

PROPOSAL IN RESPONSE TO

RFP # 002-21 - PROFESSIONAL SERVICES FOR DISASTER RESPONSE

CITY OF KEY WEST, FL

ATTN: City Clerk

1300 White St.

Key West FL 33040

April 9, 2021 3:00PM

SUBMITTED BY

SDR

Southern Disaster Recovery
Readiness • Response • Recovery

CONTACT INFO:

† **Chip Patterson**

🏠 **109 White Oak Rd.**
Greenville, SC 29609
(Corporate Office)

🏠 **390 North Orange Avenue**
Suite 2300
Orlando, FL, US 32801
Florida Office)

☎ **(864)469-9776**

📞 **(864)469-9642**

✉ chip@southerndr.com



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LETTER OF TRANSMITTAL

Due: April 9, 2021 3:00PM

RE: RFP # 002-21 - PROFESSIONAL SERVICES FOR DISASTER RESPONSE

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

Dear Sir or Madam:

Southern Disaster Recovery (SDR) is pleased to submit the enclosed proposal for RFP # 002-21 - PROFESSIONAL SERVICES FOR DISASTER RESPONSE for the City of Key West, Florida, which sets forth our ability to perform the services requested. We have included detailed information regarding SDR's organizational structure, qualifications, resources, and experience we bring to our clients. We strive for excellence and integrity in our business practices and recognize the seriousness of compliance with all laws, specifically FEMA regulations. It is our pledge to provide the City of Key West, Florida with the utmost in ethical and professional disaster debris management services.

Since its inception, SDR has delivered superior debris recovery and removal services for the entities to which we have been contracted. When a disaster strikes, communities want the assurance that the contractor they have chosen to aid in recovering their community will provide efficient and comprehensive services. SDR has the experience and reputation to accomplish the contract requirements to the satisfaction of all parties involved.

SDR has significant available resources to manage disaster debris operations for all entities to whom we are contracted. SDR personnel have over 130 years combined experience in disaster recovery and debris management. With our management staff and safety officers, assets of over \$15 million, and annual sales exceeding \$45 million, we are large enough to manage multiple contracts simultaneously, without sacrificing the hands-on attention required by every entity's unique situation. In the past eight years, SDR has safely and successfully completed over 85 disaster debris contracts managing and disposing of over 5 million cubic yards of debris, valued over \$150 million.

SDR is a corporate member of the Florida Emergency Preparedness Association as well as the Disaster Recovery Contractors Association (a Washington, DC based trade organization). Chip Patterson, our project principle, has been an officer in the Florida association (FEPA) as well as having direct responsibility for administering FEMA public assistance programs in a neighboring county. Mr. Patterson was Florida's emergency manager of the year for 2005 in part due to disaster response and recovery leadership that year. Demetris Pressley, SDR Client services, is an outstanding public works professional and serves Florida communities in their readiness and first response efforts. Al McClaran, SDR's CEO, is a Board



member of the Disaster Recovery Contractors Association and has provided key leadership on important FEMA recovery policy issues.

If awarded this contract, SDR will work closely with the City officials, Emergency Management, and Public Works to complete the project efficiently. Our commitment extends into the community with our intention to utilize the maximum amount of local resources to fulfil our contractual responsibilities. Once the Notice to Proceed is received, SDR will begin promptly with the debris recovery and removal process.

This proposal is in all respects fair and in good faith without collusion or fraud.

Al McClaran, the signer of this proposal, has the authority to bind Southern Disaster Recovery, LLC in all representations of this proposal.

SDR intends to be bound by the terms of this proposal and the prices provided herein. We look forward to the opportunity to be your supplier of Disaster Response Service.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Al McClaran', is written over a light blue horizontal line.

Al McClaran, CEO
Southern Disaster Recovery, LLC

Below is the contact information for this contract:

Company Name	Southern Disaster Recovery, LLC
Address 1	109 White Oak Rd. Greenville, SC 29609 (Corporate Office)
Address 2	390 North Orange Avenue Suite 2300, Orlando, FL, US 32801 (Florida Office)
Phone	(864)469-9776
Fax	(864)469-9642
Email	Chip@southerndr.com
Contact Person	Chip Patterson

Document A310™ – 2010

Conforms with The American Institute of Architects AIA Document 310

Bid Bond

CONTRACTOR:

(Name, legal status and address)

Southern Disaster Recovery LLC
109 White Oak Road
Greenville, SC 29609

SURETY:

(Name, legal status and principal place of business)

Travelers Casualty and Surety Company of America

One Tower Square
Hartford, CT 06183
Mailing Address for Notices

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applicable.

OWNER:

(Name, legal status and address)

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

BOND AMOUNT: 5% Five Percent of Amount Bid

PROJECT:

(Name, location or address, and Project number, if any)

Disaster Response Service Provider RFP #002-21

The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.

If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted herefrom and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

Signed and sealed this 9th day of April, 2021.

Beibei Station

(Witness)

Southern Disaster Recovery LLC

(Principal)

(Seal)

By: Al McClean

(Title) Al McClean CEO

Travelers Casualty and Surety Company of America

(Surety)

(Seal)

By: Lauren P. Brashier

(Title) Lauren P. Brashier, Attorney-in-Fact



Travelers Casualty and Surety Company of America
Travelers Casualty and Surety Company
St. Paul Fire and Marine Insurance Company

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint Lauren P. Brashier of GREENVILLE, South Carolina, their true and lawful Attorney-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this 17th day of January, 2019.



State of Connecticut

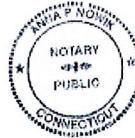
City of Hartford ss.

By: [Signature] Robert L. Raney, Senior Vice President

On this the 17th day of January, 2019, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of said Companies by himself as a duly authorized officer.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission expires the 30th day of June, 2021



[Signature] Anna P. Nowik, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, Kevin E. Hughes, the undersigned, Assistant Secretary of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this 9th day of April, 2021



[Signature] Kevin E. Hughes, Assistant Secretary

To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880. Please refer to the above-named Attorney-in-Fact and the details of the bond to which this Power of Attorney is attached.

ATTACHMENT B
SAMPLE LOAD TICKET

**PROPOSER TO PROVIDE
SAMPLE**

Please see the Documentation and Reporting in Tab 2

ATTACHMENT C

LIST OF PROPOSER'S EQUIPMENT AND FACILITIES (INCLUDING

LOCATION) (List may also be attached.)

QUANTITY	EQUIPMENT	TYPE
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Please see the attached SDR Equipment list



Modified Equipment List

Name	Equipment Description	VIN/Serial No.
2015 Talbert	Lowboy Trailer	40FSK5135F1034069
2016 Kenworth T880	Road Truck w/26' Forage Trailer	1NKZLP0XXGJ115213
2001 Peerless	Live Bottom Trailer	1PLE045241PH52089
2004 Mack CHN 600	Road Tractor	1M1AA18Y44N157606
2003 Hudson	10 Ton Equipment Trailer HTD18	10NNTDIDX31000045
2006 International 4000S	Bucket Truck	1HTMMAAN96H219994
2019 Kenworth T880	Road Truck w/30' Trinity Trailer	1NKZXPEX0KJ282444
2020 Kenworth T880	Dump Truck	1NKZXPEX1LJ358500
2021 Kenworth T880	Road Tractor	1XKZP4TX4MJ447907
1999 Komatsu	Excavator PC300-6	A83018
2016 Volvo Artic Hauler	Off-Road Truck	740285
Mccloskey	Trommel Screener	89467
Caterpillar	Wheel Loader IT38G	CSX00780
2007 Komatsu	Excavator PC200LC-8	C60323
2010 Komatsu	WA250-6 Wheel Loader w/ Coupler Buckets & Forks	A76226
2005 Caterpillar	Track Loader 953C	BBX01052
2004 McPherson	Air Curtain Incinerator	5811104
2014 Komatsu	Excavator PC210LC-10w/42" bucket&thumb	A10410
2014 Komatsu	Crawler Dozer D39PX-23	90319
Reach Fork Lift	Reach Fork lift 6K-34'Diesel FL01-0381	RS5JV1211550
2017 Komatsu	Excavator PC170LC-10w/42" bucket & thumb	EJX00253
2017 CAT	Track Loader 259D	FTL12657
Komatsu	Wheel Loader WA320-7w/bucket	A36081

***SDR also has a dedicated fleet of subcontractors with 90+ self-loaders and 60+ bucket trucks.**

* All Equipments are located in the upstate of South Carolina.

109 White Oak Rd. Greenville SC 29609 | Office 864-469-9776 | Fax 864-469-9642

www.southerndr.com

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.

Southern Disaster Recovery's (SDR) specializes in environmental disaster preparedness, response, and recovery. We are experts in disaster recovery project management and the Federal reimbursement programs that fund them. Our City, County and State customers are served out of our Greenville, SC Corporate office as well as regional offices in Orlando, Florida; Fairmount, Georgia; further strengthening our ability as a rapid-response contractor.

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

109 White Oak Rd. Greenville, SC 29609

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

864-469-9776 / 864-469-9642

chip@southerndr.com

4. Number of employees:

8

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

Opitmal Recovery, LLC 8 Self Loaders
 9 Bucket trucks

Pride Contracting, INC 12 Self Loaders
 8 Bucket trucks

Total: 150 Crew members

6. Company Identification numbers for the Internal Revenue Service:

45-5312400

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

047393

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

8.5 years

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.

