toxic wastes and dust and smoke control and is available for review upon request.

DEBRIS REDUCTION METHODS

Grinding and/or Chipping Operations

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

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

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

Open Air Burning

Open air burning of disaster related debris is prohibited within numerous jurisdictions. Open air burning will be accomplished on vegetative debris and/or clean woody debris only when directed by government task order. Under no circumstance will open air burning be conducted on C&D debris that is known, considered or suspected, by owner or DRC, to contain environmental/health hazardous materials (i.e. asbestos, arsenic, etc.). All appropriate fire protection measures will be established and maintained in accordance with the site management plan, site safety plan and the government task order. All personnel involved in open air burning operations will receive safety training pertaining to this to ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan. Open air burning will be conducted above ground level. No open air burning will be conducted within 1000 feet of a structure or within 100 feet of the debris pile. An area of not less than 100 feet surrounding each burn site will be cleared of all combustible materials and marked to delineate the area as restricted.

Air Curtain Burning

This method of burning will be used for reduction on vegetative debris and clean woody debris only, unless otherwise directed by government task order. Under no circumstance will air curtain burning be conducted on C&D debris that is known, considered or suspected, by owner or DRC, to contain environmental/health hazardous materials. All appropriate fire protection measures will be established and maintained in accordance with the site management plan, site safety plan and the government task order. All personnel involved in air curtain burning operations will receive safety training pertaining to this to ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan. Air curtain burning will be conducted



below ground level in a below ground pit, and above ground when geographically necessary. If above ground burning is required it will be conducted in an approved container suitable for the operation. If a below ground pit is used it shall be at least 8 feet, and no more than 20 feet, in depth and will be no wider than 1.1 times the width of the air curtain nozzle and no longer than 10-12 feet (15 feet maximum). No air curtain burning will be conducted within 1000 feet of a structure or within 100 feet of the debris pile. An area of not less than 100 feet surrounding each burn site will be cleared of all combustible materials and marked to delineate the area as restricted. All burning will be accomplished as set out in the US Army Corps of Engineers "DISASTER GUIDEBOOK."

At the end of each burning cycle, the ash residue from the burning operations shall be removed from the burning area and placed in a pre-identified Ash Disposal Area. The burning operations personnel will use this area to temporarily store the ash material prior to final disposal. Ash residue will be tested in accordance with the soil testing procedures in DRC's Environmental Protection Plan (EPP) to determine if there is a need to install a ground-water protection barrier in the Ash Disposal Area. Should a liner be required, an impervious layer of clay and/or limestone should be utilized to protect the aquifer (ground water) from potential contamination. Control of dust produced as a result of handling and/or storage of ash residue will be accomplished in accordance with the appropriate requirements of the EPP. Once the ash residue has reached a quantity requiring disposal, samples of the ash will be taken and examined in accordance with the EPP to establish the requirements for disposal (Class I Subtitle D Landfill vs. Class III Landfill vs. agricultural recycling techniques).

RECYCLING STRATEGIES

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

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

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

White Goods and E-waste: Televisions, computer monitors, DVD players, radios and cell phones. Electronics contain a hodgepodge of metals and materials that can be dangerous, given the large numbers that are likely to be thrown out in a hurricane's aftermath. Older electronics can contain lead, chromium, cadmium, mercury, nickel and zinc, all toxic to humans. However a



number of materials like metals and plastics in electronics can be recycled, reducing pollution while saving energy and resources. Freon and metals recovered from white goods are thoroughly recyclable and marketable. Revenue generated from the recycle of such wastes is typically returned to government entity following cost.

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

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

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

Recycling of glass and ceramics into durable fines: Bottles, windows, and wall elements may be ground into sand-like fines for structural applications as described above, and also for wetlands restoration and beach renewal.

Recovery of copper and other metals: Copper wire and other metals may be separated and profitably recycled into new wires, signs, and light-duty structures, as was done by Florida Power and Light after Hurricane Andrew.

Production of biofuels for distributed use: The organic fraction of the debris stream may be pulverized and fashioned into high-BTU pellets, or anaerobically digested into natural gas. The production and sale of refuse-derived energy is economically rewarded because renewable energy credits may be sold along with the energy produced. While this may involve an out-of-state company with significant experience in this area, the Subcommittee is mindful that a local project developer should remain involved.

PROMPT COMPLAINT RESOLUTION

Within 24 hours of a damage report, an investigative team will be dispatched to determine the veracity and severity of the damage report. If validated, damages are repaired as quickly as physically possible, preferably commencing repairs on the day that the report is validated. If a subcontractor is involved, that subcontractor is asked to produce a plan to prevent further occurrences.



PROJECT CLOSEOUT

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

Closure Procedures - Pre-use inspection and documentation information shall be utilized as a guide to restore each site to pre-use condition. If contaminants are identified in post use test results that were not present in pre-use test results, remediation of the site or area will be accomplished in accordance with Federal, State and local regulations, as well as current industry standards.

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

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

Final Inspection, Released and Acceptance of Government and/or Landowner - DRC Senior Management, the Supervisor responsible for a particular site, the Owner's Representative and if applicable, the landowner shall constitute an inspection team. DRC's Supervisor responsible for the applicable site shall have, for examination by all Inspection Team members, the documentation package to include pre-use and closure inspection documentation as well as all chronological documentation created during the operational period. After all inspection team members accept the post-closure condition of each site, a release and hold-harmless for DRC shall be signed by the City of Key West and/or landowner, releasing DRC of any further responsibility and liability.



RECOVER

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

BASIC SERVICES

- Fact sheets and audio/visual presentations. These aids can be produced from any of DRC's locations, including New Orleans, Louisiana, Mobile, Alabama, West Palm Beach, Florida and Houston, Texas and mailed or emailed to the Regional Manager.
- Mobile catering unit capable of feeding thousands per day including first responders, City personnel, security personnel, and credentialed residents. DRC can dispatch its mobile kitchen to the City of Key West immediately upon Notice to Proceed.
- Mobile medical unit, staffed in cooperation with the Red Cross or other qualified medical agency, for the inevitable injuries that occur in the recovery phase.
- Portable restroom units for first responders, City personnel, security personnel and credentialed residents.
- Portable shower, hand wash, and ablution units for first responders, City personnel, security personnel, and credentialed residents
- Mobile offices and/or community centers with computer and internet facilities via satellite to assist residents and officials in their efforts to locate missing persons and family and gather information pertinent to the recovery.
- Employment and subcontracting center for local residents and workers, such as maritime industry workers, who wish to take part in recovery efforts.



TEMPORARY HOUSING AND SUBSISTENCE SUPPORT

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

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

DRC headquarters personnel will secure temporary sanitary facilities in the event such facilities are inoperable in the affected area.



DRC headquarters personnel will assure a reliable and safe supply of food and potable water for consumption by all personnel assigned to the field.

DRC headquarters personnel establish and maintain an “Emergency Contact List”, to include key medical information for all field personnel to ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan.

EMERGENCY BASE CAMP

If the consequences of a disaster render the affected area incapable of accommodating basic needs such as housing, food, water, fuel and sanitary facilities, DRC’s team is fully prepared to establish Emergency Base Camps to house and support as many as 1000 disaster response personnel. DRC has extensive experience supporting governmental agencies in emergency response, having participated in numerous emergency response events. DRC’s resources will be augmented by experienced management and logistics teams from logistics teaming partners. Together, our companies have extensive experience in support of governmental operations, life support contracts and post disaster environments. DRC will deploy a Camp Program Manager on-site to provide oversight, execution and quality control and will assign a command center response manager to each camp to coordinate sufficient staffing, resources, equipment and supplies for each site from a central location. Within 72-96 hours, DRC will establish a fully operational base camp for up to 1,000 persons within a disaster area. The camp will operate 24/7 for 30 or more days and will occupy approximately 2-10 acres.

CANAL/WATERWAY DEBRIS REMOVAL

DRC ES will mobilize small barges, marsh buggies, airboats and additional small watercraft from existing marinas and public/private access points. Due to the shallow water depths and tidal movement, we propose to use smaller watercrafts that are configured to work in these draft environments.

Equipment to be deployed:

- **Marsh Buggy** – A self-propelled (tracked) vehicle that can also be fitted with various attachments, such as an excavator with grapple for debris removal purposes, an A-frame unit for lifting and additional attachments as necessary. The Marsh Buggy is completely amphibious and can propel itself through the water and back to land, as well as transport personnel and equipment.
- **Low draft flat bottom boats** – Boats that can transport smaller debris, vegetative debris and personnel in shallow water.
- **Airboats** – Boats that allow transport of materials and personnel in areas of little or no water. These boats can be utilized to quickly maneuver in open areas of personnel movement and can also “ferry” significant debris materials within the open front bow.
- **Pontoon Barges** – 20 feet long by 8 feet wide by 2.5 feet; empty draft about 9 inches; 160 square feet of deck space; handle approximately 10 ton deck load fairly concentrated more if distributed to sides or matted; average buoyancy 798 lbs per



inch of submersion; with about 10,000 lbs on the deck draft would be about 20 inches, freeboard about 10 inches.

- **Roll off Containers** – 20 to 30 cubic yard containers. We anticipate the use of barge mounted and land based containers to accumulate debris associated with this contract. Containerization of the debris shall allow “sorting” of materials at the source, when applicable, and shall allow ease of movement for “bulk” debris when source sorting is not efficient. The containers will provide efficient and quick handling of bulk materials from marine environments (barge-mounted) to land. Containers can be efficiently mobilized/de-mobilized and transported to additional “sorting” sites as necessary. The use of containers in the theater of operations is essential to our approach, to efficiently sort and move the various anticipated materials during the course of the project.
- **“Gorilla Net”** – Netting systems will be used to clear canals of assorted smaller debris. Gorilla Netting is a trademarked net configuration that has been used successfully in recent marine debris removal operations in the Gulf of Mexico and the State of Florida. While this is only one brand name we have contacted for net acquisition, there are other comparable net systems available we intend to use to effectively clean canals and water ways associated with this project.
- **Hand-Picking** – Debris which is inaccessible by mechanized debris removal apparatus will be removed from marine environments by hand.

DEMOLITION

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

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

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



VEHICLE/VESSEL REMOVAL

Locating the Debris

Marine Debris and Derelict Vessels designated for removal will be identified using side-scan sonar. DRC has extensive experience with and will deploy side-scan sonar units to identify sub-surface marine debris. This approach provides for precise extraction of debris and does not disturb large areas of oyster beddings, or water bottoms. The County will provide GPS coordinates to DRC. Each debris removal vessel will be equipped with a GPS and side-scan sonar. Debris removal crews will identify debris locations using coordinates and on-board GPS units. Crews will then deploy side-scan sonar to fine tune debris location. Following debris extraction from water, crews will verify complete removal using side scan sonar. No debris will be removed other than that which is designated and approved for removal by the County in advance.

Water Based Salvage/Removal Operations

1. Determine best approach route to vessel (taking into consideration water depth, width of channel, marine traffic, and environmentally sensitive areas)
2. Secure salvage equipment and hazardous containment equipment alongside target vessel
3. Secure perimeter of vessel with oil containment boom
4. Position oil containment equipment
5. Secure target vessel with rigging and lifting gear
6. Remove any oily water or fuel oil contaminants
7. Pump/Lift as determined necessary
8. Once refloated inspect for any incoming water and mitigate
9. Secure vessel to predetermined mooring site

Stage

1. Determine best approach route to vessel (taking into consideration water depth, width of channel, marine traffic, and environmentally sensitive areas)
2. Secure salvage equipment and hazardous containment equipment alongside target vessel
3. Secure perimeter of vessel with oil containment boom
4. Position oil containment equipment
5. Secure target vessel with rigging and lifting gear
6. Remove any oily water or fuel oil contaminants
7. Pump/Lift as determined necessary
8. Place vessel on deck barge and secure for transport to staging area
9. Transport vessel to staging area

Debris Management

1. Determine best approach route to vessel (taking into consideration water depth, width of channel, marine traffic, and environmentally sensitive areas)
2. Secure salvage equipment and hazardous containment equipment alongside target vessel
3. Secure perimeter of vessel with oil containment boom
4. Position oil containment equipment
5. Secure target vessel with rigging and lifting gear
6. Remove any oily water or fuel oil contaminants
7. Pump/Lift as determined necessary



8. Place vessel in hopper barge for disposal

SAND SCREENING AND BEACH RECOVERY

DRC has been awarded several contracts that included large sand screening and beach recovery scopes of work. Following the devastation from Hurricane Ivan in 2004, DRC cleared and restored approximately 15 miles of Pensacola, Florida beaches. During the period of September 2004-February 2006, DRC removed and cleaned beach sand, restored dunes, and removed remaining debris. In 2005 following Hurricane Dennis, DRC was contracted to provide sand screening and beach restoration in Escambia County, Florida and Monroe County, Florida. In Escambia, DRC was thereafter tasked to dredge several hundred thousand additional cubic yards of compatible sand (color, size, and gradation) and to utilize it and the original sand to rebuild the approximately 15 miles of beaches and berms. Recently in 2009, DRC completed berm shaping and beach renourishment in North Topsail Beach, NC.

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

This work is handled differently than other aspects of debris removal in that the bulk of the material must be recovered, reclaimed and returned to its original location in its original condition. Generally, central locations are identified that are utilized to position the specialized equipment necessary to screen the C&D debris from the sand and segregate it for proper disposal in either a C&D or a sub-Title D landfill.