Hyde County, NC - 2019 Hurricane Dorian - Hyde County, NC,
Vegetative and C&D Debris Removal

Total Dollar Amount: \$3.5 million

Date: 9/6/2019 - 5/7/2020

Contact: Corrine Gibbs / 252-926-4400 / cgibbs@hydecourtync.gov

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

NONE

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 White Co. GA - 2020 Hurricane Zeta

Address 1241 Helen Hwy Ste 100,
Cleveland, GA 30528

Telephone No. David Murphy / 706-864-9500 / dmurphy@whitecounty.net
Nov. 2020 to Dec. 2020

11.2.
Name Dare County, NC - 2019 Hurricane Dorian

Address 1018 Driftwood Dr.
Manteo, NC 27954

Telephone No. Shanna T. Fullmer / 252-475-5844 / shanna@darenc.com
9/30/2019 - 1/23/2020

11.3.
Name Hyde County, NC - 2019 Hurricane Dorian

Address 1223 Main St.,
Swan Quarter, NC 27885

Telephone No. Contact: Corrine Gibbs / 252-926-4400 / cgibbs@hydecourtync.gov

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
Waterway debris removal	City of Marion, IA	\$5.5 M	June 1, 2021	70%
Severe Weather Debris	Lawrence Co, KY	\$3.8 M	June 15, 2021	60%
Severe Weather Debris	Carter Co. KY	\$4.1 M	June 15, 2021	40%
Severe Weather Debris	Elliot Co., KY	\$3.2 M	June 15,2021	30%
2021 GA Tornado	City of Newnan, GA	\$7.5 M	May 30, 2021	40%

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 SDR Mobilization and Operation plan in Tab 2

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

Please see the attached Subcontractor list in Tab 1

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

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

PROVIDE LIST IN ATTACHMENT C

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

Please see the attached Equipment list

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

All Terrain Scissor lifts

Generator / Electrical

Porta-lets

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)

Sonny Sims / 864-901-0283

Please see the attached Sonny Sims's resume

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.)

Southern Disaster Recovery, LLC

109 White Oak Rd. Greenville, SC 29609

19.1 The correct name of the Proposer is:

Southern Disaster Recovery, LLC

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

Limited Liability Company - S Corporation

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

Al McClaran / CEO

Mark Ells / President

SUBMITTED BY:

[Signature]
SIGNATURE

Al McClaran / CEO
PRINT NAME/ TITLE

STATE OF FLORIDA South Carolina
COUNTY OF Greenville) SS.

The foregoing instrument was acknowledged before me this 6 day of April
2021, by Al McClaran 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 6 day of April, 2021.

(NOTARY SEAL)

Christina Neal
(Signature of person taking acknowledgment)

[Signature]
(Signature of person taking acknowledgment)



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".

Beibei Staton

Witness Name

Beibei Staton

Witness Printed Name

AI McClaran

Signature

Southern Disaster Recovery, LLC

AI McClaran

Contractor Name

CEO

Title

04/06/21

Date

ATTACHMENT F

ACKNOWLEDGEMENT OF CONFORMANCE

WITH O.S.H.A. STANDARDS

TO: CITY OF KEY WEST

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

Beibei Staton Beibei Staton
ATTEST

Southern Disaster Recovery, LLC
CONTRACTOR NAME

Christina Neal
ATTEST

By: Al McClaran Al McClaran

Title: CEO

04/06/21
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 See attached Certificated of existence License in FL
- 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.

State of Florida

Department of State

I certify from the records of this office that SOUTHERN DISASTER RECOVERY, LLC is a South Carolina limited liability company authorized to transact business in the State of Florida, qualified on May 30, 2017.

The document number of this limited liability company is M17000004656.

I further certify that said limited liability company has paid all fees due this office through December 31, 2021, that its most recent annual report was filed on February 2, 2021, and that 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 Second day of February, 2021*



Ronald R. Lee
Secretary of State

Tracking Number: 3725272832CC

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

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

ATIACHMENT
H

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

Please see the attached signed addendum1

City of Key West

RFP 002-21 For Professional Services For Disaster Response

Addendum #1

3/31/2021

To all Bidders: The following information is provided in accordance with RFP 002-21 , For Professional Services For Disaster Response as fully and as completely as if they were fully set forth therein:

Black - Vendor questions Red – City response

1. Section 3.2 says that the City can require pre-event staging at its sole discretion.
 - a. In the event that the City requires that, will the city pay the contractor for those pre-staged assets? **That is something that will be discussed in the contract negotiation with the city manager.**
2. Section 4.9 states that the Contractor is responsible for the debris disposal. The final disposal site shall be provided to the City in writing... Separate unit prices for delivery and disposal of debris to TDMS and final disposal may be allowed by the City.
 - a. Does this mean that we should not include any tipping fees in our bid response? Attachment A identifies the tipping fee as a pass through, so I assume that it should not be added into the unit price. **No the tipping fee should not be included.**
3. Please confirm that there are no liquidated damages, no payment and performance bond, and no bid bond required. **No they are not required**

1. Please confirm that we are to submit 1 paper original, 2 flash drives, and zero paper copies. **Correct**
2. P.4 of the RFP states that all blanks are to be filled in by typewriter or manually printed in ink.
 - a. Please confirm that it is acceptable to fill them out electronically in Adobe and print the filled in forms. **Yes it is acceptable**
3. The list of attachments on p.35 differs from the list on page 2.
 - a. Are we missing Attachment U Local Vendor Certification? **Attachment U should be the Non-Collusion Affidavit**
 - b. The list on p.2 matches the forms provided in the RFP.
 - i. Are we to include all of these forms in the proposal? **Yes**
 - ii. Are we to include forms A-U in the proposal and the remainder are for reference only? **Correct**
 - iii. Is Attachment M asking for the proposer to provide a sample contract? **No it is just a sample of the contract if awarded**
 1. If not, is there anything we need to include in response to this section?
 - iv. Are we to include Form W Contracts Provision Template in our proposal? **No**

- v. Please confirm Attachment X Agreement to Furnish is a post award document that doesn't need to be filled out and included in the submittal. **No it doesn't need to be filled out**
4. Attachment H states that all addenda must be certified on the form provided and included.
- a. Will this form be provided on each individual addendum? **It says (if any)**
 - b. Are we missing an addendum acknowledgment form? **It says (if any)**

CCM
04/06/21

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: Southern Disaster Recovery, LLC SEAL:

109 White Oak Rd. Greenville, SC 29609

Address 

Signature Al McClaran

Print Name CEO

Title 04/06/21

DATE: _____

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

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

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

PRODUCER McGriff Insurance Services 47 Airpark Court (29607) P.O. Box 27149 Greenville, SC 29616-2149	CONTACT NAME: Barbara Garrett	
	PHONE (A/C, No, Ext): 864 442-4030 FAX (A/C, No): 888 751-3016	
	E-MAIL ADDRESS: bgarrett@mcgriff.com	
INSURED Southern Disaster Recovery LLC 109 White Oak Rd. Greenville, SC 29609	INSURER(S) AFFORDING COVERAGE NAIC #	
	INSURER A : AXIS Insurance Company	37273
	INSURER B : AXIS Surplus Insurance Company	26620
	INSURER C : Colony Specialty Insurance	36927
	INSURER D : Old Republic Insurance Company	24147
	INSURER E : Selective Insurance Company of SC	19259
	INSURER F :	


COVERAGES CERTIFICATE NUMBER: 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 INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			EMP1900106202	06/01/2020	06/01/2021	EACH OCCURRENCE \$1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence) \$100,000
							MED EXP (Any one person) \$10,000
							PERSONAL & ADV INJURY \$1,000,000
							GENERAL AGGREGATE \$2,000,000
		PRODUCTS - COMP/OP AGG \$2,000,000					
							\$
E	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			S2030879	06/05/2020	06/05/2021	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000
							BODILY INJURY (Per person) \$
							BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
							\$
B	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> CLAIMS-MADE DED RETENTION \$			EMX1900025502 EXO4223230	06/01/2020 06/01/2020	06/01/2021 06/01/2021	EACH OCCURRENCE \$5,000,000
							AGGREGATE \$4,000,000
							\$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below <input checked="" type="checkbox"/> N N/A			MWC31205221	01/01/2021	01/01/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
							E.L. EACH ACCIDENT \$1,000,000
							E.L. DISEASE - EA EMPLOYEE \$1,000,000
							E.L. DISEASE - POLICY LIMIT \$1,000,000
A	Pollution			EMP1900106202	06/01/2020	06/01/2021	1,000,000

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

For Information Only

CERTIFICATE HOLDER Southern Disaster Recovery LLC 109 White Oak Rd. Greenville, SC 29609	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.

See the attached Certified License



Transportation Curriculum Coordination Council (TC3)
CERTIFICATE OF TRAINING

John Sims

HAS PARTICIPATED IN:

AT-TC3TS010-15-T1

Maintenance of Traffic for Supervisors (5 PDHs)

WEB-BASED COURSE

7/25/2020

PDH 5.0 Hours

Handwritten signature of Jim McDonnell in black ink.

Jim McDonnell // AASHTO Director
of Engineering

Handwritten signature of Dave Bernhardt in black ink.

Dave Bernhardt // TC3, Chair;
Commissioner of Maine Department
of Transportation

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
Household Hazardous Waste	1,000	Pounds
Total Yards	200,000	

This scenario is based on the assumption that many segments of the City are without electricity and water, and that the City government has an approximate emergency workforce of 150. Therefore, please include all equipment or services that might be necessary along with the Proposer's proposed costs for each.

Please see Approach Scenarios in Tab 2

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
4. Rockland Operations LLC. Rockland Key 10 acres

SECONDARY SITES (debris storage only):

1. Trumbo Road Property approximately 2 acres
2. Indigenous Park approximately 1 acre
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.

ATTACHMENT
M

DISASTER RESPONSE SERVICE PROVIDER DRAFT CONTRACT DOCUMENTS

Terms and conditions will be negotiated upon selection.

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. SDR has 8.5 years of experience in debris recovery. See the attached SDR's Technical and Capabilities
- 2) Knowledge and experience in FEMA public assistance reimbursement procedures; and Please see the attached FEMA reimbursement
- 3) Has provided services similar to those required to at least one jurisdiction with a population of 30,000.

Dare Co. NC - 2019 Hurricane Dorian Project

Population: 37,009

Total Dollar Amount: \$3.5 million

Contact Name: Shanna T. Fullmer

Phone: 252-475-5844

Email: shanna@darenc.com



Southern Disaster Recovery

Company's Technical and Construction Capabilities

Contract Management | Accounting | Administrative Practices

Southern Disaster Recovery, LLC

- ✓ Headquartered in the South Carolina Upstate in Greenville since 2012.
- ✓ Centrally located between Charlotte, North Carolina and Atlanta, Georgia.
- ✓ Near 3 international airports
- ✓ Satellite locations in Fairmount, GA, Orlando, FL, and Sunset Beach, NC

Our strategic location enables us to respond quickly to the needs of our clients.