Prior to commencing sand screening operations, specialized rakes and/or shaker screens may be used to screen the larger foreign debris objects and set them aside for direct hauling to the final disposal site. Once this operation is concluded, off-road dump trucks are utilized to haul the "contaminated" debris to the centralized locations for screening. After the sand has been sifted/screened, the clean sand is returned to the beach, and the debris is properly disposed of. For documentation purposes, both the quantity of sand hauled to the centralized site, and the screened debris must be accounted for. In Escambia County, Florida, following the devastation from Hurricane Ivan, the recovered sand was not sufficient to rebuild the beaches to their original condition. DRC was thereafter tasked to dredge several hundred thousand additional cubic yards of compatible sand (color, size, and gradation) and to utilize it and the original sand and rebuild the approximately 15 miles of beaches and berms.



COMPLIANCE STANDARDS AND PROCEDURES

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

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

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

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

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

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

ACCOUNTING AND REQUIRED DOCUMENTATION

Invoicing

DRC’s invoicing procedure is as follows:

- Load tickets are received, logged, and then scanned into DRC’s database system. Tickets are then entered and audited for accuracy.
- Invoice is worked up along with the ticket data backup.
- The reconciliation process then takes place with either the Monitoring Firm or the reconciliation contact with the municipality (if there isn’t a Monitoring Firm).



- Once the invoice and ticket data has been 100% reconciled, the Monitoring Firm, or the reconciliation contact with the municipality, then recommends the invoice to FEMA for payment.
- Frequency: The invoicing is usually done on a weekly basis

Data Management and Tracking

DRC tracks costs on a real time basis using a Daily Progress Report that is completed and submitted daily to the on-site project manager. Additional information can be added to meet any local unique needs for capturing the data. Hours and/or cubic yards are summarized at the bottom of the report and a daily cost is determined. This information is reconciled daily with the government.

Recordkeeping & Reporting

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

- 1) Letterhead with DRC name and contact information
- 2) Report Date
- 3) Location of completed work
- 4) Location of work for next day
- 5) Daily and cumulative hours for each piece of equipment and crew (Emergency Clearance)
- 6) List of roads that were cleared (Emergency Clearance)
- 7) Number of Crews (including number of trucks and loading equipment)
- 8) Daily and cumulative totals of debris removed, by category
- 9) Daily and cumulative totals of debris processed, to include method(s) of processing and disposal location(s)
- 10) Daily estimate of hazardous waste debris segregated, and cumulative amount of hazardous waste placed in the designated holding area
- 11) Number of hazardous trees and hanging limbs removed.
- 12) Problems encountered or anticipated

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

IT & Accounting Systems

In 2009, DRC upgraded its management information systems and computer hardware. DRC now operates on Sage Timberline Office software, a premiere financial and operations software package for government contracting and for the construction industry. This software suite manages DRC's project management, financial management, job costing, analytics and custom reporting capabilities. All of the Company's offices and field employees operate on an integrated common platform, allowing instant access across the organization.



The Company also employs HaulTek software, which is an in-house developed data system that automates the collection, processing and archiving of massive volumes of debris load tickets generated in a disaster response project. HaulTek allows for the electronic transmission and consolidation of vital billing information from debris load tickets and it generates the billing for each contract as required.

DRC Data Center

DRC maintains a fully-staffed, fully operational Data Center at its headquarters all year. The Data Center is staffed by experienced and professional personnel with extensive knowledge of recording, reporting, contract, and reimbursement requirements. The Data Center is equipped with state-of-the-art information technology and is prepared to meet and exceed the reporting requirements of each client.

To complement the HaulTek electronic data system, DRC built the first fully integrated full-time data processing center in the industry. Previously, temporary employees had to perform all of the debris ticket data processing at the event site due to the complexity of processing tens of thousands of tickets received daily. DRC has now fully automated this process and has a full-time data center staff performing this work at DRC's Mobile, AL headquarters. This capability has dramatically improved ticket processing efficiency and cost by increasing input accuracy and by reducing the time required for reconciliations, billings and collections.

DRC also relies upon HCSS Heavy Bids software, which is a project estimating solution that is integrated with the Company's accounting system, scheduling software and job and resource management software. In addition, the Company uses AutoCAD design, documentation and engineering software. The majority of DRC's network of servers, laptops and desktop computers are under three years old and run on the latest software applications. All servers and networked computers are backed up both on and off-site every day. The emergency nature of DRC's work requires that the Company remain on-line and in contact across its network at all time. As such, DRC owns a Kohler diesel full building, full service generator to ensure uninterrupted power at its headquarters.

Mapping

DRC offers a mapping feature as part of the company's web based, internal data processing system. This component is an integral part of the data entry division which was upgraded this year.

The mapping feature is designed so that a coinciding point or marker will be created on the map once a daily report is entered by data processing into the system. This marker communicates information such as the truck route and name of street, the number of times that the trucks have passed the street (whether it be first pass or second), and the location of debris management sites. Information that will be reflected daily includes truck routes, DMS sites, cubic yards of debris carried on truck, whether the debris is vegetative, C&D, or other, and number of passes that have been performed.



SAFETY PROCEDURES

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

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

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

A copy of DRC's Corporate Safety Plan is attached.

QUALITY CONTROL PLAN

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

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

EMPLOYEE PERFORMANCE AND TRAINING

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

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

DRC, subcontractors, associates and contract reservist personnel have specialized training for emergency management and/or have attended multiple industry seminars and conferences. DRC, its subcontractors and/or personnel maintain membership in many professional organizations, including NEMA, APWA, SWANA and the Society of American Military Engineers. DRC and/or its' affiliates, associates and/or subcontractors are licensed General Contractors in the



states in which DRC performs disaster response services and are familiar with USACE, FEMA and FHWA rules and regulations, the Stafford Act and 44CFR, as they pertain to emergency response, recovery and reimbursement.

TECHNICAL TRAINING AND EDUCATIONAL SERVICES

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

DRC has qualified personnel who are available to provide the City of Key West with Exercises, Plans, Formulation or Training on eligibility issues, reimbursement procedures, documentation, etc. DRC will provide regular annual or more frequent training and feedback sessions to the City of Key West as a service at no additional cost to the City. Training sessions will address planning and reimbursement issues, as well as any other concerns of the City, and are scheduled and led by Dr. Walter Maestri, DRC's Emergency Management Consultant.

Dr. Maestri served for over a decade as Director of Emergency Management for Jefferson Parish, Louisiana, playing a key role in preparation and evacuation planning for Louisiana's largest suburban parish. His expertise and experience have been engaged by federal and state emergency planners as well as nationwide news networks over the past ten years. Most recently, Dr. Maestri served the citizens of his parish and state with distinction during and after Hurricane Katrina, the nation's worst-ever natural disaster. He has authored over a dozen publications and presentations on emergency management, has ten different certifications from the Emergency Management Institute and the Federal Emergency Management Agency and holds a bachelor's degree from Spring Hill College in Mobile, as well as a doctorate from the University of Southern Mississippi.

Typically, training sessions also include DRC consultants and reservist personnel who are former FEMA personnel or who are intimately familiar with FEMA and other government regulations.



CORPORATE SAFETY PLAN

PROJECT MANAGEMENT TEAM

Brent Clement serves as the DRC Safety Officer. Mr. Clement has been affiliated with DRC Emergency Services for more than 13 years. He was integral to the completion of such historic recovery efforts such as: the Oklahoma City Tornadoes; Hurricane Katrina, LA; Miramar, FL Hurricanes Charley, Frances, Jean and Ivan; and the BP Oil Spill to name a few. He is responsible for ensuring compliance with the company's safety procedures on the job site. His duties entail the managing of day-to-day safety operations of the job site, ensuring staff compliance with all environmental agencies in addition to: OSHA and FEMA guidelines and regulations. He coordinates work with the engineers and contractors. He holds the following certifications: NCCER (National Certified Construction Safety Professional) from McNeese State University and CPR/First Aide through the Red Cross. He is certified competent for the following Trench Safety, Scaffolding Safety and Fall Protection Safety.

ADMINISTRATIVE RESPONSIBILITIES

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

Professional Development

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

Program Development

- Develop and maintain the injury and illness prevention program
- Develop and maintain the injury and illness prevention policies and procedures
 - Safety rules
 - Incentive and motivation programs
 - Accident investigations
 - Safety inspections
 - Plan and prepare for natural and manmade disasters
 - Establish a medical program, which includes on-site First Aid capabilities
 - And off-site emergency car

Training and Communication

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

Enforcement

- Assure safe job placement and assignment
- Conduct hazard analysis of existing facilities and operations

- Study hazards of planned and proposed operations
- Accident investigation
- 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 SAFETY MANAGER

September 11, 2015

Brent Clement
Site Superintendent – DRC ES
6258 Marshall Foch Street
New Orleans, Louisiana 70124

Phone: (504) 482-2848
Fax: (504) 482-4852
Email: bclement@drcusa.com

Subject: Responsibilities and Authorities of Safety Manager

Mr. Clement,

Please accept this letter as your directive from DRC Emergency Services, LLC delegating authority to you as the Safety Manager for the Company. With this position you have the unconditional support and authority to stop any work which is not in compliance with safety regulations.

Your specific duties as safety manager are as follows, but not limited to:

1. Manage all safety for debris removal missions
2. Outline the duties of safety organization for DRC on each task order
3. Disseminate information to all employees regarding safety
4. Manage overall safety in conjunction with quality control manager for debris operations
5. Manage overall eligibility for debris operations
6. Stop any non-compliant work
7. Oversee and manage all safety reports that are reported on a daily basis
8. Maintain a safe, professional and compliant work atmosphere
9. Daily safety & quality control meetings with GOVERNMENT inspectors as directed by the KO.

Please pass on letters to all other safety personnel directing them of their responsibilities and duties. Do not hesitate to bring all issues regarding Safety on any DRC project to my attention.

Sincerely,

Mark Stafford



Chief Executive Officer

SAFETY TRAINING AND CONTINUING SAFETY EDUCATION

It is the policy of this organization to provide and maintain work environments and procedures which will (1) safeguard public and Government personnel, property, materials, supplies, and equipment exposed to contractor operations and activities; (2) avoid interruptions of Government operations and delays in project completion dates; and (3) control costs in the performance of this contract. The key contractor responsibilities concerning safety include (1) providing all personnel a general safety and health indoctrination and a safety and health orientation/screening prior to the commencement of work (or any single phase of work); (2) the continuing instruction/monitoring of each contractor, subcontractor, supplier and employee in the safe operation of their specific area of responsibility using the proper tools and in accordance with the safety procedures and guidelines outlines in United States Army Corps of Engineers Manual EM 385-1-1 revised October 1998 to insure that all work is performed in a safe manner. Through careful planning, hazard recognition and control, safety indoctrination 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 his/her health. Any person aware of an unsafe or dangerous condition shall report the condition to his/her supervisor immediately. The particular operation will be stopped; 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, 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 indoctrination and training meetings shall be based upon the contractor Safety Program and the United States Army Corps of Engineers Safety and Health Requirements Manual EM 385-1-1, October 1998. Safety and health subjects, at a minimum, shall include:

- Requirements and responsibilities for accident prevention and maintaining safe and healthful work environments
- General safety and health policy and procedures and pertinent provisions of EM 385-1-1
- 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 a correcting unsafe conditions or practices
- Job hazards and the means to control/eliminate those hazards, including applicable job and/or activity hazard analyses



- Job hazards communication

HEALTH AND SAFETY PROVISION

Accident Reporting

All supervisory personnel, foreman 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 his/her immediate supervisor. The contractor's office 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

An accident that results in a fatal injury, five or more persons admitted to a hospital or property damage in an amount that exceeds \$2,000.00 shall be reported to the designated authority and to the contracting office within twenty-four 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 – Accident Reporting

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

Injured persons are responsible for reporting 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 the contractor.

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 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, 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 often as necessary to maintain a sanitary environment.

Housekeeping

Working areas will be cleaned up daily. The contractor will provide all personnel and equipment to ensure compliance with all housekeeping requirements. The contractor 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. The contractor is responsible for maintaining the entire area, but particularly storage areas, 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 sixteen unit-type first aid packages. First Aid kits comply with Z308.1 constructed or weather proof containers, easily accessible to all workers, and each item therein 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 government'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 spaced on sign every three hundred feet. The contractor shall control access to the construction area. The construction are 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. The contractor 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 here 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 use, limitations, inspection, and maintained in serviceable and sanitary condition 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

All provisions of the National Fire Prevention Code, the United States Coast Guard Regulations, and any applicable local requirements will be adhered to.

The contractor 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 fifty 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 twenty-five feet or more than seventy-five 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 have a flash point at or below seventy-three degrees Fahrenheit shall be painted red with a yellow band around the can and the name of the contents legible 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 twenty-five 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. Flammable or combustible liquids will not be stored in areas used for exits, stairways, or normally used for the safe passage of people. The indoor storage of flammable and combustible liquids will be limited to no more than fifteen gallons. Disposal of combustible waste materials shall be in compliance with environmental laws and regulations.

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

Machinery and Mechanized Equipment

Before any machinery or mechanized equipment is placed in use, it shall be inspected and tested by a competent person and certified to be in safe operating condition.

Inspections and tests shall be in accordance with manufacturers' recommendations and shall be documented. Records of tests and inspections shall be maintained at the site by the contractor, and shall be made available upon request of the designated authority, and shall become part of the project file. All machinery and equipment shall be inspected daily to ensure safe operating conditions: certified persons will conduct the daily inspections and tests. Tests shall be made at the beginning of each shift during which the equipment is found to be unsafe, or whenever a deficiency which affects the safe operation of equipment is observed, the equipment shall be immediately taken out of service and its use prohibited until unsafe conditions have been corrected. A tag indicating that the equipment shall not be operated and that the tag shall not be removed, shall be placed on the steering wheel. . Where required, lockout procedures will be used. The tag will remain in its attached location until it is demonstrated to the individual dead lining the equipment that it is safe to operate. When corrections are complete, the machinery or equipment shall be re-tested and re-inspected prior to being returned to service.