We specialize in environmental disaster preparedness, response, and recovery, and we have the resources, skills, and expertise to assist local, state, and federal entities. Southern Disaster Recovery, LLC's (SDR) management and support staff have the knowledge to assist entities with:

- ✓ Developing a Debris Management Plan
- ✓ Training appropriate entity staff in all aspects of debris disaster recovery
- ✓ Managing comprehensive debris recovery operations:

Response | Demolition | Collection | Reduction | Final disposal

SDR is skilled in all aspects of FEMA documentation criteria, which is paramount for entities to receive accurate and complete reimbursement. We ensure entities receive all federal disaster funding to which they are entitled. We have a full-time CPA on staff with a committed administrative staff to ensure compliance with all industry standards of superior debris operations. Rest assured, SDR is able to successfully fulfill our contract obligations to the satisfaction of all parties.

As a premier Disaster Debris Recovery and Removal Contractor, SDR is committed to:

- ✓ Excellent business practices
- ✓ Professional, ethical, and safe operations
- ✓ Strict adherence to all FEMA requirements for procurement, debris tracking & invoicing

Accurate records are paramount for entities to receive the maximum amount of funds available to facilitate a full economic recovery. To that end, SDR is reliant upon the records provided by the entity's monitoring company during any recovery project. We carefully review and verify all documentation provided since this information becomes the basis for our invoicing. If an entity chooses to self-monitor, we have an automated debris management system that can be used by the applicant for accurate tracking of billable items in debris operations.

SDR has refined our debris management processes to become a leading regional debris recovery and removal contractor. There are several factors that make SDR a noteworthy provider of debris recovery and removal services:

- ❖ Our principals and management have collective experience of over 130 years in disaster recovery and debris management.
- ❖ The comprehensive abilities and experience of our project managers and safety officers.
- ❖ Assets of over \$15 million.
- ❖ Annual sales exceeding \$45 million.

Company's Technical and Construction Capabilities

Contract Management | Accounting | Administrative Practices

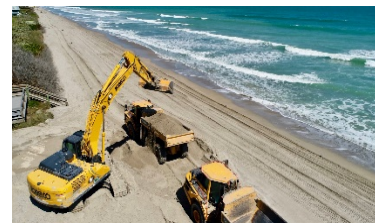
SDR has successfully managed to completion over 90 separate debris contracts throughout the southeast and California exceeding over \$168M in revenue!

Since our beginning in 2012, SDR has experienced rapid, sustainable growth. Following a catastrophic 2014 ice storm in South Carolina, **SDR processed over 2,000,000 CY of debris valued at over \$48 million**. Of that amount, we were the Prime Contractor for nearly 75 percent of the work. Hurricane Matthew provided opportunities for SDR to manage 19 separate contracts throughout North Carolina, Georgia, and South Carolina with a **combined debris total of over 1,000,000 CY**. Following Hurricanes Irma and Florence in 2018-2019, SDR handled **nearly 1,845,000 CY of debris**. Simultaneously, we also successfully undertook a beach debris removal and berm restoration project in Florida valued at over \$7.5 million and completed debris clearing as a result of the catastrophic California wildfires that has continued ongoing.

Hurricane Dorian made landfall in North Carolina and produced devastating storm surge in 2019, SDR operated 7 TDMS locations and reduced debris by grinding, air curtain incineration, and compaction for the total \$7.5 million value and 316,890 CY.

In 2020, a Derecho hit much of central and eastern Iowa with straight line winds over 100 mph, SDR was selected by the City of Marion for their debris collection and disposal efforts. To date SDR has collected over 730,000 cubic yards of debris for this FEMA Public Assistance (PA) funded project.

All our projects have been completed safely and prior to established deadlines.





FEMA REIMBURSEMENT PROCESSES

Southern Disaster Recovery (SDR) is highly experienced and qualified to assist any entity with all aspects of FEMA reimbursement and documentation. We have the expertise to perform the tasks of the project to meet the needs of the entity and maximize funds reimbursement. Our operations are based on the Public Assistance Program as stipulated in The Stafford Act and clarified in 44 CFR, FEMA’s Public Assistance Program and Policy Guide (PAPPG) and archived debris removal technical documents (FEMA’s 325 Guide, the 9500 series) and various other FEMA publications on the subject of disaster debris management.

We have found that the best way to maximize your Federal reimbursement is to conduct and document our work that is fully in adherence with our contract, FEMA’s Public Assistance program, national safety standards and state/federal environmental standards. As you will see in the following table; our company is aligned with this statement from top to bottom. Additionally, you will notice the expertise noted in this table is tremendous in addressing those issues that are a matter of interpretation by FEMA field reps and administrators; helping ensure your full eligible reimbursement!

To date, all SDR’s clients have received their full eligible reimbursement from the FEMA Public Assistance program.

SDR EMPLOYEE	ROLE WITHIN COMPANY	SPECIFIC EXPERIENCE WITH FEMA PUBLIC ASSISTANCE REIMBURSEMENT AND OTHER GRANT PROGRAMS
Johnny Deloach	FEMA Liaison	<ul style="list-style-type: none"> Retired FEMA employee, deputy for debris in FEMA Region IV Consultant to states/counties Consultant to US Army Corps of Engineers Expertise in: Preliminary Damage Assessments (PDA’s), preparation and review of Project Worksheets (PW’s), securing Immediate Needs Funding and Expedited Funding
Al McClaran	CEO	<ul style="list-style-type: none"> Written numerous disaster debris management plans organized to adhere to FEMA’s Public Assistance program. Has worked directly with local governments in their PDA, PW’s and Immediate Needs Funding Has Led and Managed over 90 disaster debris removal projects over the past nine (9) years
Chip Patterson	VP of Operations	<ul style="list-style-type: none"> Operations Chief and grants manager in two State emergency management organizations (NC, FL) City/County Emergency Management Director (Jacksonville/Duval County, FL) and grants manager for over 10 years (FEMA PA, HMGP, FMAP, UASI, SHSGP, MMRS) Technical writer for FEMA’s CPG 201 program; Recovery/Public Assistance program; Disaster Debris Management Plan



Southern Disaster Recovery

		<ul style="list-style-type: none"> • Trainer for FEMA’s CPG 201 program (Recovery, PA program, Debris Management) in urban cities • Lead technical expert debris removal in catastrophic planning in urban areas (SE FL, NY/NJ, TX) • Project Manager, Senior Project Manager, or Director on 27 jurisdictions’ disaster debris removal contract activations
Randy Thompson	Government Affairs	<ul style="list-style-type: none"> • Certified Emergency Manager (CEM) with over 30 years’ experience in emergency management planning, operational response, project/program management and disaster response/recovery. • Local government public safety experience (Fire/Law Enforcement/Emergency Management) • County Emergency Services Director (10 years) – readiness programs, PA, HMGP, SHSGP, EMPG grant management, disaster response/recovery • County Elected Leader (County Commissioner) • Ten (10) years providing leadership and management in disaster debris removal contract activations.
Sonny Sims	Sr. Project Manager	<ul style="list-style-type: none"> • Disaster Debris Removal Project Management <ul style="list-style-type: none"> ➤ 2020 SC Tornado- Hampton Co, SC ➤ 2020 SC Tornado-SCDOT Barnwell Co, SC ➤ 2020 SC Tornado-SCDOT Oconee Co, SC ➤ 2020 Spartanburg Tornado- Spartanburg, SC ➤ 2018 Hurricane Florence- New Bern, NC ➤ 2017 Hurricane Irma- City of Miami & City of Deltona, Florida ➤ 2016 Hurricane Matthew- Marion County & Lumberton Co, North Carolina ➤ 2014 Ice Storm Barnwell County, SCDOT, South Carolina 2009 Ice Storm Dunklin County, Missouri ➤ 2008 Hurricane Ike- Liberty Co, San Jacinto, and Huntsville, Texas ➤ 2005 Hurricane Wilma- Coral Gables, Lauderdale by the Sea, City of Miami, University of Miami, Miramar, and Margate, Florida ➤ 2005 Hurricane Rita- Islamorada, Florida ➤ 2005 LDOT Boregard, Allan, Jefferson Davis Parish, Louisiana ➤ 2005 Hurricane Katrina- Coral Gables, City of Miami, University of Miami, <i>Islamorada</i>, Marathon and Dade County, Florida ➤ 2005 Hurricane Katrina- Gulf Breeze, Escambia Co, Florida, Mobile Alabama ➤ 2004 Hurricane Francis and Charlie- Winter Park, Winter Springs, and Marion County, Florida ➤ 2003 Hurricane Isabel- Richmond, Chesterfield Co, and Henrico County, Virginia ➤ 2002 Ice Storm Raleigh, North Carolina

ATTACHMENT
0

PROPOSER'S MOST CURRENT FINANCIAL
STATEMENT

Please see the Tab 3 Financial Stability

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
AI McClaran / CEO
(Print individual's name and title)
for: Southern Disaster Recovery, LLC

(print name of entity submitting sworn statement)
Whose business address is: 109 White Oak Rd. Greenville, SC 29609
And (if applicable) its Federal Employer Identification Number (FEIN) is 45-5312400

(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.

CCN

(SIGNATURE)

04/06/21

(DATE)

STATE OF South Carolina

COUNTY OF Greenville

PERSONALLY APPEARED BEFORE ME, the undersigned authority

Al McClardan

who, after first being sworn by me.

(name of individual) affixed his/her signature in the space provided above on this 6 day of

April

2021

Christina Neal

NOTARY PUBLIC

Christina Neal

My commission expires

12/05/2024

ATTACHMENT Q

ANTI-KICKBACK AFFIDAVIT

STATE OF South Carolina)

: SS

COUNTY OF Greenville)

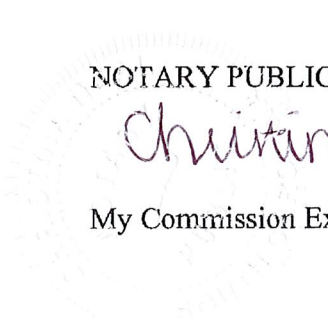
I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employees of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

By: Al McClaran / CEO



Sworn and subscribed before me this 6 day of April 2021.

South Carolina
NOTARY PUBLIC, State of Florida at Large



Chirstina Neal

My Commission Expires: 12/05/2024

ATTACHMENT R

CONFLICT OF INTEREST STATEMENT

Proposer must disclose the name of any person that is an employee of the City and also an officer, director, employee or agent of the Proposer, or a relative of an officer, director, employee or agent of the Proposer. Further, each Proposer must disclose the name of any City employee that owns, directly or indirectly, an interest of one percent (1%) or more in the Proposers Company, its affiliates, or parent or subsidiary organizations.

N/A

Persons Name

Describe the Persons Possible Conflict of Interest

ATTACHMENT S

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF South Carolina)


: SS

COUNTY OF Greenville)

I, the undersigned hereby duly sworn, depose and say that the firm of _____

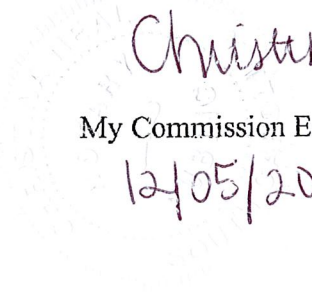
Southern Disaster Recovery, LLC

provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.

By: Al McClaran / CEO 

Sworn and subscribed before me this 6 day of April 20 21.

NOTARY PUBLIC, State of South Carolina
State of Florida at Large


Christina Neal

My Commission Expires:

12/05/2024

ATTACHMENT T
CONE OF SILENCE AFFIDAVIT

STATE OF South Carolina)

: SS

COUNTY OF Greenville)

I, the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Southern Disaster Recovery, LLC have read and understand the limitations and procedures regarding communications concerning City of Key West Code of Ordinances Sec. 2-773 Cone of Silence.

By: Al McClaran /CEO 

Sworn and subscribed before me this

6 day of April 2021.

Christina Neal

NOTARY PUBLIC, State of South Carolina at Large

My Commission Expires: 12/05/24

ATTACHMENT U

NON-COLLUSION AFFIDAVIT

STATE OF ^{South Carolina} ~~FLORIDA~~)
SS COUNTY OF ^{Greenville} ~~MONROE~~)

I, the undersigned hereby declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Contract.

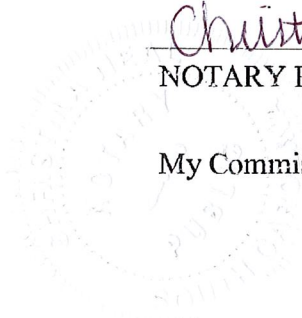
By: Al McClaran 

Sworn and subscribed before me this

6 day of April, 2021.

Christina Neal
NOTARY PUBLIC, State of Florida at Large South Carolina

My Commission Expires: 12/05/24



ATTACHMENT V

Acknowledgement of Conformance with FEMA / NIMS Standards

TO: CITY OF KEY WEST

Proposer's Name: Southern Disaster Recovery, LLC, hereby acknowledge and agree that I/We have the sole responsibility for compliance with all requirements of the Federal Emergency Management Agency and the National Incident Management System and all State regulations, and agree to indemnify and hold harmless the CITY, its officers, agents, employees, and 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.

Beibei Staton Beibei Staton
ATTEST

Southern Disaster Recovery, LLC
PROPOSERS NAME

Christina Neal
ATTEST

By: Al McClaran AMC

Title: CEO

04/06/21
DATE



TAB 1 – QUALIFICATIONS/EXPERIENCE

PAST PERFORMANCE SUMMARIES

2020 – Iowa Derecho, Debris Removal, City of Marion, IA: On August 10, 2020, a Derecho hit much of central and eastern Iowa with straight line winds over 100 mph that was sustained for nearly 30 minutes in many locations. Crop damage was extensive across the state and tree damage was catastrophic in the City of Marion. SDR was selected by the City of Marion for their debris collection and disposal efforts. The project is still on-going. To date SDR has collected over 730,000 cubic yards of debris for this FEMA Public Assistance (PA) funded project.

2019 – Hurricane Dorian, BEACH BERM RESTORATION BREVARD COUNTY, FL: Due to damage to public beach access areas as a result of Hurricane Dorian in 2019, South Beaches from R-142 to R-213 in Brevard County, Florida shoreline required beach and dune restoration. SDR successfully completed the original unit price contract by placing 99,841 CY of sand, which was sourced from quality local mines, with a total project value of over \$3.3 million. The scope of work mandated that only high-quality sand sources be utilized, and that the project's stringent timeframe be adhered to. Southern Disaster Recovery successfully met both criteria to the satisfaction of the client's Project Manager.

2019 – Hurricane Dorian Debris Removal; Outer Banks, North Carolina: Hurricane Dorian impacted Outer Banks North Carolina with significant storm surge flooding and wind damage. SDR had eight (8) local government contracts activated; Hyde County, Tyrrell County, Town of Columbia, Dare County, Currituck County, Town of Kill Devil Hills, Town of Duck, Town of Southern Shores. Each contract included debris management (ROW removal for woody, vegetative material; Construction and Demolition debris; Household Hazardous Wastes; White goods/Appliances). SDR operated seven (7) Temporary Debris Management Sites (TDMS); three (3) of them were in environmentally sensitive areas within the National Park Service boundaries.



2018-2019 - California Wildfire Pacific Gas & Electric Utility Line Debris Removal: In November 2018, California suffered the most devastating wildfire in its history. The Camp Fire burned for approximately two weeks, until it was considered 100% contained. The ensuing tree debris caused perilous conditions in many areas serviced by Pacific Gas and Electric. As a result, Southern Disaster Recovery was contracted to remove debris from those areas. In an effort to be proactive in preventing subsequent property damage and power outages, Southern Disaster Recovery is still completing dangerous tree removal projects for Pacific Gas and Electric in California.

To date thousands of trees have been cut using multiple work crews. The current project total is valued at over \$8.2 million and continues to rise. To date, there is no known project end date.

2018 - Hurricane Michael Debris & Tree Removal Wiregrass Electric Cooperative, Inc., Hartford, AL: Following Hurricane Michael, Southern Disaster Recovery was contracted by the Wiregrass Electric Cooperative, Inc. (Wiregrass), with headquarters in Hartford, Alabama, to collect, remove, and dispose of hurricane generated debris along their 30-foot utility rights-of-way. The project scope included all the

PAST PERFORMANCE SUMMARIES

Wiregrass managed territory in Houston County, Alabama. In total, SDR processed over 52,000 cubic yards of debris valued at nearly \$2.1 million.

2018 – Tree Removal, Alligator Creek & Sampson River Flood Abatement, Board of County, FL: Following Hurricane Irma in 2017, the Bradford County, Florida Alligator Creek and Sampson River waterways were obstructed with debris and uprooted and/or fallen trees/tree limbs. Southern Disaster Recovery successfully completed not only the original fixed price contract of 14.7 miles of waterway at \$1.6 million, but also additional contract amendments, for a total project amount exceeding \$2.5 million. The original project began in September 2018 and was to last no more than 220 days. With the added tributaries, the project completion date extended to April 2019.

2018 - Hurricanes Michael & Florence: Hurricane's Michael and Florence ravaged the Southeastern and Gulf Coasts. As the Prime Contractor for several debris removal projects, Southern Disaster Recovery (SDR) managed eleven contracts in North Carolina and South Carolina. We successfully processed over 248,200 cubic yards of Vegetative and C&D debris valued at over \$5.2 million while also simultaneously performing debris removal as a result of the catastrophic California wildfires that has continued into 2019.

2017 - Hurricane Irma: Southern Disaster Recovery (SDR) managed multiple vegetative and C&D debris removal contracts resulting from Hurricane Irma. In Georgia, we were the prime contractor on five debris removal contracts and operated as the prime sub on eight contracts in Florida and Georgia. In total, SDR processed over 1,500,000 cubic yards of Vegetative and C&D debris on contracts totaling \$18.7 million. Outside of debris recovery and removal, SDR completed a Florida beach berm restoration project hauling over 317,000 tons of sand with a total contract valued at over \$7.5 million.



2016 - Hurricane Matthew: Hurricane Matthew affected the coasts of Georgia, South Carolina, and North Carolina in October 2016. SDR managed multiple vegetative and C&D debris removal contracts in eight SCDOT Counties; Hunting Island, SC; the town of Summerville; the city of Lumberton, NC; and seven GDOT Counties. We processed over 1,000,000 cubic yards of Vegetative and C&D debris on contracts totaling \$16.5 million.

2015 - Historic SC Flooding: Severe flooding caused catastrophic damage in South Carolina during 2015. SDR managed debris removal contracts for C&D debris on state SCDOT roads in Horry and Georgetown counties, Georgetown County roads, and roads within the city of Georgetown, SC.

2015-2016 - Butte Wildfires, California: Following wildfires along utility lines in San Andreas, California, SDR was contracted to do a \$3.5 million tree removal project employing and managing up to 100 laborers comprising 25 work crews.

PAST PERFORMANCE SUMMARIES

2014 - Winter Storm Pax: SDR simultaneously directed debris removal and hauling operations for seven different contracts in four South Carolina counties, including county and SCDOT maintained roads, school and county properties, and public service authority rights-of-way as well as creek debris removal. In total, we collected and processed over 2,000,000 cubic yards of debris valued at over \$48 million



2012 - Hurricane Isaac, Louisiana: Al McClaran oversaw vegetative, as well as construction and demolition (C&D) debris removal in parts of LaPlace, Louisiana (St. John the Baptist Parish). The C&D debris in the parish was the result of flooding from the hurricane. Approximately 25,000 cubic yards of debris was collected.

After a disaster, your full economic recovery is our priority!

2011 - Winter Storm Alfred, Connecticut: Al McClaran, as Senior Project Manager, oversaw debris removal operations in fifteen townships of western Connecticut on DOT roads. This project lasting three months required the use of forty debris hauling units and thirty-two bucket truck crews. Approximately 100,000 cubic yards of debris were collected.

2011 - Hurricane Irene, North Carolina: Al McClaran, as Senior Project Manager, oversaw debris removal operations for North Carolina DOT in Edgecombe, Wayne, and Halifax counties. This operation involved the collection of vegetative debris and the removal of hazardous trees and stumps. Operations began in Edgecombe County but within a couple of weeks spread to additional counties because of the non-performance of other contractors. Debris operations in these counties were then conducted simultaneously. The work included all county roads and Federal Aid Highways (FHWA) including sections of Interstate 95. Operations on I-95 required lane closures. Debris collected was hauled directly to county landfills where it was later reduced by grinding. Nearly 20,000 tons of debris (roughly 100,000 cubic yards) was collected.