Machinery and mechanized equipment shall be operated only by designated, qualified personnel. Machinery or equipment shall not be operated in a manner that will endanger persons or property, nor shall the safe operating speeds or loads be exceeded. Getting off of any equipment while it is in motion is prohibited. Machinery and equipment shall be operated in accordance with the manufacturers' instructions and recommendations. When the manufacturers' instructions or recommendations are more stringent than the requirements of this manual, the manufacturers' instructions or recommendations shall apply.

Seat belts or equal protection will be provided on each piece of machinery and equipment. Seat belts and anchors meeting the requirements of 49 CFR 571 shall be installed and worn in all motor vehicles. Glass used in windshields or cable shall be safety glass. Equipment operated on the highway shall be equipped with headlights, taillights, brake lights, and back-up lights and turns signals from the front and rear. All equipment with windshields shall be equipped with power wipers. Vehicles the operate under conditions that cause fogging or frosting of the windshields shall be equipped with operable de-fogging or de-frosting devices. Mobile equipment, operating within an off-highway job site not open to public traffic, shall have a service brake system and parking brake system capable of stopping and holding the equipment while fully loaded on the grade of operation. Heavy-duty hauling equipment shall have an emergency brake system, which will automatically stop the equipment upon failure of the service brake system. The emergency brake system shall be manually operated from the cab of the equipment.

Preventative maintenance procedures recommend by the manufacturer shall be followed. All machinery or equipment shall be shut down and positive means taken to prevent its operation while repairs or manual lubrications are being done. For all repairs on machinery or equipment or parts thereof which are suspended or held apart, slings, hoists, or jacks shall also be

substantially blocked or cribbed before personnel are permitted to work underneath or between them. End-loader buckets shall be fully lowered or blocked when not in use. All controls shall be in neutral positions with the engines stopped and brakes set, unless work being performed on the machinery requires otherwise. Stationary machinery and equipment shall be placed on a firm foundation and secured before being operated. All work areas in which heavy machinery is being operated shall be illuminated. All vehicles which will be parked or moving slower than normal traffic on haul roads shall have yellow flashing light or four-way flashers from all directions. Equipment shall be shut down prior to and during fueling operations.

Whenever equipment is parked, the parking brake shall be set. Equipment parked on an incline shall have the wheels chocked or track mechanism blocked and the parking set. All equipment left unattended at night, adjacent to a highway in normal use or adjacent to construction areas where work is in progress, shall have lights or reflectors, or barricades equipped with lights or reflectors, to identify the location of the equipment.

No modifications or additions which affect the capacity or safe operation of the machinery or equipment shall be made without the manufacturers' written approval. If such modifications are made, the capacity, operation, and maintenance instruction plates, tags, or decals shall be changed accordingly. In no case shall the original safety factor of the equipment be reduced. Steering or spinner knobs shall not be attached to the steering wheel. All industrial trucks shall meet the requirements of design, construction, stability, inspection, testing, maintenance, and operation, defined in ANSI/ASME B56.1 Safety Standards for Low Lift and High Lift Trucks.

The controls of loaders, excavators, or similar equipment with folding booms or lift arms shall not be operated from a ground position unless so designed. Personnel shall not work or pass under or ride in the buckets or booms or loaders in operation.

All machinery and construction equipment will be equipped with a reverse signal alarm. Reverse signal alarms shall be audible and sufficiently distinct to be heard under prevailing conditions. Reverse signal alarms shall in addition to requirements for signal persons.

All belts, gears, shafts, pulleys, sprockets, spindles, drums, flywheels, chains, or other reciprocating, rotating, or moving parts of equipment shall be guarded when exposed to contact by persons or when they otherwise create a hazard. All hot surfaces of equipment, including exhausts pipes or other lines, shall be guarded or insulated to prevent injury and fire. Substantial overhead protection shall be provided for operators of construction equipment in the form of FOPs and /or ROPs.

Motor Vehicles

Every person operating a motor vehicle shall possess, at all times while operating such a vehicle, a permit valid for the equipment being operated. No vehicle shall be placed in service until it has been inspected on a scheduled maintenance program. Weekly inspections include the following.

- Service brakes, including trailer brake connections
- Parking System
- Emergency Stopping System
- Tires
- Horns- Backup alarms
- Steering Mechanisms



- Coupling devices
- Seat Belts
- Operating controls
- Safety devices
- Accessories including lights, reflectors, windshield wipers, defrosters, and fire extinguishers.

Records of tests and safety inspections shall be maintained at the site and shall be available on request to the designated authority. Vehicles not meeting safe operating conditions shall be immediately removed from service, its use prohibited until unsafe conditions have been corrected, and re-inspected before being placed in service again. Equipment operated between sunset and sunrise shall have the following lights:

- Two headlights
- At least one red taillight and one red or amber stoplight on each side of the rear.
- Directional signal lights on both front and back.
- Three emergency flares, reflective markers, or equivalent portable warning device.

All vehicles shall be equipped with service brakes and manually operated parking brakes. Service and parking brakes shall be adequate to control the movement of, to stop, and to hold the vehicle under all conditions of service. Service brakes on trailers and semi-trailers shall be controlled from the driver's seat of the prime mover. Braking systems on every combination of vehicles shall be so designed as to be in approximate synchronization on all wheels and develop the required braking effort on the rear wheels first. The design shall also provide for application of the brakes by the driver of the prime mover from the cab. Exceptions to this are vehicles in tow by approved tow-bar hitch. Every motor vehicle shall have:

- Speedometer
- Fuel gauge
- Audible warning device in operation condition
- Windshield and windshield wiper
- Operable defrosting and defogging device
- Adequate rearview mirror
- Cabs, cab shields, and other protection
- Non-slip surfaces on steps
- Power operated starting device

Glass in windshields, windows, and doors shall be safety glass. Any cracked or broken glass shall be replaced.

Industrial and commercial vehicles shall meet the guarding and safety requirements of EM 385-1-1 Section 16.B.

All dump trucks shall be equipped with a holding device to prevent accidental lowering of the body while maintenance work or inspection work is being done. All hoist levers shall be secured to prevent accidental starting or tripping off of the mechanism. All off-highway end-dump trucks shall be equipped with a means to determine whether or not the dump box is lowered. Minimum emergency equipment required is one red flag not less than 12 inches square with



standard and three reflective marks, which shall be available for immediate use in case of emergency stops, two wheel clocks for each vehicle or each unit of a combination of vehicles, at least one 2A:10B:C fire extinguisher.

The principles of defensive driving shall be practices. Seat belts shall be installed and worn per 16.B.08. The operator must have the vehicle under such control as to be able to bring it to a complete stop within the assured clear distances ahead. Vehicles will not be driven at speeds greater than the posted speed limits, with regard for weather, traffic, intersections, width, and character of the roadway, type of motor vehicle, and other existing conditions. Headlights shall be lighted from sunset to sunrise, during fog, smoke, rain, or other unfavorable atmospheric conditions, and at any other time when there is not sufficient light for the vehicle to be seen or for the operator to see on the highway at a distance of five hundred feet. Vehicles shall not be driven on a downgrade with gears in neutral or clutch disengaged.

Drivers of trucks and similar vehicles shall leave the cab while the vehicle is being loaded, when they are exposed to danger from suspended loads or overhead loading equipment. Vehicles shall not be loaded in a manner which obscures the driver's view ahead or to either side or which interferes with the safe operation of the vehicle. The load on every vehicle shall be evenly distributed and tarped (the tarp equipment may be waived only by the Corporate Safety Officer with approval from the Contracting Officer's Representative).

All trucks shall be equipped with the manufacturers' approved tailgates. These gates shall be the "barn-style" gates in lieu of the swinging tailgate that is hinged at the top of the dump body. If vehicles have the swinging tailgate, they may substitute tailgate fencing for the manufacturers' gate. Contractor will not approve fencing that does not have solid metal bars around all four sides of the fence. The following criteria apply to tailgate fencing:

- Attach fencing permanently to one side of truck bed
- After loading, secure fencing to the other side of the bed in two places with heavy-gauge wire.
- Fencing must extend to the bottom of the bed.
- Solid metal bars shall be used on all four sides on the fence. This will allow the load to be secured without having to tie the bottom of the fence to the bed.

Debris Reduction Sites

The contractor shall submit a debris reduction plan prepared by a competent person based on the engineering for the safe reduction of all debris. Household hazardous materials, to the extent practical shall be removed and disposed of prior to arriving at the debris reduction site. Household hazardous material will be removed by the collection crews and left at a curbside prior to arrival at the dumpsite. Spotters will be employed at the dumpsite to further inspect loads for household hazardous materials. This material will be sorted out and stored in the Field Expedient HTW Containment Cell. Each dumpsite will have a HTW Containment Cell. Dust control shall be performed as the work proceeds and whenever a dust nuisance or hazard is identified. Only those persons necessary for the operations shall be permitted in the debris reduction work area at any time. A 300-foot exclusion zone will be established around all tub grinding equipment. An example site plan is attached. Employees engaged in debris reduction activities shall be instructed in the plan so that they may conduct their activities in a safe manner.

Debris Collection

Each location where debris collection is done shall be under the direction of a qualified supervisor. Electrical equipment or conductors in the vicinity shall be considered energized. Debris collection equipment shall be inspected, maintained, repaired, and used in accordance with the manufacturers' instructions. All vehicles shall have completed Safety Checklist for Vehicles, completed prior to commencing work. Employees shall be instructed in the safe and proper use of all equipment provided to them. Prior to felling operations, the employee shall consider:

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

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

EMERGENCY RESPONSE CAPABILITY AND CONTINGENCY PLANS

Emergency response will be covered at the safety and health indoctrination and continuing training meeting. The plans shall be randomly tested to ensure their effectiveness. Inclusive of these plans and procedures shall be:

- Escape procedures and routes
- Critical plant operations
- Employee accounting following an emergency evacuation
- Rescue and medical duties
- Means of reporting emergencies
- Persons to be contacted for information or clarification

Planning for this operation shall include the total system response capabilities to minimize the consequences of accidents or natural disaster.

On-site emergency planning shall be integrated with off-site emergency support.

Emergency alert systems shall be developed and tested to alert all persons likely to be affected by existing or imminent disaster conditions and to alert and summon the people and equipment compromising the emergency response capability.

Emergency telephone numbers and reporting instructions for ambulance, physician, hospital, fire, and police shall be conspicuously posted at the work site. In the unlikely even of an emergency response situation, the following procedures will be implemented:

- Project Manager will be immediately notified
- Project Manager will evaluate the emergency and notify the following agencies, if necessary.
 - Client Representatives
 - Local fire and Police Departments
 - Local environmental officials
 - Local emergency management personnel



- Residents adjacent to site

When necessary, all personnel will be evacuated from the site and issued additional safety equipment as required. A signal for site evacuation will be established at the onset of site activity.

FIRE, FIRST AID EMERGENCY AND AMBULANCE SERVICE

911 (APPROPRIATE LOCATION) Fire and Rescue Department

PREVENTION OF ALCOHOL AND DRUG ABUSE ON THE JOB

At no time while on duty may employees use or be under the influence of alcohol, narcotics, intoxicants, or similar mind-altering substances. Employees found to be under the influence of or consuming such substances will be immediately removed from the job site. The importance of a drug-free environment will be emphasized. Every safety meeting will include EM-385-1 Section 01.A.02 as part of the instruction.

ACTIVITY HAZARD ANALYSIS

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

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



ATTACHMENT
L

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 +/- 1 acre.

PRIMARY SITES (debris storage and reduction):

1. Truman Waterfront Property approximately 5 acres
2. 5701 College Road approximately 4 acres
3. Wickers Football Field approximately 3 acres

SECONDARY SITES (debris storage only):

1. Trumbo Road Property approximately 2 acres
2. Indigenous Park approximately 1 acres
3. South Roosevelt Boulevard Bridle Path approximately 4 acres

NOTE: Additional sites may be added as necessary. The contractor will receive no additional charges for any site within 15 miles of the City of Key West.

*Please see attached verification letter, as required by the City.



September 29, 2015

Attn: City Clerk
City of Key West
3126 Flagler Avenue
Key West, Florida 33040

Re: Verification Letter regarding the City's Temporary Debris Management Sites

Dear Sir or Madam,

DRC Emergency Services, LLC verifies that we are familiar with the list of Temporary Debris Management Sites provided by the City in Attachment L.

Sincerely,

A handwritten signature in blue ink that reads "Kristy Fuentes". The signature is written in a cursive style with a large, looped "K" and "F".

Kristy Fuentes
Vice President/Secretary

ATTACHMENT
M

DISASTER RESPONSE SERVICE PROVIDER DRAFT CONTRACT DOCUMENTS

Terms and conditions will be negotiated upon selection.

*Please see attached DRC's sample contract.

MASTER
AGREEMENT FOR SERVICES
BETWEEN

AND
DRC EMERGENCY SERVICES, LLC

Contract Number: _____

Services Agreement

This AGREEMENT is between _____, (hereinafter referred to as GOVERNMENT) and DRC Emergency Services, LLC, (hereinafter referred to as CONTRACTOR). The GOVERNMENT requires certain services, and CONTRACTOR is prepared to provide such services as are agreed to in this document.

The parties agree as follows:

ARTICLE 1 – EFFECTIVE DATE/TERM

The effective date of this AGREEMENT shall be _____.