2011 - April Tornado, Rabun County Georgia: Al McClaran, as Senior Project Manager, oversaw disaster debris recovery operations. Mr. McClaran and the County Project Manager reviewed the two TDRS sites prepared by the county near Lake Burton. Mr. McClaran advised the county that they would save money by using only one site nearest to the largest concentration of damage. Within forty-eight hours of the Notice to Proceed, debris pickup commenced. This operation was primarily the collection of vegetative debris (around 50,000 cubic yards) which was reduced by grinding. Most of the mulch produced was hauled to a biomass plant in Dillard, GA for the production of electricity.



KEY PERSONNEL FOR THE CITY OF KEY WEST, FL

Al McClaran – Member – Chief Executive Officer

Mr. McClaran is responsible for the day-to-day operations of Southern Disaster Recovery (SDR). He is knowledgeable in all aspects of FEMA criteria for debris recovery operations and has completed numerous courses with FEMA's Emergency Management Institute Independent Study Program. He works closely with Emergency Management and other government agencies both before and after disaster events. Prior to an event, he helps with readiness planning and preparation, including developing debris management plans and training government personnel in debris recovery operations. After disaster strikes, Mr. McClaran coordinates all aspects of the recovery and the documentation process to assure that the applicant receives the funding to which they are entitled. He has overseen debris removal projects following hurricanes, tornados, floods, wildfires, and winter storm disasters.

Chip Patterson – VP of Operations & Operations Manager

Robert "Chip" Patterson has over 30 years of experience in disaster management. Chip's career includes service as Chief of Operations in State Emergency Operations Centers in two states (North Carolina and Florida if the bid is either in NC or FL); organizing and leading disaster resources to support some of the largest natural disasters in the nation during the 90's. Chip also served as a local government appointed official for over 10 years where he was responsible for leading disaster operations and administering a number of grant programs including FEMA's Public Assistance Grant Program. His work in leading the nation's first local government to be accredited in emergency management and leading Incident Management Teams to support disaster operations in Hurricane Katrina and Hurricane Wilma. He has been leading disaster debris removal operations for the past 15 years and is responsible for SDR's disaster response and recovery operations.

Demetris Pressley –Client Service director

Demetris Pressley, SDR Senior Client Service, has over 18 years of experience in leading public works daily and disaster operations in Florida. His work has included strategic planning, project management, contract administration, budget and finance, staff development and regulatory compliance. Demetrius supports our clients with their disaster debris management readiness (plans, procedures, training or exercises) as well as immediate disaster debris clearance operations.

Sonny Sims – Senior Project Manager

Sonny Sims, SDR's Senior Project Manager, an experienced and Disaster Debris Removal Project Manager who is consistent in delivering client satisfaction in our safe practices, quality control and pace of work. Mr. Sims is an ISA certified Arborist, and has completed over 89 disaster debris removal projects over 30 years.

Brett Huet – Safety Manager

Brett Huet's career, which began as a fire fighter/sawman and spans nearly two decades, has progressed to his current position with SDR as Safety Manager. Mr. Huet has many years of field experience



performing various duties in debris clean up and management as well as inspection and oversight of hazardous tree removal operations. The skills he's developed in operations management and strategic development serve the SDR staff and the entities with which SDR is employed by providing comprehensive safety training and oversight. Mr. Huet's extensive knowledge and understanding of safety protocols in the disaster recovery and response industry makes him a significant member of our team.

Jordan McClaran – Controller

Mr. Jordan McClaran manages accounts payable and provide weekly progress payment reports to subcontractors ensuring on-time progress payments. Attentive to detail and committed to accuracy, ensuring SDR clients are served with integrity and efficiency. Oversees an office staff who supplement his skills, further extending the overall precision with which disaster response and recovery project records are maintained. The administrative operations of SDR often receive high praise from the clients served, stating records are correct, often requiring little review or oversight.

Name	Title	Phone	Email address
Al McClaran	Owner/Chief Executive Officer	864-591-7797	al@southerndr.com
Jordan McClaran	Controller/Data Tracking	864-469-7797	jordan@southerndr.com
Chip Patterson	VP of Operations Operations Manager	904-334-9690	chip@southerndr.com
Demetris Pressley	Client Services	386-479-2298	demetris@southerndr.com
Sonny Sims	Senior Project Manager	864-901-0283	sonny@southerndr.com
Brett Huet	Safety Manager	619-213-4431	bhuet@southerndr.com

**2020 HURRICANE ZETA
VEG DEBRIS REMOVAL,
LEANER/HANGER REMOVAL
WHITE COUNTY, GA**



CLIENT / OWNER

WHITE CO.
Georgia

VALUE

\$107,500

PROJECT FEATURES

Debris Removal
Debris Management
FEMA PA Reimbursement

COMPLETION

November 2020 - December 2020

REFERENCE

White Co., GA
David Murphy
Director of Public Safety
dmurphy@whitecounty.net
706.864.9500
1241 Helen Hwy Ste 100,
Cleveland, GA 30528

KEY STAFF ASSIGNED TO PROJECT

Chris Johnson – Project Manager

PROJECT DESCRIPTION

After Hurricane Zeta in 2020, Southern Disaster Recovery managed debris removal of Vegetative debris, as well as leaner and hanger removal. SDR was the prime contractor and was able to finish this job in a little over a month. SDR processed over 6,200 cubic yards of vegetative debris and over 450 leaner and hangers.

PROJECT HIGHLIGHTS

Throughout this two-month FEMA (PA) funded debris removal and disposal project, SDR utilized:

- 2 Bucket Trucks
- 2 Self-Loaders
- 1 Skid Steer
- 1 air curtain burner





Southern Disaster Recovery

**2019 HURRICANE DORIAN
VEG & C&D DEBRIS REMOVAL
DARE, HYDE, CURRITUCK,
TYRRELL COUNTIES AND 4 CITES**



CLIENT / OWNER

Various Counties and Cities in NC

VALUE

\$7.5 Million
316,890 CY

PROJECT FEATURES

Debris Removal and C&D
Household Hazardous Waste
White Goods
Debris Management
FEMA PA Reimbursement

COMPLETION

October 2019 - May 2020

REFERENCE

Dare Co. NC
Shanna T. Fullmer
Public Works Director
shanna@darenc.com 478.832.6301
1018 Driftwood Dr.
Manteo, NC 27954

Corrine Gibbs
Finance Manager
cgibbs@hydecourtnc.gov
252.926.4400

KEY STAFF ASSIGNED TO PROJECT

Chris Johnson – Project manager
Chip Patterson – Project manager

PROJECT DESCRIPTION

Hurricane Dorian made landfall in North Carolina and produced devastating storm surge on the NC Outer Banks islands of Ocracoke and Hatteras. Southern Disaster Recovery supported emergency road opening Hyde County and managed debris removal contracts of Vegetative, C&D Debris, as well as leaner and hanger removal in Dare, Hyde, Currituck and Tyrrell counties. SDR was the prime contractor on the four County contracts and the four municipal contracts. The flood and wind event produced complicated waste streams including white goods/appliances and household hazardous waste. SDR operated 7 TDMS locations and reduced debris by grinding, air curtain incineration and compaction.

PROJECT HIGHLIGHTS

Throughout this FEMA (PA) reimbursed debris removal and disposal project, SDR utilized:

- 11 Bucket Trucks
- 18 Self-Loaders
- 3 Horizontal Grinders
- 3 air curtain burners
- 5 High-Tip Wheel Loaders
- 3 Track Hoes
- 16 80-110 CYD Walking Floor or Dump Trailers





**2018 HURRICANE FLORENCE
VEG & C&D DEBRIS REMOVAL
BEAUFORT CO, CITY OF
GOLDSBORO & TOWN OF BOGUE
IN NC
NC & SCDOT**



CLIENT / OWNER

Various Counties and Cities in NC
NCDOT & SCDOT

VALUE

\$5.1 Million
232,400 CY

PROJECT FEATURES

Debris Removal
Debris Management
Veg & C&D
HHW
White Goods
FEMA PA Reimbursement

COMPLETION

Sep 2018 - Jan 2019

REFERENCE

Various; available upon request

PROJECT DESCRIPTION

Following landfall of Hurricane Florence in 2018, Southern Disaster Recovery managed debris removal contracts of Vegetative, C&D Debris, Household Hazardous Waste and White goods as well as hazardous leaner and hanger removal. SDR was the prime contractor on five debris removal contracts in North Carolina and South Carolina. We operated 4 TDMS locations during the storm recovery.

PROJECT HIGHLIGHTS

Throughout this FEMA (PA) funded debris removal and disposal project, SDR utilized:

- 6 Bucket Trucks
- 23 Self-Loaders
- 4 Horizontal Grinders
- 4 High-Tip Wheel Loaders
- 2 Track Hoes
- 12 80-CYD Dump Trailers



**ALLIGATOR CREEK & SAMPSON
RIVER FLOOD ABATEMENT
PROJECT – 2018 TREE REMOVAL**



CLIENT / OWNER

Board of County Commissioners of
Bradford County, FL &
the Bradford County Sheriff

VALUE

\$2.5 Million

PROJECT FEATURES

Debris & Tree Removal
Flood Abatement
Environmental Constraints

COMPLETION

8/19/2018 – 4/19/ 2019

REFERENCE

Lt. Raymond Shuford
Emergency Management Director
904.966.6910
raymond_shuford@bradfordsheriff.org

KEY STAFF ASSIGNED TO PROJECT

PROJECT DESCRIPTION

Following Hurricane Irma in 2017, the Bradford County, Florida Alligator Creek and Sampson River waterways were obstructed with debris and uprooted and/or fallen trees/tree limbs. Southern Disaster Recovery successfully completed not only the original fixed price contract of 14.7 miles of waterway at \$1.6 million, but also additional contract amendments, for a total project amount exceeding \$2.5 million. The original project began in September 2018 and was to last no more than 220 days. With the added tributaries, the project completion date extended to April 2019.