It is agreed and understood between the parties hereto that this is a prepositioned contract which shall remain in effect for a _____ () year period, unless otherwise terminated as provided herein.

ARTICLE 2 - SERVICES TO BE PERFORMED:

CONTRACTOR shall perform the services as stated in the Request for Proposal and the CONTRACTOR'S Response attached to this document, AND as may be specifically authorized by the GOVERNMENT. Such authorizations will be referred to as Task Orders. Each Task Order will set forth a specific scope of services, rate/amount of compensation, estimated completion date, and other pertinent details of the task being authorized.

ARTICLE 3 – COMPENSATION

GOVERNMENT shall pay CONTRACTOR in accordance with the Fee Schedule, which is attached hereto and incorporated by reference as part of this AGREEMENT. If needed, compensation may be negotiated as a not-to-exceed amount for any Task Order containing a task covered by the scope of work of this AGREEMENT, but to which the Fee Schedule cannot readily be applied.

CONTRACTOR may submit weekly or semi-monthly invoices for services rendered. Invoices must reference the Task Order number. CONTRACTOR shall submit invoices on a regular basis and in no instance, for more than a thirty (30) day period. CONTRACTOR shall be paid within ten (10) days of submitting a complete invoice. If there are any items in dispute, CONTRACTOR will be paid for those items not in dispute, and disputed items will be resolved within 45 days, and paid within 10 days of resolution. Disputed items must be submitted to CONTRACTOR within ten (10) days of the receipt of the invoices.

Payment of CONTRACTOR by GOVERNMENT is not contingent upon the GOVERNMENT being reimbursed by any Federal or State agency. Payment to CONTRACTOR will be made for any work directed by the GOVERNMENT.

Payment will be made to DRC Emergency Services, LLC, 740 Museum Drive, Mobile, AL 36608. In order for both parties to this AGREEMENT to close their books and records, CONTRACTOR will clearly state "Final Invoice" on CONTRACTOR'S final/last billing to the GOVERNMENT.

ARTICLE 4- INSURANCE

CONTRACTOR shall maintain the following insurance limits:

Worker's Compensation – Statutory Limits (\$100,000) of the Sate of Alabama;

General Liability – One Million Dollars (\$1,000,000) any single occurrence;

Contractor's Vehicle Insurance – (\$500,000)

Pollution Liability Insurance – (\$1,000,000)

CONTRACTOR shall provide GOVERNMENT a Certificate of Insurance evidencing such coverage.

ARTICLE 5 – SURVIVAL

Upon completion of all services, obligations and duties provided for in this AGREEMENT, or in the event of termination of this AGREEMENT for any reason, the terms and conditions of this AGREEMENT shall survive.

ARTICLE 6 – INDEMNIFICATION

GOVERNMENT agrees to protect, defend, indemnify, and hold harmless CONTRACTOR, its employees and representatives from any and all claims and liabilities for which CONTRACTOR, its employees and representatives, can or may be held liable as a result of injury (including death) to persons or damage to property occurring by reason of any acts or omissions of the GOVERNMENT, its employees, or agents, arising out of or connected with this AGREEMENT. The GOVERNMENT shall not be required to indemnify CONTRACTOR or its agents, employees, or representatives, when an occurrence results from the wrongful acts or omissions of CONTRACTOR, or its agents, employees or representatives.

ARTICLE 7 – SUBCONTRACTING

It is understood that CONTRACTOR may use its own forces and those of subcontractors and consultants as required to perform the work. When subcontracting, CONTRACTOR will attempt to locate qualified local companies and individuals, in accordance with the Robert T. Stafford Act and local ordinances.

ARTICLE 8 – FEDERAL AND STATE TAXES

The GOVERNMENT is exempt from Federal Tax and State Sales and Use Taxes. Upon request, the GOVERNMENT will provide an exemption certificate to CONTRACTOR.

ARTICLE 9 – GOVERNMENT'S RESPONSIBILITIES

GOVERNMENT shall be responsible for providing access to all project sites, and providing information required by CONTRACTOR that is available in the files of the GOVERNMENT to assist CONTRACTOR in completing any assigned tasks. GOVERNMENT is responsible for assisting in obtaining any permits for CONTRACTOR to complete any Task Order assigned.

ARTICLE 10 – TERMINATION OF AGREEMENT

This AGREEMENT may be cancelled by either party with cause upon seven (7) days written notice after the defaulting party has failed to cure, or begin curing, the defective performance and without cause (i.e., for convenience) upon thirty (30) days written notice.

ARTICLE 11 – UNCONTROLLABLE FORCES (FORCE MAJURE)

Neither the GOVERNMENT nor CONTRACTOR shall be considered to be in default of this AGREEMENT if delays in or failure of performance shall be due to Uncontrollable Forces, the effect of which, by the exercise of reasonable diligence, the non-performing party could not avoid. This term “Uncontrollable Forces” shall mean any event which results in the prevention or delay of performance by a party of its obligations under this AGREEMENT, and which is beyond the reasonable control of the nonperforming party. It includes, but is not limited to fire, flood, earthquakes, storms, lightning, epidemic, war, riot, civil disturbance, sabotage, economic dislocations, and governmental actions. The nonperforming party shall, within a reasonable time of being prevented or delayed from performance by an Uncontrollable Force, give written notice to the other party describing the circumstances and Uncontrollable Forces preventing continued performance of the obligations of this AGREEMENT.

ARTICLE 12 – NON-DISCRIMINATION

CONTRACTOR treats all of its employees equally without regard to race, color, religion, gender, age or national origin.

ARTICLE 13 – SEVERABILITY

The invalidity, illegality, or unenforceability of any provision of the AGREEMENT, or the occurrence of any event rendering any portion or provision of this AGREEMENT void, shall in no way affect the validity or enforceability of any other portion or provision of the AGREEMENT. Any void provision shall be deemed severed from the AGREEMENT and the balance of the AGREEMENT shall be construed and enforced as if the AGREEMENT did not contain the particular portion or provision held to be void. The parties further agree to reform the AGREEMENT to replace any stricken provision with a valid provision that comes as close as possible to the intent of the stricken provision. The provisions of this section shall not prevent the entire AGREEMENT from being void should a provision which is of the essence of the AGREEMENT be determined to be void.

ARTICLE 14 – ENTIRETY OF AGREEMENT

The GOVERNMENT and CONTRACTOR agree that this AGREEMENT sets forth the entire AGREEMENT between the parties, and that there are no promises or understandings other than those state herein. This AGREEMENT supersedes all prior contracts, representations, negotiations, letters or other communications between the GOVERNMENT and CONTRACTOR pertaining to the services, whether written or oral. None of the provisions, terms and conditions contained in this AGREEMENT may be added to, modified, superseded or otherwise altered except by written instrument executed by the parties hereto.

ARTICLE 15 – MODIFICATION

The AGREEMENT may be modified in writing by Amendment executed by both GOVERNMENT and CONTRACTOR.

ARTICLE 16 – SUCCESSORS AND ASSIGNS

GOVERNMENT and CONTRACTOR bind themselves and their partners, successors, assigns and legal representatives to this AGREEMENT. CONTRACTOR shall not assign this AGREEMENT without the express written approval of the GOVERNMENT.

ARTICLE 17 – NOTICE

Any notice, demand, communication, or request required or permitted hereunder shall be in writing and delivered in person or sent by certified mail, postage prepaid as follows:

As To GOVERNMENT

(Attn: _____)

As To CONTRACTOR

DRC EMERGENCY SERVICES, LLC
6258 Marshall Foch Street
New Orleans, Louisiana
(Attn: Mark Stafford)

ARTICLE 18 – ESCALATION CLAUSE

All unit prices and/or price schedules shall be deemed automatically adjusted annually based on the U.S. Department of Labor published Consumer Price Index for all Urban Consumers, utilizing the “transportation” category.

ARTICLE 19 – TASK ORDER/PERFORMANCE

Task Orders shall be executed bilaterally and the scope of work and format of Task Order shall be mutually agreed to by CONTRACTOR and GOVERNMENT.

ARTICLE 20 – DISPUTE RESOLUTION

Disputes between the GOVERNMENT and the CONTRACTOR shall first be mediated. The parties hereto agree that this transaction involves interstate commerce, and that any controversy, claim, complaint or dispute that may arise between the parties, their affiliates, subsidiaries, agents, servants or employees, is to be settled exclusively by binding arbitration except where otherwise specifically provided herein. The provisions of this paragraph shall be strictly adhered to during the term of this agreement and after termination. The parties specifically waive any right to commence any action other than by arbitration, except as specifically provided herein. The parties hereto agree that all disputes, claims or controversies of any kind or nature arising between the parties or arising from or relating to this contract or the relationships which result from this contract, including, but not limited to, all controversies relating to the existence, construction, performance, enforcement or breach of the contract, claims against a party’s bond, or tort claims shall be fully and finally resolved by binding

arbitration. It is the intent of the parties that these provisions shall apply to all controversies to the fullest extent. Any party desiring to initiate arbitration shall do so by making written demand therefore on the other party at the address set forth in this Contract. Said demand shall contain a statement setting forth the nature of the dispute, the remedy sought and shall designate the name of an arbitrator. The responding party shall file a response within fifteen (15) days setting forth any counterclaim and naming an arbitrator. The two (2) designated arbitrators shall choose a third neutral arbitrator. The party appointed arbitrators may be non-neutral and are not required to make disclosures involving impartiality or independence. In the event the two arbitrators cannot agree upon a third arbitrator, the same shall be appointed by the then presiding judge of the Circuit Court of Mobile County, Alabama. If said presiding judge shall fail to name an arbitrator, the parties shall apply to the American Arbitration Association for appointment for the third arbitrator. In all other respects, the parties and arbitrators shall be guided by the rules and procedures of the Commercial Rules of the American Arbitration Association. An award rendered by the arbitrators may be entered in any court having jurisdiction thereof. The arbitration shall take place in Mobile County, Alabama and the parties consent to the jurisdiction and venue of Mobile County, Alabama (State or Federal) courts to enter an order compelling arbitration. Furthermore, in all events no party shall be liable for indirect, special, consequential, damages or loss of anticipated profits. The laws of Alabama shall apply.

ARTICLE 21 – BOND

Upon issuance of a Notice to Proceed or Task Order, CONTRACTOR will provide a performance bond in favor of the GOVERNMENT, in the amount of the value of the work as reasonably estimated and determined by the parties, with a good and solvent surety company which is licensed and doing business in the State of where the work is to be performed.

CONTRACTOR shall provide a safe working environment including, but not limited to, properly constructed monitoring towers.

In Witness whereof, GOVERNMENT, and DRC Emergency Services, LLC have executed this AGREEMENT all as of the day and year.

GOVERNMENT

DRC Emergency Services, LLC

By: _____

By: _____

Its: _____

Its: _____

Signature: _____

Signature: _____

Witness: _____

Witness: _____

Name: _____

Name: _____

ATTACHMENT
N

LETTER REGARDING EXPERIENCE

Provide documentation of the following:

- 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) Has provided services similar to those required to at least one jurisdiction with a population of 30,000.

*Please see attached letter providing the above required information regarding DRC's experience.



Attn: City Clerk
City of Key West
3126 Flagler Avenue
Key West, Florida 33040

Re: Letter Regarding Experience

Dear Sir or Madam,

For over 14 years, DRC has provided extensive disaster recovery services, environmental services and civil construction to governments and private citizens alike. As a leader in the recovery industry, our passion is helping communities prepare for the worst while being prepared to deliver a rapid response when necessary, all to facilitate the most efficient recovery possible. Setting new industry standards is what our customers have come to expect, and DRC takes pride in our versatility and in our innovative approach to every job.

1) EXPERIENCE IN DISASTER RECOVERY AND DEBRIS REMOVAL

Since 2001, DRC Emergency Services, LLC has responded to numerous natural or man-made disaster events involving hundreds of contracts. DRC has collected over 150 million cubic yards of debris and established industry benchmarks for debris recycling and collection efficiencies. The 2008 hurricane season produced two devastating storms in Hurricane Ike and Hurricane Gustav in which DRC responded in service to 36 separate contracts, including the cities of New Orleans, Houston, and Galveston. DRC recycled 100% of the debris we collected in Houston, TX in the wake of Hurricane Ike, which amounted to over 5 million cubic yards. We also set an industry record for the most debris collected in a single day in 2008 and, according to FEMA officials, the record still stands today.

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

Having performed debris operations nearly all of the United States and internationally for over 13 years, DRC takes pride in bringing innovation and professionalism to each project

undertaken. We've consistently demonstrated an ability to both self-perform work immediately and engage a network of over 5,000 subcontracting partners. This unique ability means that no matter the location or size of an event, we can respond immediately and effectively.

2014 Ice Storms

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

2013 Midwestern Tornado Outbreak

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

2012 Super Storm Sandy

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

2012 Hurricane Isaac

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



2011 Tornado Outbreak

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

2011 FEMA Site Development

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

Deepwater Horizon Oil Spill

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

The Hurricane Season Of 2009

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



The Hurricane Season Of 2008

In 2008, Hurricanes Gustav and Ike devastated the Louisiana and Texas coastlines. DRC responded in service to 36 separate contracts, including the cities of New Orleans, Houston, and Galveston. In Houston, Texas, DRC ES established industry benchmarks by achieving a FEMA record for hauling debris in a single day under a FEMA disaster declaration project. DRC's work in these regions was nearly completed in a little over two months, having quickly restored these communities in the wake of severe storms.