The scope of work mandated that specific criteria be adhered to in order to protect the natural wildlife habitats along the creek and river as well as the properties that bordered the affected areas. Southern Disaster Recovery successfully fulfilled the stringent requirements of the contract with minimal to no impact on the environment.

PROJECT HIGHLIGHTS

This seven-month county funded debris removal/disposal and flood abatement project encompassed:

- 14.7 miles of waterway in 9-segment increments
- 1 Skid Steer
- 1 Excavator
- 1 Self-loader
- Turbidity Fence/Curtains Deployment
- Erosion Control Barriers
- Flat-Bottom Boats
- Vegetation Restoration
- Environmental Impact Reduction Measures





**2017 HURRICANE IRMA
VEG & C&D DEBRIS REMOVAL
5 GA COUNTIES
8 FL COUNTIES/CITIES**



CLIENT / OWNER

Various Counties and Cities in
Georgia and Florida

VALUE

\$18.7 Million

PROJECT FEATURES

Debris Removal
Debris Management
FEMA PA Reimbursement

COMPLETION

October 2017 - March 2018

REFERENCE

Macon-Bibb, GA
Spencer Hawkins
EM Director
shawkins@maconbibb.us
478.832.6301
700 Poplar St. Macon, GA 31201

Forsyth Co, GA
Chris Grimes
Deputy Director
cggrimes@forsythco.com
770.205.5674

KEY STAFF ASSIGNED TO PROJECT

Chris Johnson – Project manager
Chip Patterson – Project manager

PROJECT DESCRIPTION

After Hurricane Irma in 2017, Southern Disaster Recovery managed debris removal contracts of Vegetative, C&D Debris, as well as leaner and hanger removal. SDR was the prime contractor on five debris removal contracts in Georgia and operated as the prime sub on eight debris removal contracts in Florida and Georgia, including the Florida counties of Clay, Nassau, and Putnam, and the City of Deltona, Florida. SDR processed over 1,500,000 cubic yards of vegetative and C&D debris.

Additionally, SDR was the prime contractor for a Florida Beach Berm Restoration project requiring over 317,000 tons of sand.

PROJECT HIGHLIGHTS

Throughout this six-month FEMA (PA) funded debris removal and disposal project, SDR utilized:

- 50 Bucket Trucks
- 200 Self-Loaders
- 4 Horizontal Grinders
- 1 air curtain burner
- 6 High-Tip Wheel Loaders
- 3 Track Hoes
- 45 80-CYD Dump Trailers



**2016 HURRICANE MATTHEW
DEBRIS, C&D REMOVAL
LUMBERTON NC, TOWN OF
SUMMERVILLE, SC, 8 SC DOT
COUNTIES, 7 GA DOT COUNTIES**



CLIENT / OWNER

SCDOT, GDOT, various counties

VALUE

\$16.5 Million

PROJECT FEATURES

Debris Removal
Debris Management
FEMA PA Reimbursement

COMPLETION

Oct. 2016 - Feb. 2017

REFERENCE

David Cook
SCDOT Maintenance Director
cookdb@scdot.org
803.737.0676
955 Park St.
Columbia, SC 29202

KEY STAFF ASSIGNED TO PROJECT

Sonny Sims – Project manager
Brad Dawkins – Project manager

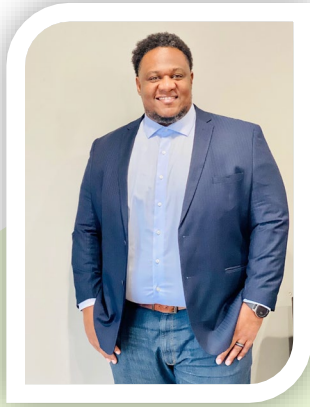
PROJECT DESCRIPTION

Following Hurricane Matthew in 2016, Southern Disaster Recovery managed debris contracts for removal of Vegetative and C&D Debris. SDR had contracts for removal in 8 SCDOT Counties, Hunting Island, SC, Town of Summerville, City of Lumberton, NC, and 7 GDOT Counties. SDR processed over 1,000,000 cubic yards of Vegetative and C&D debris.

PROJECT HIGHLIGHTS

Throughout this six-month FEMA PA-funded debris collection and disposal project, SDR utilized:

- 139 Bucket Trucks
- 200 Self-Loaders
- 3 Horizontal Grinders
- 1 Air Curtain Burner
- 4 High-Tip Wheel Loaders
- 4 Track Hoes
- 46 80-CYD Dump Trailers



Demetris Pressley Client Service Director

PROFILE

- Nearly 20 years of professional experience as the Environmental Compliance Coordinator for Engineering, Public Works and Utilities.
- Leading, planning, and organizing the PW operation and maintenance.
- Responsible for all contract and project management duties for all roadway and flood control infrastructure capital projects, and all grant funded projects and maintenance contracts
- Continuous review and evaluation of the efficiency and effectiveness of various methods, equipment and strategies used for service delivery to the public.

CONTACT

PHONE:

386-479-2298

ADDRESS:

390 North Orange Avenue, Suite 2300
Orlando, FL, US 32801

EMAIL:

demetris@southerndr.com

EDUCATION

Daytona State College, Daytona Beach, FL

Public Relations & Marketing, 2011

Indian River State College, Fort Pierce, FL

American Public Works Association - Public Works Leadership Institute 2011

Professional Associations & Events:

APWA, ICMA, FGBC, FSA, Blue Spring Group, West Volusia Leadership 2014, FEMA Emergency Management Group, FEPA.

- ❖ *2004 FL Hurricane Charlie DeLand FL & Jacksonville, FL*
- ❖ *2009 FL Tornado - DeLand, FL*
- ❖ *2016 FL Hurricane Matthew DeLand, FL*
- ❖ *2017 FL Hurricane Irma DeLand, FL*
- ❖ *2019 FL Hurricane Dorian DeLand, FL*
- ❖ *2020 FL Tornado - DeLand FL*

ISC - 100, 200, 300, 400; NIMS 700 & 800

WORK EXPERIENCE

Southern Disaster Recovery, LLC / Senior Director

Senior Director, 2021 - present

SDR Client Service Director, has over 18 years of experience in leading public works daily and disaster operations. His work has included strategic planning, project management, contract administration, budget and finance, staff development and regulatory compliance. Demetrius supports our clients with their disaster debris management readiness (plans, procedures, training or exercises) as well as immediate disaster debris clearance operations.

CITY OF DELAND, DELAND, FL

Public Works & Deputy Public Services Director, Since April 2015

Management, supervisory and logistical responsibility for 65 (+/-) full-time employees (professional, administrative, technical, general labor, contract labor, etc.), 2 Department of Corrections work squads and multiple multi-year maintenance contracts/contractors for state roadway assets within the City.

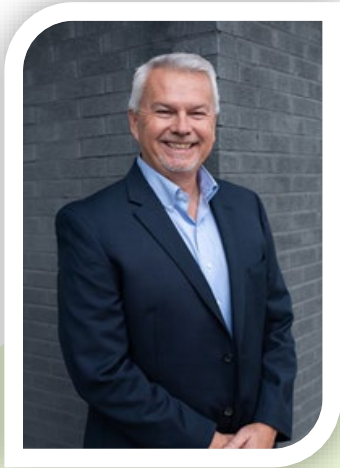
Deputy Public Works Director, August 2013 - March 2015

Manages, supervisory and logistical responsibility for 45 (+/-) full-time employees (professional, administrative, technical, general labor, contract labor, etc.), 2 Department of Corrections work squads and multiple multi-year maintenance contracts/contractors for state roadway assets within the City

Environmental Compliance Coordinator / Engineering Inspector

March 2005 - July 2013

Responsible for all NPDES compliance inspections, maintenance plan development and permit compliance monitoring and reporting to state agencies (FDEP).



Chip Patterson
Vice President of Operations

PROFILE

- Has 30+ years of experience in Disaster Management.
- Implementing strategies and operations for disaster recovery services.
- Served in a mayoral appointed position for 10 years as the City of Jacksonville, Florida's Director for Emergency Management.
- State of Florida EOC Director.
- Chief of Operations for the North Carolina Division of Emergency Management.
- Service as a Radiological Emergency Preparedness Planner in North Carolina and 6 years in the United States Navy nuclear propulsion program.

CONTACT

PHONE:
904-334-9690

ADDRESS:
109 White Oak Rd. Greenville, SC
29609

EMAIL:
chip@southerndr.com

EDUCATION

University of the State of New York

Bachelor of Science in Sociology, 1989

Jacksonville University

Master's in Business Administration, 2002

Associations

Adjunct Instructor, University of NC/College of Public Health, 200-Present

Adjunct Instructor, Flagler College/Public Administration 2006 - 2017

US Navy Postgraduate School, Center for Homeland Security and Defense

Mobile Executive Seminars 2006 - 2019

Florida Emergency Preparedness Association

Florida's Emergency Manager of the Year, 2005

Board Member, Greater Jacksonville Agricultural Fair

National Hurricane Conference, Response Committee 2006-Present

WORK EXPERIENCE

Southern Disaster Recovery, LLC / VP of Operations

February 2018 - Present

Responsible for fulfilling all contractual requirements in disaster response and recovery consistent with FEMA Public Assistance Program and Policy Guide and associated policy documents.

J. B. Coxwell Contracting, INC / Director of Disaster Services

July 2006 to February 2018

Emergency management and homeland security business development and service delivery for a 300-person civil construction firm providing services in all phases of emergency management. Public Assistance activities included debris clearance and removal in eighteen (18) jurisdictions.

Emergency Preparedness Division Chief

Duval County Emergency Preparedness Director

January 1996 to July 2006

Responsible for a comprehensive emergency management program that included plans and procedures development; public education; disaster response and recovery management; facilities management; program development and marketing; personnel development; press availabilities; and, interacting with elected officials in a jurisdiction of 840 square miles with a population of over 800,000. Incident Management Team Lead in Harrison County, MS for Hurricane Katrina; IMT Lead in Lee County, FL in Hurricane Wilma. Oversight of disaster recovery programs for ten Presidential declared disasters; Managed disaster response and administered FEMA Public Assistance and Hazard Mitigation programs.