The Hurricane Season Of 2005

The 2005 hurricane season brought the strongest storms and the worst natural disaster in our nation's history. The DRC family of companies is proud to have assisted in the recovery following the devastation of Hurricanes Katrina, Rita, Wilma, and Cindy affecting the Florida Keys, throughout Mississippi and Louisiana, and into Houston, Texas. To date, DRC has successfully completed over \$130,000,000 in disaster remediation in the hardest hit parishes of Louisiana and in Monroe, Escambia, and Miami-Dade counties in Florida, as well as the eastern coastal counties of Texas.

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

*—Donald G. Donaldson, P.E.,
Engineering Director/County
Engineer, Martin County,
Florida*

The Hurricane Season Of 2004

In the aftermath of Hurricanes Charley, Frances, Jeanne and Ivan in the fall of 2004, DRC and its teaming partners and/or subcontractors, performed 37 virtually simultaneous contracts and \$150,000,000 in emergency work, including the removal of over 10,000,000 cubic yards of debris and the restoration of miles of beaches, throughout the state of Florida, from Monroe County to Escambia County, as well as projects in Virginia, South Carolina, and Texas.

2) KNOWLEDGE AND EXPERIENCE WITH FEMA REIMBURSEMENT

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

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

FEMA Requirements and Procedures

Storm debris management by DRC is subject to inspection by the governmental contracting entity and/or any Public Authority in accordance with generally accepted standards, to insure compliance with the contract and applicable local, state and federal laws. DRC will, at all times, provide the government access to all work sites and disposal areas and will cooperate completely



with Government Inspectors. In addition, authorized representatives and agents of any participating Federal or state agency are encouraged to inspect all work and materials. DRC and the government shall have in place at the TDSRS, personnel to verify the contents and cubic yards of all vehicles entering the TDSRS. Records are maintained for each load entering the TDSRS, its cubic yardage is verified, and each vehicle leaving the TDSRS is viewed to verify that the contents have been emptied. DRC and the government monitor the material to determine

"DRC's staff was professional and knowledgeable in both state and federal regulations in the area of emergency services and recovery. They were always courteous and handled each and every issue, especially complaints, with diplomacy and speed."

– Robert R. McLaughlin, Assistant County Administrator, Escambia County Board of County Commissioners

that the load consists of eligible storm debris. DRC and the government have in place at the pickup site, personnel to verify the contents, location, date and time of the vehicles departing for the TDSRS and issuance of the load ticket to ensure the eligibility of the debris. Prior to use, DRC recommends that the government, including FEMA, if possible, establish and record the certified cubic yard capacity and perform a safety inspection of each haul vehicle. DRC recommends that all measurements be conducted by government personnel or independent third parties, and not DRC or the subcontractor. DRC has in the

past provided disposal tickets, field inspection reports, and other data and/or forms sufficient to provide substantiation for Federal (FEMA, etc.) and State reimbursement to its government clients. DRC personnel and subcontractors have worked closely with various State Emergency Management Agencies, the Federal Emergency Management Agency and other applicable State, local and Federal Agencies to insure that eligible debris collection and the data documenting is sufficient and appropriately addressed.

Preparing and Submitting Federal/State Project Work Sheets

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

Knowledge of CFR 44

Since its inception in 1989, DRC's senior management personnel have gained a vast knowledge of the basic policies and procedures of the Code of Federal Regulations (CFR 44) as it relates to Federal Emergency Management Agency's mission. These policies and procedures have been incorporated into DRC and DRC's various corporate Debris Management plans and guides to ensure compliance with the latest FEMA guidelines.

FEMA Technical Management Training

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



also include DRC consultant and reservist personnel who are former FEMA personnel or who are intimately familiar with FEMA and other government regulations.

3) SIMILAR SERVICES PROVIDED

DATE 2015	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
August	ALDOT District 2 Tuscaloosa Area	Tree Trimming and Removal	Maintenance Contract
July	Jackson County, MS	LANDFILL SERVICES FOR CHIPPING, GRINDING, HAULING AND DISPOSAL OF VEGETATIVE DEBRIS	Est. Value: \$67,200.00
July	St. Louis County, MO	Tree Removal	Work in Progress
June	TxDOT Waller and Montgomery County	Debris Removal and Disposal	Work in Progress
May	City of Bellaire, TX	Disaster Debris Removal Services	Est. Value: \$12,926.87
May	City of Houston, TX	Disaster Debris Removal Services	Work in Progress
May	City of Houston, TX	Base Camps	Est. Value: \$7,142
May	Parish of East Baton Rouge, LA	Disaster Street Clearing Debris Collection, Removal, Processing, Disposal and Management Services	Est. Value: \$420,000
April	Ascension Parish, LA	Storm Cleanup as a result of the weather system on Monday April 27, 2015	Est. Value: \$60,000
April	Castlerock Communities, LP Houston, TX	Goose Creek Landing - Section 1 Clearing	Work in Progress: \$39,300.00
April	Castlerock Communities, LP Houston, TX	Goose Creek Landing Detention Pond Clearing	Work in Progress: \$ 79,864.00
March	City of Corpus Christi, TX	Master Channel 31 Drainage Channel Excavation	Work in Progress: \$883,128.79
February	New Caney Defined Benefits Area MUD Within the City of Houston ETJ in Montgomery County, TX	Phase 2 Clearing and Grubbing	Work in Progress \$393,496.38
January	Harris County, TX	Expansion of James Driver Park Phase One	Work in Progress \$1,506,550.65
DATE 2014	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
December	TXDOT- Smith County	Tree Removal	Work in Progress \$166,050.00



November	Houston Parks Board	Bayou Greenways Tree pruning and Forestry- Maintenance Contract	Work in Progress \$130,500
November	Brazos County, TX	Tree Trimming and Removal	Work in Progress Maintenance Contract
October	Harris County, TX	South Richey Stormwater Detention Basin Excavation	Work in Progress \$5,350,171.15
August	ALDOT-2 nd Division District 3	Tree Trimming/Canopy Removal- District 3	Work in Progress \$121,314.98
August	Jefferson Parish Public Works	Stumps and Root Mass Grinding	Work in Progress \$50,000
July	City of Athens, AL	Grinding and Disposal of April 28, 2014 Storm Debris/Green Waste	\$65,552.00
July	Hyde County, NC	Hurricane Arthur Debris Management Services	Estimated: \$8,750
July	Houston Parks Board	Bayou Greenways Tree pruning and Forestry- Maintenance Contract	Work in Progress \$130,500
July	City of Shreveport, LA	Cross Lake Dam Embankment Vegetation Removal	Work in Progress \$252,284.26
July	City of Center Point, AL	Demolition and Cleanup	Work in Progress Est \$34,911.00
July	City of Archdale, NC	Winter Storm Debris Easement Removal	Work in Progress Est. \$75,000.00
July	City of Jonesboro, AR	Debris Removal	Work in Progress Est \$ 270,000.00
May	City of Archdale, NC	Winter Storm Debris Removal	Work In Progress \$228,000.00
May	Gulf Breeze, FL	Emergency Debris Removal	\$108,995.46
May	Okaloosa, FL	Emergency Debris Removal	\$5,816.78
April	Thomasville, NC	Debris Removal and Disposal, Debris Management, and Debris Clearance	\$473,222.69
March	City of New Orleans	Strategic Demolitions for Economic Recovery	Work in Progress \$6,685,950.00
February	New Hanover, NC	Emergency Response, Management, and Recovery	\$1,146,756.55
February	Wilmington, NC	C&D Debris Removal and Vegetative Debris Removal and Disposal	\$1,555,223.85
February	Pender County, NC	Debris Management and Site Disposal	\$66,447.07



February	South Carolina Department of Transportation	Clearing Roads, ROW, Debris Hauling due to a hurricane/storm event	Work in Progress Approx \$40,000,000.00
January	Richmond, VA	Snow Removal Services	\$36,855.00
January	LADOTD – Webster Parish	Tree Removal in Webster Parish	Work In Progress Est. \$458,785
DATE 2013	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
December	Port St. Lucie	Canal Bank Stabilization Improvements (3 Segments)	Work in Progress Est. \$4,022,930.54
September	LADOTD – Bienville Parish	I-20 Tree Removal in Bienville Parish	Work In Progress Est. \$348,053
July	St. Louis County, MO	Tree Removal & Stump Grinding	Work In Progress Est. \$16,041.11
June	St. Charles County, MO	Emergency Storm Debris Removal	923,105.33
June	Bridgeton, MO	Emergency Storm Debris Removal	\$38,918.81
June	Pottawatomie County, OK	Emergency Cleanup of Storm Debris	\$418,256.75
June	City of Oklahoma City	Emergency Storm Debris Removal	\$1,873,206.11
May	Terrebonne Parish Consolidated Govt.	St. Louis Bayou Cleanout	Work In Progress Est. \$924,950.00
April	Zehendner Disaster Relief, LLC	Super Storm Sandy Marine Debris Removal Ocean City, NJ	\$512,750.50
DATE 2012	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
November	Piscataway, New Jersey	Super Storm Sandy Debris Removal	\$1,498,637.31
November	New York Department of Transportation	Super Storm Sandy Debris Removal Nassau County	\$5,190,263.72
November	New York Department of Transportation	Super Storm Sandy Debris Removal Suffolk County	\$8,224,716.15
November	New York Department of Transportation	Super Storm Sandy Debris Removal Suffolk County	\$3,607,542.53
November	Harford County, Maryland	Super Storm Sandy Management of Vegetative Debris	\$29,671.63
September	Ascension Parish	Hurricane Isaac Debris Removal	\$279,364.17



September	LADOTD District 62	Hurricane Isaac Debris Removal	\$913,039.39
September	Mandeville, LA	Hurricane Isaac Debris Removal	\$465,759.22
September	St John the Baptist	Hurricane Isaac Debris Removal	2,919,975.96
September	Jefferson Parish	Hurricane Isaac ROW Debris Removal	\$1,713,925.30
September	East Baton Rouge	Hurricane Isaac Disaster Management	\$2,474,520.78
September	St. Charles Parish	Hurricane Isaac Debris Removal	\$506,673.33
August	Jefferson Parish	Hurricane Isaac ROW Debris Removal	\$64,402.51
August	NOLA	Hurricane Isaac Debris Removal	\$2,576,871.94
August	DDD NOLA	Hurricane Isaac Debris Removal	\$14,858.79
August	State of Louisiana	Hurricane Isaac – Mass Feeding	\$23,750.00
August	State of Louisiana	Hurricane Isaac – Catering Services	\$21,030.00
August	State of Louisiana	Hurricane Isaac - Delivered MRE's to Kenner, LA	\$4,604.64
August	State of Louisiana	Hurricane Isaac Sand Delivery	\$19,680.00
August	FDOT District 7, FL	Hurricane Isaac - Cut and Toss Contract Z 7023	\$17,550.00
July	St. Clair County, AL	PWB #29 Shoal Creek Extension	\$188,864.00
July	VDEM	Logistics / Emergency Supplies	\$96,911.80
July	Corpus Christi, TX	Brush Collection	\$249,070.83
June	Mathews County, VA	Logistics / Emergency Supplies	\$13,109.00
May	Corpus Christi, TX	Debris Removal	\$482,331.96
May	Moody, AL	Storm Debris Removal	\$69,375.00
May	Limestone County, AL	Waterway Debris Removal	\$164,605.02



May	St. Clair County, AL	Shoal Creek Debris Removal	\$682,000.00
May	St. Clair County, AL	Kelly Creek Debris Removal	\$173,782.00
April	Tuscaloosa, AL	Forest Lake Debris Removal	\$142,817.00
March	Pendleton County, KY	Tornado debris removal from county road right of ways	\$144,039.22
March	Lafayette Consolidated Government	Emergency Disaster Debris Removal from March 2012 Floods	\$52,767.84
February	Center Point, AL	Disaster Debris Removal, Reduction & Disposal for January 2012 Tornadoes	\$458,260.06
January	Tuscaloosa, AL	Structural demo, Debris removal and Site cleanup	\$1,369,153.80
DATE 2011	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
November	Barrington, RI	Tub Grinding @ Town Compost Site	\$81,956.92
October	Houston, TX	Debris Removal in City Parks and ROW's	\$3,783,080.94
September	Southern Shores, NC	Debris Removal - Hurricane Irene	\$240,643.61
September	Pamlico County, NC	Veg and C&D Debris Removal - Hurricane Irene	\$1,383,586.23
September	New Hanover County, NC	Veg / C&D Debris Removal & Disposal	\$278,255.70
September	VDOT-Ashland Residency	L & H Debris Removal - Hurricane Irene	\$4,498,736.62
September	Richmond, VA	Disaster Recovery Services - Hurricane Irene	\$895,762.35
September	Pender County, NC	Site Mgmt @ Rocky Pt Convenient / Morris Tract in homestead	\$42,897.68
September	Cranston, RI	Debris Removal - Hurricane Irene	\$1,209,413.46
September	Narragansett, RI	Debris Removal - Hurricane Irene	\$47,826.23
September	Calvert County, MD	L & H Debris Removal - Hurricane Irene	\$143,659.44
September	USACE-Minot, North Dakota	Mobile Home Group - Site Development Minot, ND	\$9,367,899.71
September	North Topsail Beach, NC	Debris Removal - Hurricane Irene	\$4,950.00
September	Cumberland, RI	Debris Removal - Hurricane Irene	\$53,440.00
September	Providence, Rhode Island	Debris Removal - Hurricane Irene	\$209,399.00



September	Rhode Island D O T	Emergency Push – Hurricane Irene	\$17,864.50
August	Holmes County, MS	Debris removal – 2011 Tornadoes	\$36,515.94
August	VDEM	Logistic/Life Support Services due to Hurricane Irene: Portable Showers & Toilets, Bottled Water, Fuel, Generators, Reefer Trucks	\$514,000.00
August	Harford County, MD	Provided Roll Off containers due to Hurricane Irene	\$66,012.00
August	St. Mary's County, MD	Push / Load and Haul Debris Removal – Hurricane Irene	\$855,323.40
August	Havelock, NC	Debris Removal – Land H Hurricane Irene	\$213,132.34
August	TME	Emergency Push (Suffolk, VA) – Hurricane Irene	\$828.00
August	VDOT Hampton Road District, Virginia	Debris Removal - Hurricane Irene	\$7,701,214.94
July	Durant, MS	Veg Debris Removal, Hauling & Disposal – 2011 MS tornado	\$146,745.80
June	City of Birmingham, AL	Debris removal related to April tornado	\$967,820.03
June	AL DOT Division 3 Jefferson County, AL	Debris removal related to April tornado	\$260,979.00
June	AL DOT Division 3 Shelby County, AL	Removal and Disposal of Storm Debris and Damaged Trees	\$1,688.89
June	AL DOT Division 3 St. Clair County, AL	Removal and Disposal of Storm Debris and Damaged Trees	\$212,836.34
June	AL DOT Division 3 Blount County, AL	Removal and Disposal of Storm Debris and Damaged Trees	\$3,255,622.52
June	USACE W912DQ-11-R-1033 DRC ES Teaming with Intelligent Investments, Inc	Debris Collection & removal / Joplin Tornado Recovery Effort	\$2,673,159.37
June	USACE W912DQ-11-R-1036 DRC ES Teaming with R & R Trucking, Inc.	Debris Collection & removal / Joplin Tornado Recovery Effort	\$2,869,470.40
June	Plaquemines Parish, LA Temp Correctional Training Facility	Provision of temporary correctional training facility	\$2,049,081.42
June	Clay County, MS	Removal and Disposal of Storm Debris and Damaged Trees	\$47,150.10
June	City of New Orleans, LA	FEMA Demolition Program Hurricanes Katrina & Rita	\$2,860,893.60
May	Fultondale, AL Jefferson County	Debris removal related to April tornado	\$985,685.26
May	Calhoun County, AL	Debris removal related to April tornado	\$4,652,742.66



May	East Baton Rouge, LA Recreation and Park Commission Central Community Sports Park	Recreation Facility Construction	\$2,768,672.22
May	City of Trussville, AL	Debris removal related to April tornado	\$99,620.38
May	AL DOT Division 1 District 4 (AL 69 and 79 Marshall County)	Debris removal related to April tornado	\$403,935.00
May	City of Birmingham	Debris removal related to April tornado	\$5,578,914.05
May	AL DOT Division 1 District 4 (AL 91 Cullman County, AL)	Debris removal related to April tornado	\$993,538.00
May	AL DOT Division 1 District 4 (AL 227 & AL 62 Marshall County)	Debris removal related to April tornado	\$1,792,201.95
May	AL DOT Division 1 District 4 (I-65 Cullman County, AL)	Debris removal related to April tornado	\$1,689,537.00
May	AL DOT Division 1 District 4 (AL 75, AL 168, US 231 & AL 67 Marshall & Cullman Counties)	Debris removal related to April tornado	\$233,334.00
May	AL DOT Division 1 District 4 (US 278 & US 31 Cullman County, AL)	Debris removal related to April tornado	\$171,479.00
May	AL DOT Division 1 District 3 (Jackson County, AL)	Debris removal related to April tornado	\$454,803.00
May	AL DOT Division 1 District 3 (DeKalb County, AL)	Debris removal related to April tornado	\$165,183.00
May	AL DOT Division 5 District 2 (Tuscaloosa, AL)	Debris removal related to April tornado	\$2,950,669.00
May	Town of Phil Campbell, AL	Debris removal related to April tornado	\$2,343,961.22
May	Franklin County, AL	Debris removal related to April tornado	\$2,339,722.44
May	Alabama Department of Conservation and Natural Resources (Guntersville State Park)	Debris removal related to April tornado	\$2,302,133.60
April	USACE-Nashville, TN	Metro Center Levee Improvements-construction of bike path on existing levee	\$1,038,680.57
April	Southern Industrial Contractors-St. Bernard Parish, LA	Roadway restoration project- repairs throughout the Parish	\$262,934.70
April	NC DOT-Johnston County, NC	R O W debris removal and disposal related to the April tornado	\$98,739.61
April	NC DOT-Wilson County, NC	R.O.W. debris removal and disposal related to the April tornado	\$46,359.56
April	NC DOT-Greene County, NC	R O W debris removal and disposal related to the April tornado	\$161,472.00



DATE 2010	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
December	Richmond, VA	Snow Push	\$27,803.50
September	Corpus Christi, TX	Debris Removal – yearly maintenance	\$340,133.67
July	World Food Program	Haiti – Construction and operation of secured community housing and support facilities	\$7,186,840.47
May	Monroe County, FL	Lobster Trap Removal	\$1,771,855.38
May	Escambia County, FL	Oil Spill Recovery for BP Oil Spill	\$5,015,323.99
May	United States Environmental Services, LLC Louisiana	Provision of Boom for BP Oil Spill	\$1,000,000.00
May	Lawson Environmental Louisiana	Provision of Boom - for BP Oil Spill	\$884,000.00
May	Orleans Parish Criminal Sheriff's Office	Temporary Inmate Housing	\$9,025,109.43
May	City of Nashville, TN	Flood Debris Removal	\$240,509.17
May	BP Deep Water Horizon Oil Spill Response	Oil Spill Recovery Efforts Plaquemines Parish, Lafitte and Terrebonne Parish, LA and the Panhandle of Florida	Est \$170,000,000.00
May	State of Florida DEP Santa Rosa County	Placement of Oil Containment Boom	\$1,479,192.30
May	Coastal Planning and Engineering Okaloosa County	Placement of Oil Containment Boom	\$5,184,096.40
April	Red Cross	Provision of Temporary office space	\$163,112.00
March	Terrebonne Parish Consolidated Government	Demolition of 83 houses	\$400,000.00
February	City of New Orleans, Louisiana	Strategic Demolition	\$5,265,125.00
February	Anne Arundel County, MD	Snow Push	\$3,054,029.50
February	Alexandria, Virginia	Snow Push	\$27,216.00
February	Prince William County, Virginia	Snow Push	\$32,880.00
February	City of Baltimore, Maryland DGS	Snow Push	\$2,697,721.00



February	Arlington County, Virginia	Snow Push	\$264,408.00
February	VDOT-Warrenton Residency	Snow Push	\$48,624.00
February	MDOT-SHA Region C, Anne Arundel County, MD	Snow Push	\$9,593.00
February	Baltimore Public Buildings & Grounds	Snow Push	\$212,931.00
February	Virginia Department of Emergency Management	Snow Push	\$51,000.00
January	Terrebonne Parish Consolidated Government	Marine and vessel debris removal	\$216,000.00

*Please see Tab D – Contractor’s Qualifications Statement for a more detailed list of the above projects with reference contact information.

Having successfully completed over \$2 billion in contracts over the last 14 years alone, DRC employs scores of talented professionals ready to satisfy our client’s needs. We are proven, and we are ready.

Sincerely,

Kristy Fuentes
Vice President/Secretary



ATTACHMENT

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PROPOSER'S MOST CURRENT FINANCIAL
STATEMENT

*Please see attached DRC's 2014 Audited Financial Statement.

**SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY
(DOING BUSINESS AS DRC EMERGENCY SERVICES)**

**Consolidated Financial Statements
Year Ended December 31, 2014**

**SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY
(DOING BUSINESS AS DRC EMERGENCY SERVICES)**

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SELLERS RICHARDSON HOLMAN & WEST^{LLP}

216 Summit Boulevard | Suite 300 | Birmingham, AL 35243 | 205-278-0001 Main | 205-278-0003 Fax | www.srhwcpa.com

CERTIFIED PUBLIC ACCOUNTANTS

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INDEPENDENT AUDITOR'S REPORT

To the General Partner
Seven Continents Holdings, LLLP
Mobile, Alabama

Report on the Consolidated Financial Statements

We have audited the accompanying consolidated financial statements of Seven Continents Holdings, LLLP and its consolidated subsidiary (the Company), which comprise the consolidated balance sheet as of December 31, 2014, and the related consolidated statements of operations, partners' capital, and cash flows for the year then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

To the General Partner
Seven Continents Holdings, LLLP
Page 2 of 2

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of December 31, 2014, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Sellers Richardson Holman & West, LLP

May 14, 2015

**SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY
(DOING BUSINESS AS DRC EMERGENCY SERVICES)**

**Consolidated Balance Sheet
December 31, 2014**

Assets

Current assets

Cash	\$ 10,374,447
Accounts receivable, net	4,513,716
Prepaid expenses	109,900
Assets held for sale	700,000
Other receivables	259,223
Total current assets	<u>15,957,286</u>

Property and equipment, net	5,317,157
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Other assets

Due from related party	5,632
Goodwill, net	2,524,848
Other intangibles, net	1,002,500
Total other assets	<u>3,532,980</u>

Total assets	<u>\$ 24,807,423</u>
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Liabilities and Partners' Capital

Current liabilities

Accounts payable	\$ 2,662,079
Accrued liabilities	1,954,910
Total current liabilities	<u>4,616,989</u>

Long-term liabilities

Working capital notes payable to partners	1,000,000
Notes payable to partners	7,500,000
Total long-term liabilities	<u>8,500,000</u>

Commitments and Contingencies (Note 6)

Partners' Capital

General partner capital	-
Limited partner capital	11,690,434
Total partners' capital	<u>11,690,434</u>

Total liabilities and partners' capital	<u>\$ 24,807,423</u>
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See notes to consolidated financial statements.

**SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY
(DOING BUSINESS AS DRC EMERGENCY SERVICES)**

**Consolidated Statement of Operations
Year Ended December 31, 2014**

Revenue	\$ 55,062,207
Cost of revenue	37,145,548
Gross profit	<u>17,916,659</u>
General and administrative expenses	10,590,677
Depreciation and amortization	3,159,018
Impairment of long lived assets	486,039
Loss on disposal of property and equipment	151,789
Income from operations	<u>3,529,136</u>
Other income (expense)	
Interest expense	(1,270,697)
Other income	627,460
	<u>(643,237)</u>
Net income	<u>\$ 2,885,899</u>

**SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY
(DOING BUSINESS AS DRC EMERGENCY SERVICES)**

**Consolidated Statement of Changes in Partners' Capital
Year Ended December 31, 2014**

	<u>General Partner Capital</u>	<u>Limited Partner Capital</u>	<u>Total Partners' Capital</u>
Partners' Capital, January 1, 2014	\$ -	\$ 10,804,535	\$ 10,804,535
Net income	-	2,885,899	2,885,899
Dividends	-	(159,089)	(159,089)
Partner distributions	-	(1,840,911)	(1,840,911)
Partners' Capital, December 31, 2014	<u>\$ -</u>	<u>\$ 11,690,434</u>	<u>\$ 11,690,434</u>

**SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY
(DOING BUSINESS AS DRC EMERGENCY SERVICES)**

**Consolidated Statement of Cash Flows
Year Ended December 31, 2014**

Cash Flows from Operating Activities

Net income \$ 2,885,899

Adjustments to reconcile net income to net cash
provided by operating activities:

Impairment of long lived assets 486,039

Depreciation and amortization 3,159,018

Bad debt expense 450,719

Loss on disposal of property and equipment 151,789

Change in assets and liabilities:

Accounts receivable (1,294,179)

Prepaid expenses 15,527

Unbilled revenue 43,770

Other receivables 282,129

Due from related party (33,497)

Accounts payable 736,191

Accrued liabilities (494,427)

Accrued interest (118,151)

Deferred revenue (124,335)

Net cash provided by operating activities 6,146,492

Cash Flows from Investing Activities

Acquisition of property and equipment (229,206)

Proceeds from disposition of property and equipment 317,266

Net cash provided by investing activities 88,060

Cash Flows from Financing Activities

Principal borrowings on working capital notes 12,521,488

Principal repayments on working capital notes (11,521,488)

Principal borrowings on notes payable 352,868

Principal repayments on notes payable (1,192,761)

Dividends paid (159,089)

Partner distributions (1,840,911)

Net cash used in financing activities (1,839,893)

**SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY
(DOING BUSINESS AS DRC EMERGENCY SERVICES)**

**Consolidated Statement of Cash Flows
Year Ended December 31, 2014**

Net increase in cash	4,394,659
Cash, beginning of period	<u>5,979,788</u>
Cash, end of period	<u><u>\$ 10,374,447</u></u>
Supplemental Cash Flow Disclosures	
Cash paid for interest	<u><u>\$ 1,388,848</u></u>
Receivable for sale of property and equipment	<u><u>\$ 225,000</u></u>

SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY (DOING BUSINESS AS DRC EMERGENCY SERVICES)

Notes to Consolidated Financial Statements

Note 1. Organization and Nature of Business

These are the consolidated financial statements of Seven Continents Holdings, LLLP (SEVCH or the Company), a limited liability limited partnership, and its subsidiary company doing business as DRC Emergency Services. SEVCH is the parent holding company of DRC Emergency Services, LLC (Emergency Services) and was formerly the parent holding company of DRC Equipment Leasing, LLC (Leasing), DRC Logistics, LLC (Logistics), and Escondido Creek Land, LLC (Escondido). On July 16, 2014, Leasing, Logistics, and Escondido merged with and into Emergency Services, with Emergency Services as the surviving entity (Merger).