Florida Division of Emergency Management

Response Services Administrator

June 1993 to December 1995

Managed State of Florida delivery of disaster resources (equipment, personnel and programs). Non-disaster related activities included development and maintenance of the State's Comprehensive Emergency Management Plan, Radiological Emergency Preparedness Program and management of seven field offices. Disaster-related opportunities included managing the State Emergency Operations Center. Oversight during six Presidential declared disasters.

North Carolina Division of Emergency Management / Chief of Operations

March 1989 to June 1993

Managed State of North Carolina disaster resources delivery.

Managed the 24/7 State Warning Point. Planner for Radiological Emergency Preparedness.



Al McClaran
CEO / Member

PROFILE

- Focuses on integrity, honesty, efficiency, and the safe completion of any endeavors SDR undertakes Implementing strategies and operations for disaster recovery services.
- Oversaw the debris recovery and management of 15 projects because of Hurricane Irma and 19 projects from Hurricane Matthew.
- Provided the most economical and environmentally safe ways to manage debris to the complete satisfaction of the entity to which SDR is contracted.

CONTACT

📞 864-561-7797

🏠 109 White Oak Rd.
Greenville, SC 29609

✉ al@southerndr.com

CERTIFICATIONS

Over 40 FEMA Certifications

Mr. McClaran is thoroughly knowledgeable of all aspects of FEMA criteria for debris recovery operations.

EDUCATION

Bob Jones University, Greenville, SC

Master of Arts, 1983

Bob Jones University, Greenville, SC

Bachelor of Arts, 1980

WORK EXPERIENCE

Southern Disaster Recovery, LLC

CEO & Member, 2012 – Present

- Responsible for the day-to-day operations of Southern Disaster Recovery.
- Works closely with Emergency Management and other government agencies both before and after disaster events
- Manages up to 30 debris hauling and cutting subcontractors during disaster events.
- Helps with readiness planning and preparation. This includes working on debris management plans and training government personnel in debris recovery operations.
- Coordinates all aspects of the recovery and the documentation process to assure that the applicant receives the funding to which it is entitled.

Disaster Events Worked:

- 2017 Hurricane Irma – 15 contracts in Florida and Georgia
- 2016 Hurricane Matthew – 19 contracts in NC, SC and GA
- 2015 Butte Wildfires – San Andreas, California.
- 2015 Flooding Event – South Carolina Department of Transportation.
- 2014 Winter Storm Pax – South Carolina Counties: Aiken, Barnwell, Allendale, Williamsburg.

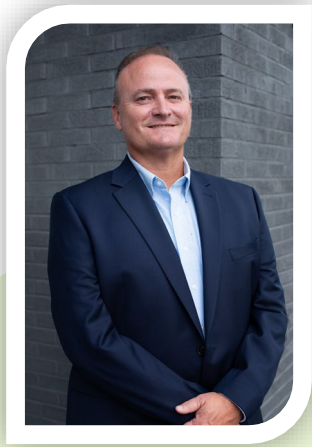
DTS – Greer, SC

Senior Project Manager, 2009 - 2012

- Oversaw debris removal operations
- Worked closely with Emergency Management and other government agencies both before and after disaster events

Disaster Events Worked:

- 2012 Hurricane Isaac – St. John the Baptist Parish, Louisiana
- 2011 Winter Storm Alfred – Connecticut: Fifteen Townships of Western Connecticut
- 2011 Hurricane Irene – North Carolina Counties: Edgecombe, Wayne, and Halifax
- 2011 Tornado - Rabun County, Georgia



John (Sonny) Sims
Operations Manager

PROFILE

- an experienced and Disaster Debris Removal Project Operations Manager who brings forth valuable experience in the industry with exceptional safety and client satisfaction.
- An ISA certified Arborist, and has completed over 89 disaster debris removal projects over 30 years.
- Adept at managing multiple projects at once with leadership, procedures, and safety quality.

CONTACT

PHONE:

864-901-0283

ADDRESS:

308 Edens Ridge Dr. Six Mile, SC
29682

EMAIL:

sonny@southerndr.com

EDUCATION

- *Ornamental Horticulture Degree, 1992*

Certifications

- *IS- 00632.a Introduction to Debris Operations*
- *IS-00633 Debris Management Plan Development*
- *IS-00100.PWc Introduction to Incident Command System, ICS-100*
- *IS-00253.a Overview of FEMA Environmental and Historic Preservation Review Responsibilities*
- *HAZWOPER 40 HR*
- *ISA Board Certified Arborist*
- *Landfills and Land Application Sites 2020*
- *AT-TC3TS010-15-T1 - Maintenance of Traffic for Supervisors*

WORK EXPERIENCE

Southern Disaster Recovery, LLC

Operations Manager, 2014 – Present

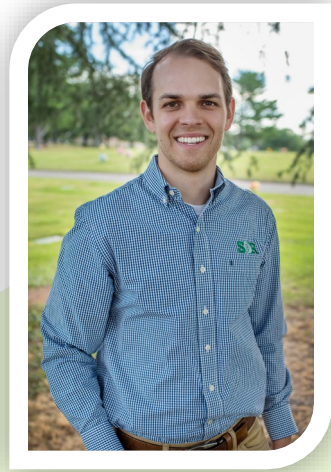
- Successfully led all daily operational aspects.
- Managed and evaluated workflow and productivity, making changes where necessary.
- Developed and implemented performance standards and procedural changes to drive productivity and quality.

Disaster Events Worked:

- 2020 SC Tornado- Hampton Co, SC
- 2020 SC Tornado-SCDOT Barnwell Co, SC
- 2020 SC Tornado-SCDOT Oconee Co, SC
- 2020 Spartanburg Tornado- Spartanburg, SC
- 2009 Ice Storm Dunklin County, Missouri
- 2018 Hurricane Florence- New Bern, NC
- 2017 Hurricane Irma- City of Miami & City of Deltona, Florida
- 2016 Hurricane Matthew- Marion County & Lumberton Co, NC
- 2014 Ice Storm Barnwell County, SCDOT, South Carolina

Previous Experience

- 2008 Hurricane Ike- Liberty Co, San Jacinto, and Huntsville, TX
- 2005 Hurricane Wilma- Coral Gables, Lauderdale by the Sea, City of Miami, University of Miami, Miramar, and Margate, FL
- 2005 Hurricane Rita- Islamorada, Florida
- 2005 LDOT Boregard, Allan, Jefferson Davis Parish, Louisiana
- 2005 Hurricane Katrina- Coral Gables, City of Miami, University of Miami, Islamorada, Marathon and Dade County, Florida
- 2005 Hurricane Katrina- Gulf Breeze, Escambia Co, Florida, Mobile Alabama
- 2004 Hurricane Francis and Charlie- Winter Park, Winter Springs, and Marion County, Florida
- 2003 Hurricane Isabel- Richmond, Chesterfield Co, and Henrico County, Virginia
- 2002 Ice Storm Raleigh, North Carolina



Jordan McClaran
Controller

PROFILE

- Attentive to detail and committed to accuracy, ensuring SDR clients are served with integrity and efficiency.
- Oversees an office staff who supplement his skills, further extending the overall precision with which disaster response and recovery project records are maintained.
- The administrative operations of SDR often receive high praise from the clients served, stating records are correct, often requiring little review or oversight.

CONTACT

PHONE:
864-469-9776

ADDRESS:
109 White Oak Rd.
Greenville, SC 29609

EMAIL:
jordan@southerndr.com

CERTIFICATIONS

Certified Public Accountant State of SC



EDUCATION

Clemson University, Clemson, SC

Master of Professional Accountancy, August 2013

Bob Jones University, Greenville, SC

B.S., Accounting, May 2012

WORK EXPERIENCE

Southern Disaster Recovery, LLC

Controller, 2014 – Present

- Review and reconcile company accounts with annual revenues of \$50 million.
- Communicate with clients and coordinate FEMA documentation on projects exceeding \$20M.
- Manage accounts payable and provide weekly progress payment reports to subcontractors ensuring on-time progress payments.
- Oversee and facilitate SDR's procurement and contracting process.

Cherry Bekaert, LLP - Greenville, SC

Audit Staff, 2013 - 2014

- Participated in all aspects of audits and reviews for both public and private companies ranging from \$200K to \$750M in revenues.
- Served clients in manufacturing, distribution, banking, real estate, not-for-profit, and governmental industries.
- Managed communication with clients to determine timing of procedures as well as to ensure audit procedures would be completed based on planned timing.
- Performed walkthroughs of companies' internal control processes to identify areas of risk.
- Recommended internal control processes to mitigate identified risks.
- Researched accounting guidance on complex accounting issues
- Performed work in high-risk audit areas including revenues, inventory, and accrued liabilities.
- Drafted financial statements and communicated with managers and clients regarding financial statement edits.

Cherry Bekaert, LLP - Greenville, SC

Audit Intern, 2012

- Aided in the audits of clients in multiple industries including banking, government, and not-for-profit.
- Performed audit procedures for: Cash, PP&E, Accounts Payable, Accrued Expenses, and Single Audit
- Assisted in tax return preparation.



SUBCONTRACTOR PROTOCOL

MBE | WBE | DBE | Local Participation

Southern Disaster Recovery (SDR) is committed to the localities we serve and pledge to further assist in their recovery by offering subcontracting opportunities to local contractors. To ensure we have the labor resources needed, we will reach out to other subcontractors who have previously worked for us if local resources are inadequate. Depending on the size of the project SDR may subcontract up to sixty percent of the debris operations.

Our highest priority is to provide the necessary resources for your entity's full physical and economic recovery.

SDR will enlist the services of subcontractors that have been carefully vetted. SDR subcontractors:

- ✓ Meet federal and contract standards of safety
- ✓ Are experienced and highly skilled
- ✓ Have all necessary liability and workers compensation insurances
- ✓ Adhere to our strict safety and drug-free work zone policies

SDR contractors are our responsibility. All management, bonding, funding, safety compliance, and documentation of subcontractors are handled by SDR's administrative staff. We utilize a comprehensive subcontractor agreement, which must be signed and on file in our office before any subcontractor begins operations on a debris removal project. That mutual agreement subordinates the subcontractor to the entity's contract with SDR.