The Company's primary business, through the operations of its subsidiary company, is debris removal, landfill management, and construction work associated with natural and man-made disaster areas, primarily in the southern United States, but also throughout the world.

Note 2. Summary of Significant Accounting Policies

Basis of Presentation

The consolidated financial statements include the accounts of SEVCH and its wholly-owned subsidiary company. All intercompany transactions and accounts have been eliminated in consolidation.

Basis of Accounting

The accompanying consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America (US GAAP).

Use of Estimates

The preparation of financial statements in conformity with US GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities. Actual results could differ from those estimates.

Cash and Cash Equivalents

The Company maintains cash balances at various financial institutions. At December 31, 2014, the Company had cash on deposit with financial institutions in excess of federal depository insurance limits. The Company has not experienced and does not anticipate any credit losses on these deposits. None of the Company's cash is restricted as to withdrawal or use.

The Company considers all cash held in banks and investments with an original maturity of three months or less when purchased to be cash equivalents. At December 31, 2014, there were no cash equivalents.

Accounts Receivable

The Company extends credit to customers located primarily throughout North America based on the size of the customer, its payment history, and other factors. The Company generally does not require collateral to support customer receivables. The Company provides an allowance for doubtful accounts based upon a review of the outstanding accounts receivable, historical collection information and existing economic conditions. The Company determines if receivables are past due based on days outstanding, and amounts

SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY (DOING BUSINESS AS DRC EMERGENCY SERVICES)

Notes to Consolidated Financial Statements

are written off when determined to be uncollectible by management. The maximum accounting loss from the credit risk associated with accounts receivable is the amount of the receivable recorded, which is the face amount of the receivable, net of the allowance for doubtful accounts. The allowance for doubtful accounts at December 31, 2014 is \$190,073.

At December 31, 2014, accounts receivable includes \$138,383 of retainage which is expected to be collected within one year. Approximately 85 percent of accounts receivable recorded in the consolidated financial statements is concentrated in two customers.

Property and Equipment, net

Property and equipment are carried at cost less accumulated depreciation. Expenditures for maintenance and repairs are expensed, while renewals and betterments that materially extend the life of an asset are capitalized. The cost of assets sold, retired, or otherwise disposed of, and the related allowance for depreciation, are eliminated from the accounts, and any resulting gain or loss is recognized.

Depreciation of property and equipment is provided for using the straight-line method over the estimated useful lives of the assets, which include vehicles (3 to 5 years), marine vessels (5 to 10 years), portable buildings (2 to 5 years), machinery and equipment (5 to 7 years), and other property and equipment (3 to 5 years).

Impairment of Long-Lived Assets

Long-lived assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of assets to be held and used is measured by a comparison of the carrying amount of the assets to the future net cash flows expected to be generated by the assets. If such assets are considered to be impaired, the impairment to be recognized is measured by the amount that the carrying amount of the assets exceeds the fair value of the assets.

During the 2014, Company recorded a \$486,039 loss on impairment of long-lived assets. The loss on impairment was the result of the expected sale of assets held for sale at an amount less than the carrying amount as well as the write-down of other property and equipment to their estimated fair value.

For additional information regarding long-lived assets, see Note 3.

Goodwill and Other Intangibles, net

Goodwill represents the excess of cost over the fair value of the net assets of businesses acquired and is carried at cost less accumulated amortization. During 2013, the Company adopted Financial Accounting Standards Board (FASB) Accounting Standards Update (ASU) No. 2014-02 *Intangibles – Goodwill and Other (Topic 350): Accounting for Goodwill*, which allows the Company to amortize goodwill on a straight-line basis over a period of 10 years, or less than 10 years if management determines that another useful life is more appropriate. Furthermore, pursuant to ASU 2014-02, the Company tests its goodwill for impairment only upon the occurrence of an event or circumstance that may indicate the fair value of the reporting unit is less than its carrying amount.

SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY (DOING BUSINESS AS DRC EMERGENCY SERVICES)

Notes to Consolidated Financial Statements

The Company's intangible assets represent a trade name and acquired customer contracts, which are being amortized over the useful lives of 5 years and 2 years, respectively, and are carried at cost less accumulated amortization. The Company does not have any indefinite lived intangible assets.

Revenue Recognition

Revenue is recognized when earned. The Company's disaster recovery contracts are typically on a per unit basis of recovered debris. The Company considers revenue earned on these contracts when services have been provided and approved by the customer and collectability is reasonably assured. Revenue earned but not yet invoiced to customers is reflected as other receivables in the consolidated balance sheet.

Income Taxes

As a limited liability limited partnership, the Company's taxable income or loss is allocated to the partners in accordance with their respective percentage ownership. Therefore, no liability for income taxes has been included in the financial statements. The Company is no longer subject to income tax examinations by the U.S. federal, state, or local tax authorities for years before 2010.

Management evaluated the Company's tax positions and concluded that the Company had taken no uncertain tax positions that require adjustment to the consolidated financial statements.

Fair Value Measurements

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value hierarchy prioritizes the inputs to valuation techniques used to measure fair value into three broad levels as described below:

- Level 1 Quoted prices in active markets for identical assets or liabilities;
- Level 2 Inputs that are derived principally from or corroborated by observable market data;
- Level 3 Inputs that are unobservable and significant to the overall fair value measurement.

The Company does not have any assets or liabilities that are subject to fair value measurement on a recurring basis.

During 2014, the Company measured \$700,000 of its assets held for sale and \$14,399 of property and equipment at fair value on a nonrecurring basis using Level 3 inputs. The measurement at fair value resulted in impairment charges of \$486,039 for the year ended December 31, 2014.

Subsequent Events

Subsequent events have been evaluated through May 14, 2015, which is the date the consolidated financial statements were available for issuance.

Recent Accounting Pronouncements

In January 2014, the FASB issued ASU No. 2014-02—*Intangibles—Goodwill and Other (Topic 350): Accounting for Goodwill (a consensus of the Private Company Council)*. The amendments in ASU 2014-02 allow an accounting alternative for the subsequent measurement of goodwill. An entity within the scope of

SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY (DOING BUSINESS AS DRC EMERGENCY SERVICES)

Notes to Consolidated Financial Statements

ASU 2014-02 that elects the accounting alternative may amortize goodwill on a straight-line basis over 10 years, or less than 10 years if the entity demonstrates that another useful life is more appropriate. An entity that elects the accounting alternative is further required to make an accounting policy election to test goodwill for impairment at either the entity level or the reporting unit level and is only required to test goodwill for impairment upon the occurrence of an event or circumstance that may indicate that the fair value of the reporting unit is less than its carrying amount. ASU 2014-02, if elected, should be applied prospectively to goodwill existing as of the beginning of the period of adoption and new goodwill recognized in annual periods beginning after December 15, 2014. Early application is permitted and the Company early adopted ASU 2014-02 in 2013. There were no events or conditions identified during the year ended December 31, 2014 that caused the Company to conclude that goodwill should be tested for impairment. The consolidated financial statements as of and for the year ended December 31, 2014 reflect the Company's adoption of ASU 2014-02 in 2013.

In March 2014, the FASB issued ASU 2014-06, *Technical Corrections and Improvements Related to Glossary Terms*, which represents changes to clarify the Master Glossary of the Codification, consolidate multiple instances of the same term into a single definition, or make minor improvements to the Master Glossary that are not expected to have a significant effect on current accounting practice or create a significant administrative cost to most entities. These amendments were effective upon issuance and did not have an impact on the Company's consolidated financial position or results of operations.

In April 2014, the FASB issued ASU 2014-08, *Reporting Discontinued Operations and Disclosures of Disposals of Components of an Entity*. This ASU changes the definition of and expands the disclosure requirements for discontinued operations. Under the new definition, discontinued operations reporting is limited to disposals of components of an entity that represent strategic shifts that have (or will have) a major effect on an entity's operations and financial results. The expanded disclosures for discontinued operations are meant to provide users of financial statements with more information about the assets, liabilities, revenues, and expenses of discontinued operations. Additionally, this ASU requires an entity to disclose the pretax profit or loss of an individually significant component of an entity that does not qualify for discontinued operations reporting. ASU 2014-08 is effective for annual periods beginning on or after December 15, 2014. The Company is currently evaluating the impact of ASU 2014-08 on its consolidated financial statements.

In May 2014, the FASB issued ASU 2014-09, *Revenue from Contracts with Customers* (Topic 606). ASU 2014-09 eliminates the transaction- and industry-specific revenue recognition guidance under current US GAAP and replaces it with a principle-based approach for determining revenue recognition. ASU 2014-09 provides a comprehensive new revenue recognition model that requires a company to recognize revenue to depict the transfer of goods or services to a customer at an amount that reflects the consideration it expects to receive in exchange for those goods or services and also requires additional disclosure about the nature, amount, timing and uncertainty of revenue and cash flows arising from customer contracts. Nonpublic entities are required to adopt ASU 2014-09 in annual reporting periods beginning on or after December 15, 2017 with early adoption permitted in annual reporting periods beginning after December 15, 2016. In April 2015, the FASB proposed to delay the effective date until one year later. The Company is currently evaluating the impact of ASU 2014-09 on its consolidated financial statements.

SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY (DOING BUSINESS AS DRC EMERGENCY SERVICES)

Notes to Consolidated Financial Statements

In August 2014, the FASB issued ASU 2014-15, *Disclosure of Uncertainties About an Entity's Ability to Continue as a Going Concern*, which requires management to perform interim and annual assessments of an entity's ability to continue as a going concern (meet its obligations as they become due) within one year after the date that the financial statements are issued. If conditions or events raise substantial doubt about the entity's ability to continue as a going concern, certain disclosures are required. This ASU is effective for annual reporting periods ending after December 15, 2016, and interim reporting periods thereafter. Early adoption is permitted. The Company is currently evaluating the impact of ASU 2014-15 on its consolidated financial statements.

In December 2014, the FASB issued ASU 2014-18, *Business Combinations (Topic 805)*. An entity within the scope of ASU 2014-18 that elects the accounting alternative to recognize or otherwise consider the fair value of intangible assets as a result of any in-scope transactions should no longer recognize separately from goodwill (1) customer-related intangible assets unless they are capable of being sold or licensed independently from the other assets of the business and (2) noncompetition agreements. An entity that elects the accounting alternative in ASU 2014-18 must adopt the private company alternative to amortize goodwill as described in FASB ASU 2014-02, *Intangibles—Goodwill and Other (Topic 350): Accounting for Goodwill*. The decision to adopt the accounting alternative in this Update must be made upon the occurrence of the first transaction within the scope of this accounting alternative in fiscal years beginning after December 15, 2015, and the effective date of adoption depends on the timing of that first in-scope transaction. If the first in-scope transaction occurs in the first fiscal year beginning after December 15, 2015, the elective adoption will be effective for that fiscal year's annual financial reporting and all interim and annual periods thereafter. If the first in-scope transaction occurs in fiscal years beginning after December 15, 2016, the elective adoption will be effective in the interim period that includes the date of that first in-scope transaction and subsequent interim and annual periods thereafter. Early application is permitted for any interim and annual financial statements that have not yet been made available for issuance. The Company did not have any transactions within the scope of ASU 2014-18 during 2014.

Note 3. Property and Equipment, net

Property and equipment consists of the following as of December 31, 2014:

Vehicles	\$ 1,697,588
Marine vessels	151,700
Portable buildings	1,577,000
Machinery and equipment	2,291,863
Land	1,500,000
Other property and equipment	111,573
	<u>7,329,724</u>
Less accumulated depreciation	(2,012,567)
Property and equipment, net	<u>\$ 5,317,157</u>

**SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY
(DOING BUSINESS AS DRC EMERGENCY SERVICES)**

Notes to Consolidated Financial Statements

Depreciation expense was \$1,765,362 for the year ended December 31, 2014.

The Company's airplane, with a value of \$700,000, has been recorded as held for sale in the consolidated financial statements at December 31, 2014.

See Note 6 for discussion of contingencies associated with the Company's property & equipment.

Note 4. Goodwill and Other Intangibles, net

Goodwill and other intangibles are as follows as of December 31, 2014:

	<u>Gross Carrying Amount</u>	<u>Accumulated Amortization</u>	<u>Net Carrying Amount</u>
Goodwill	\$ 3,293,280	\$ 768,432	\$ 2,524,848
Customer contracts	\$ 1,210,000	\$ 705,833	\$ 504,167
Trade name	650,000	151,667	498,333
Total other intangibles	<u>\$ 1,860,000</u>	<u>\$ 857,500</u>	<u>\$ 1,002,500</u>

There are no accumulated impairment losses for goodwill at December 31, 2014.

Amortization expense for the year ended December 31, 2014 for goodwill and other intangibles was \$658,656 and \$735,000, respectively.

The estimated future annual amortization for goodwill and other intangibles for the years subsequent to December 31, 2014 is as follows:

	<u>Goodwill</u>	<u>Intangibles</u>
2015	\$ 658,656	\$ 634,167
2016	658,656	130,000
2017	658,656	130,000
2018	548,880	108,333

**SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY
(DOING BUSINESS AS DRC EMERGENCY SERVICES)**

Notes to Consolidated Financial Statements

Note 5. Debt

Notes payable to partners comprised the following at December 31, 2014:

Promissory note payable to BNY Mellon-Alcentra Mezzanine III, L.P. with interest only payments due quarterly. Interest accrues at 10 percent per annum until maturity in January 2020.	\$ 5,000,000
Promissory note payable to United Insurance Company of America with interest only payments due quarterly. Interest accrues at 10 percent per annum until maturity in January 2020.	<u>2,500,000</u>
Notes payable to partners	<u>\$ 7,500,000</u>

Aggregate future principal payments of notes payable to partners for the five years subsequent to December 31, 2014 are as follows:

2015	\$ -
2016	-
2017	-
2018	-
2019	-
Thereafter	<u>7,500,000</u>
	<u>\$ 7,500,000</u>

During 2014, the Company entered into two working capital notes (Working Capital Notes) with two partners for an aggregate borrowing capacity of \$15,000,000 to fund working capital needs. Any amounts borrowed under the Working Capital Notes mature on June 30, 2016. Interest on the outstanding principal amounts borrowed under the Working Capital Notes accrues at 8 percent per annum with quarterly interest payments. At December 31, 2014, \$1,000,000 was outstanding on the Working Capital Notes.

The credit agreement contains certain covenants that require, among other things, the achievement of a certain level of earnings before interest, taxes, depreciation, and amortization (EBITDA) and the maintenance of a minimum ratio of EBITDA to fixed charges. The Company is in compliance with all applicable covenants as of December 31, 2014.

Note 6. Commitments and Contingencies

Litigation

The Company is a party to various claims and legal proceedings at various times. If the Company believes that a loss arising from any of these matters is probable and can be reasonably estimated, the loss is recorded.

SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY (DOING BUSINESS AS DRC EMERGENCY SERVICES)

Notes to Consolidated Financial Statements

The Company recorded a liability at December 31, 2014 for probable losses of \$330,000 primarily related to disputes arising for services provided by the Company's subcontractors. There are no contingencies where management has deemed a loss probable where a loss has not been recorded.

The Company is also party to various claims and legal proceedings where management believes that a loss is only reasonably possible. The range of loss on these contingencies is estimated to be between \$350,000 and \$500,000. Because management believes a loss is only reasonably possible, no accrual has been made at December 31, 2014.

In 2014, the Company was notified that the United States Attorney's Office for the Western District of Missouri (USAO) had commenced an investigation concerning the prime contractors' self-performance requirements in connection with two FEMA-funded disaster recovery contracts in the aftermath of the 2011 Joplin, Missouri tornado. Emergency Services was a subcontractor on both contracts. The USAO has stated that the Company is not a target of its investigation. The Company is cooperating with the USAO's investigation and has voluntarily produced documents to the government. The Company believes that it acted appropriately and that no significant contingency exists.

The Company is party to various claims and legal proceedings associated with work as a subcontractor to the British Petroleum (BP) oil spill. At this time, it is not possible to determine the likelihood or reasonably estimate a range of loss pertaining to these matters. In the event a loss is incurred related to these matters, the Company believes that it is indemnified by BP and thus such losses, if incurred, are not expected to materially impact the Company's financial position, results of operations, or cash flows.

It is not possible to predict with certainty the ultimate outcome of legal proceedings in which the Company is involved and a number of factors, including developments in ongoing discovery or adverse rulings could cause actual losses to differ materially from accrued costs. No liability was recorded for claims and litigation for which a loss was determined to be only reasonably possible or for which a loss could not be reasonably estimated. Legal costs incurred in defense of lawsuits are expensed as incurred.

Property and Equipment

During the fourth quarter of 2014, a former owner of the Company improperly took possession of property and equipment with a net book value of approximately \$1,065,000. The Company filed suit against the former owner in federal court for the Southern District of New York on February 17, 2015 seeking replevin, which is the actual return of the property and equipment. The Company expects that it will prevail on the merits of the replevin claim, which will result in the return of the property and equipment.

Contracts

During 2014 the Company entered into a contract with a municipality that expires in March 2017 whereby the Company is contractually obligated to demolish structures and facilities in a defined workspace at the request of the municipality. The Company recorded revenue of approximately \$534,000 and expenses of approximately \$669,000 related to performance under this contract for the year ended December 31, 2014. Because the Company is only required to perform under this contract when specific structures are identified by the municipality, the Company cannot reliably estimate how many structures it will be contractually required to demolish. However, if the Company is required to fully perform under the contract, the amount of future losses could have a material impact on the Company's financial position and results of operations.

SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY (DOING BUSINESS AS DRC EMERGENCY SERVICES)

Notes to Consolidated Financial Statements

During 2014 the Company entered into a contract with a municipality that expires in July 2016 whereby the Company is contractually obligated to perform highway maintenance at the request of the municipality. The Company recorded revenue of approximately \$88,000 and expenses of approximately \$148,000 related to performance under this contract for the year ended December 31, 2014. Because the Company is only required to perform under this contract at the request of the municipality, the Company cannot reliably estimate the amount of maintenance it will be required to perform. However, because the Company expects to incur costs in excess of revenue earned under this contract, the amount of future losses under this contract could have a material impact on the Company's financial position and results of operations.

Operating Leases

The Company leases equipment under noncancellable operating lease agreements, which expire at various times through December 2019. Rent expense on these agreements was immaterial for the year ended December 31, 2014. Future minimum lease payments under noncancellable operating leases is immaterial.

Note 7. Accrued Liabilities

At December 31, 2014, accrued liabilities consisted of the following:

Contingent liabilities	\$ 330,000
Accrued payroll and vacation	166,766
Accrued bonuses	803,476
Other accrued expenses	654,668
	<u>\$ 1,954,910</u>

Note 8. Concentrations

Significant Vendor

A significant vendor is defined as a vendor from which the Company derives at least 10 percent of its total purchases. The Company had purchases from one subcontractors deemed to be a significant vendor during the year ended December 31, 2014 totaling approximately 14 percent of the cost of revenue.

Significant Customer

A significant customer is defined as one from whom at least 10 percent of annual revenue is derived. During the year ended December 31, 2014 the Company had revenue from one customer totaling approximately 80 percent of revenue.

Note 9. Related Party Transactions

At December 31, 2014, notes payable includes amounts due to two partners totaling \$7,500,000, which mature on January 11, 2020. These notes bear interest at 10 percent per annum with quarterly interest payments. Interest expense on these notes was \$760,417 for the year ended December 31, 2014.

SEVEN CONTINENTS HOLDINGS, LLLP AND CONSOLIDATED SUBSIDIARY (DOING BUSINESS AS DRC EMERGENCY SERVICES)

Notes to Consolidated Financial Statements

During the year ended December 31, 2014, the Company entered into the Working Capital Notes with two partners for an aggregate borrowing capacity of \$15,000,000 to fund working capital needs. Any amounts borrowed under the Working Capital Notes mature on June 30, 2016. Interest on the outstanding principal amounts borrowed under the Working Capital Notes accrues at 8 percent per annum with quarterly interest payments. At December 31, 2014, \$1,000,000 was outstanding on the Working Capital Notes. Interest expense on the Working Capital Notes was \$483,100 for the year ended December 31, 2014.

The Company's partnership agreement establishes two classes of limited partnership interests, a common class and a preferred class, and provides for a preferred return (Preferred Return) on the preferred limited partnership interests. The Preferred Return, which is payable at the discretion of the general partner, yields a cumulative return of 10 percent per annum, compounded monthly, on the unreturned capital contributions of the preferred limited partners. During 2014, the Company paid \$159,089 of the Preferred Return. At December 31, 2014, the aggregate amount of cumulative Preferred Return in arrears amounted to \$1,168,850. The Company returned \$1,840,911 of capital to its limited partners during 2014.

During 2014, the Company wrote off a receivable of \$118,431 that was due from a former owner of the Company.

The consolidated financial statements include a long-term receivable of \$5,632 which is due from a related party.

Note 10. Defined Contribution Plan

The Company sponsors an employee retirement plan known as the DRC 401(k) Retirement Plan (Plan). Under the Plan, employees may contribute up to 15 percent of their compensation, and the Company matches employee contributions up to a maximum of 100 percent on the first 3 percent of the participant's salary deferral and 50 percent on the next 2 percent of the participant's salary deferral, limited to 5 percent of the employee's salary. Additionally, the Company may make a discretionary contribution to the Plan. Matching contributions were \$30,124 for the year ended December 31, 2014.

ATTACHMENT

P

PUBLIC ENTITY CRIMES CERTIFICATION

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted to the City of Key West, Florida, by

Kristy Fuentes

(Print individual's name and title)

for: DRC Emergency Services, LLC

(print name of entity submitting sworn statement)

Whose business address is: 5851 San Felipe Street Houston, TX 77057

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 _____):

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

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

4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

1. A predecessor or successor of a person convicted of a public entity crime: or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another

person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate

5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which Proposals or applies to Proposal on contracts for the provision of goods or services

let by a public entity, or which otherwise transacts or applies to transact business

with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

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

Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active

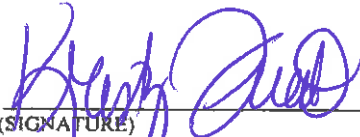
in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before an Administrative Law Judge of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Administrative Law Judge determined that it was not in the public interest to place

the entity submitting this sworn statement on the convicted vendor list. (Attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.


(SIGNATURE)

9-21-2015

(DATE)

STATE OF Louisiana

Parish of Orleans
~~COUNTY~~

PERSONALLY APPEARED BEFORE ME, the undersigned authority

Kristy Fuentes who, after first being sworn by me,

----- (name of individual) affixed his/her signature in the space provided above on this 21st day of

September, 2015.


NOTARY PUBLIC

CARY A. DES ROCHES

NOTARY PUBLIC

State of Louisiana, Bar No. 19550

My Commission is for life

Printed Name

My commission expires

**ATTACHMENT
Q**

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

COUNTY OF MONROE

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

This sworn statement is submitted to the City of Key West, Florida, by
Kristy Fuentes, Vice President/Secretary
(Print individual's name and title)

DRC Emergency Services, LLC
(Print name of entity submitting sworn statement)

Whose business address is: 5851 San Felipe Street Houston, TX 77057

And (if applicable) its Federal Employer Identification Number (FEIN) is 63-1283729

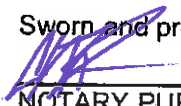
(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement):

I, the undersigned, being hereby duly sworn, depose and say that no sum has been paid and no sum will be paid to any employee or elected official of the City of Key West as a commission, kickback, reward or gift, directly or indirectly, by me or any member of my company, or by any officer or agent of the corporation.

BY: 

TITLE: Vice President/Secretary

Sworn and prescribed before me this 21st day of September, 2015.


NOTARY PUBLIC, State of ~~Florida~~ Louisiana
My commission expires:

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

ATTACHMENT R

CONFLICT OF INTEREST STATEMENT

Proposer must disclose the name of any person that is an employee of the City and also an officer, director, employee or agent of the Proposer, or a relative of an officer, director, employee or agent of the Proposer. Further, each Proposer must disclose the name of any City employee that owns, directly or indirectly, an interest of one percent (1%) or more in the Proposer's Company, its affiliates, or parent or subsidiary organizations.

Not applicable

Persons Name

Describe the Persons Possible Conflict of Interest

ATTACHMENT
S

DOMESTIC PARTNER BENEFITS

Except where otherwise exempt or prohibited by law, a contractor awarded a contract pursuant to a bid process shall provide benefits to domestic partners of its employees on the same basis as it provides benefits to employees spouses.

Such certification shall be in writing and shall be signed by an authorized officer of the contractor and delivered, along with a description of the contractor's employee benefits plan, to the City's procurement director prior to entering a contract.

If the contractor fails to comply with this section, the City may terminate the contract and all monies due or to become due under the contract may be retained by the City.

DRC will comply with this requirement if awarded this contract and will provide a certification in writing prior to entering a contract.

ATTACHMENT
T

CONE OF SILENCE

STATE OF ~~FLORIDA~~ Louisiana

~~SS:~~ FEIN: 63-1283729

Parish Orleans
~~COUNTY OF MONROE~~

I the undersigned hereby duly sworn, depose and say that all owners(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 issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of silence.

BY: _____



Sword and prescribed before me this 21st day of Sept., 2015

NOTARY PUBLIC, State of ~~Florida~~ Louisiana



My commission expires;

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

*Not applicable

ATTACHMENT
U
LOCAL VENDOR CERTIFICATION PURSUANT TO CKW ORDINANCE 09-22
SECTION 2-798

The undersigned, as a duly authorized representative of the vendor listed herein, certifies to the best of his/her knowledge and belief, that the vendor meets the definition of a "Local Business." For purposes of this section, "local business" shall mean a business which:

- a. Principle address as registered with the FL Department of State located within 30 miles of the boundaries of the city, listed with the chief licensing official as having a Business tax receipt with its principle address within 30 miles of the boundaries of the city for at least one year immediately prior to the issuance of the solicitation.
- b. Maintains a workforce of at least 50 percent of its employees from the city or within 30 miles of its boundaries.
- c. Having paid all current license taxes and any other fees due the city at least 24 hours prior to the publication of the call for bids or request for proposals.
 - Not a local vendor pursuant to Ordinance 09-22 Section 2-798
 - Qualifies as a local vendor pursuant to Ordinance 09-22 Section 2-798

If you qualify, please complete the following in support of the self-certification & submit copies of your County and City business licenses. Failure to provide the information requested will result in denial of certification as a local business.

Business Name: _____ Phone: _____

Current Local Address: _____ FAX: _____
(P.O. Box numbers may not be used to establish status)

Length of time at this address: _____
Signature of Authorized Representative _____ Date 9-21-15

STATE OF Louisiana
PARISH
COUNTY OF Louisiana

The foregoing instrument was acknowledged before me this 21st day of Sept. 2015.

By _____ of _____
(Name of officer or agent, title of officer or agent acknowledging) Name of corporation

Or has produced _____ as identification
(Type of identification)

[Signature]
Signature of Notary

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

Print, Type or Stamp Name of Notary