MBE | WBE | DBE | Local Participation

While we have a large fleet of debris removal equipment, we strive to use local, minority businesses, women's business enterprises, and labor surplus area firms are used when possible whenever possible. Upon award of a disaster debris removal contract, SDR will advertise locally announcing the opportunity for area contractors to join our efforts as a viable subcontractor. Respondents then begin SDR's vetting and training process.

SDR takes all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

- 1) Placing qualified small and minority businesses and women's business enterprises on solicitation lists.
- 2) Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources.
- 3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises.



- 4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises.
- 5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
- 6) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in paragraphs (1) through (5) of this section.

The involvement of the entire community is crucial to the full economic and social recovery from a disaster situation. To that end, we encourage all subcontractors in our employ to patronize and support other local businesses to further strengthen and revitalize the area throughout recovery operations.

Your satisfaction with SDR depends largely upon our subcontractors' performance. To ensure efficient and seamless operations, SDR provides:

- ✓ Quality control
- ✓ Teaming efforts with the monitoring firm
- ✓ Clear and frequent communication to ensure satisfactory outcomes

Subcontractor List:

Company Name	<i>Pride Contracting, Inc</i>
Contract person	<i>Amanda Byrd</i>
Phone / Email:	<i>252-245-0936</i>
Address:	<i>12603 Camp Charles Rd. Bailey, NC 27807</i>
Company Name	<i>Optimal Recovery, LLC</i>
Contract person	<i>Brent Reedy</i>
Phone / Email:	<i>352-206-5541</i>
Address:	<i>34618 Mission Bell Ln., Dade City, FL 33523</i>



Similar Work Successfully Completed by SDR Subcontractors:

Pride Contracting, Inc

2020 Hurricane Laura

2020 City of Marion Derecho, Iowa

2019 Hurricane Dorian

2018 – 2019 California Wildfire Pacific Gas & Electric Utility Line Debris Removal

2018 Hurricane Michael

2018 Hurricane Michael- Wiregrass, AL



LITIGATION SUMMARY

Southern Disaster Recovery (SDR) takes pride in completing the projects with which we are involved with the highest level of professionalism and integrity. We hold our subcontractors and our staff to a high standard of excellence. Because of the pre-planning put into every protocol and process we employ, the entities to which we are contracted expect and experience final outcomes that are both satisfactory and economically beneficial.

Southern Disaster Recovery can confidently state that our projects are completed safely, on time, and without consequent legal ramifications.

SDR can proudly attest:

- We are not currently involved in any legal claims, arbitrations, administrative hearings, or lawsuits.
- Within the last ten years, SDR has not been the defendant in any litigation involving debris removal operations.
- SDR has never brought suit against an entity for any contractual relationship with which we have been party.
- SDR is not currently debarred, nor has ever been debarred, from doing FEMA related work.
- SDR has no license sanctions.
- Within the last ten years, SDR has never had any contract terminations.

Our highest priority is to provide the necessary resources for your entity's full physical and economic recovery.



TAB 2 - GENERAL OPERATIONS PLAN



UNDERSTANDING PROJECT REQUIREMENTS

Southern Disaster Recovery (SDR) is a rapid-response contractor specializing in environmental response and disaster recovery assisting all levels of government. SDR offers guidance in establishing preposition debris contracts, formulating debris management plans, training clients in debris disaster recovery, and managing debris recovery operations – response, demolition, collection, reduction, and final disposal. SDR's staff is knowledgeable in all aspects of FEMA documentation and reimbursement criteria, thus ensuring that our clients receive all federal disaster funding to which they are entitled.

SDR believes it fully understand what is required to meet the needs of the City of Key West, FL. SDR's work is based on the Public Assistance Program as stipulated in The Stafford Act and clarified in 44 CFR, FEMA's 325 Guide, the 9500 series and various other FEMA publications on the subject of disaster debris management. SDR's owner, Al McClaran, prepared the Jefferson County Georgia Debris Management Plan for Lamar Baxley (Jefferson County Director of Emergency Management). He conducted debris operations training for Gordon County Georgia Emergency Management and Public Works at the request of Richard Cooper, Director of Emergency Management. Furthermore, he has reviewed and assisted the Banks County Georgia Debris Management Plan prepared by Deidra Moore (Banks County Director of Emergency Management) and the Wilkes County Georgia Debris Management Plan prepared by Blake Thompson (Wilkes County Director of Emergency Management). In South Carolina, he reviewed the York County Debris Management plan.

Mr. McClaran is familiar with the disaster types that may affect the City of Key West, FL. In 2011 he oversaw the tornado recovery projects in GA. He has managed recovery efforts following ice and snow storms in Missouri, Connecticut, and South Carolina Following Hurricane Irene he worked with North Carolina DOT on debris operations in Edgecombe, Halifax, and Wayne counties. In 2012 he oversaw debris removal operations in parts of LaPlace, LA that were flooded by Hurricane Isaac.

In 2014 SDR simultaneously ran debris removal operations on seven different contracts in four South Carolina counties as a result of Winter Storm Pax. Work included load and haul operations on county and SCDOT maintained roads, school and county properties, public service authority rights-of-way and creek debris removal. SDR collected and processed over 2.5 million cubic yards of debris on contracts of approximately \$50 million.

During 2015 SDR was contracted to do a \$3.5 million tree removal project while it was also managing debris contracts for removal of C&D debris resulting from historic flooding in South Carolina. The project in San Andreas, California included removing trees damaged by wildfires along utility lines. On this project, SDR managed up to 100 workers comprising 25 crews. The flooding project in South Carolina included removing debris from SCDOT roads in Horry and Georgetown counties.



In 2016 SDR completed debris operations on 19 separate contracts resulting from Hurricane Matthew. These contracts required the collection, processing and final disposal of over 1,000,000 cubic yards of vegetative and C&D storm debris.

SDR managed multiple vegetative and C&D debris removal contracts resulting from Hurricane Irma in 2017 and in 2018, as the Prime Contractor for several debris removal projects, SDR managed 11 contracts in North Carolina and South Carolina. We successfully processed over 248,200 cubic yards of Vegetative and C&D debris valued at over \$5.2 million while also simultaneously performing debris removal as a result of the catastrophic California wildfires that has continued into 2019.

In 2019, Hurricane Dorian impacted Outer Banks North Carolina with significant storm surge flooding and wind damage. SDR had eight (8) local government contracts activated; Hyde County, Tyrrell County, Town of Columbia, Dare County, Currituck County, Town of Kill Devil Hills, Town of Duck, Town of Southern Shores. Each contract included debris management (ROW removal for woody, vegetative material; Construction and Demolition debris; Household Hazardous Wastes; White goods/Appliances). SDR operated seven (7) Temporary Debris Management Sites (TDMS); three (3) of them were in environmentally sensitive areas within the National Park Service boundaries.

In November 2018, California suffered the most devastating wildfire in its history. In an effort to be proactive in preventing subsequent property damage and power outages, Southern Disaster Recovery is still completing dangerous tree removal projects for Pacific Gas and Electric in California. Thousands of trees have been cut using multiple work crews. The project has completed in April 2020 and the total is valued at over \$48 million.

On August 10, 2020, a Derecho hit much of central and eastern Iowa with straight line winds over 100 mph that was sustained for nearly 30 minutes in many locations. Crop damage was extensive across the state and tree damage was catastrophic in the City of Marion. SDR was selected by the City of Marion for their debris collection and disposal efforts. The project is still on-going. To date SDR has collected over 712,903 cubic yards of debris for this FEMA Public Assistance (PA) funded project.

Demetris Pressley, SDR Senior Client Service, has over 18 years of experience in leading public works daily and disaster operations in Florida. His work has included strategic planning, project management, contract administration, budget and finance, staff development and regulatory compliance. Demetrius supports our clients with their disaster debris management readiness (plans, procedures, training or exercises) as well as immediate disaster debris clearance operations.

APPROACH & METHOD FOR DIVERSE EVENT SCENARIOS

INTRODUCTION: Debris recovery and removal methodology varies depending upon the size and intensity of the disaster. One of the first steps we pursue is to ensure an entity has a Debris Management Plan. If none exists, SDR can assist in its development. Other disaster preparations include, but are not limited to, debris eligibility and monitoring training, temporary debris management site (TDMS) selection and evaluation, and review of priority road clearance routes and priority facilities.

SDR offers the following methodology per each defined scenario:

Debris Type	Scenario 1
	<i>Volume</i>
Vegetative	146,000
Construction & Demolition	48,000
Mixed	6,000
White Metals	1,000
Hazardous Waste	1,000
Total:	200,000

The Mobilization and Operations Plan previously described in the proposal fully describes the overall disaster debris removal plan. This section communicates the uniqueness' created by two different scenarios.

Scenario 1:

DEFINED: Includes the definition and action steps outlined in the previous scenarios plus the following:

ACTION STEPS:

- **Emergency Road Clearance**

- The City will identify route priorities, staging areas (as appropriate) and number of crews needed.
 - SDR will begin debris clearance along the primary transportation routes, rights-of-way, easements, streets, and roads identified and directed by the City. Crews will be deployed from the pre-arranged staging areas to clear debris from roads, bridges and emergency vehicle paths as required. Absent specific guidance:
 - **First priority** will be given to main arterial roadways and access routes leading to EOC's, fire, police and health care facilities.
 - **Second priority** will be given to streets and thoroughfares providing access to major utility systems and services, such as electric, water and gas.
 - **Third priority** will be given to major highways and commercial streets, followed by residential streets and alleyways.
 - The time and materials documentation process will be established (SDR T&M tickets or City defined process/Debris Monitor).
 - Emergency crews to augment the City's force account resources will be deployed and will immediately go to work

Typical Debris Clearance Crew

- Rubber tired loader with operator
- Equipment transport
- 2 chainsaw men
- Foreman with communications



- **Debris Removal Operations**

- Upon receiving the *Notice to Proceed*, Southern Disaster Recovery (SDR) will immediately mobilize resources and initiate actions item as per the contract kick-off meeting and the *Notice to Proceed*. Examples of kick off meeting expectations include:

- Establish City priorities
- Establish City clean-up goals
- Establish City's point of contact
- Establish contractor project management points of contact
- Determine how project monitoring will be accomplished
- Establish debris monitor points of contact
- Discuss any additional reporting requirements

Immediate action and planning requirements to be accomplished:

- *Develop the initial Operational Period Action Plan*
- *Mobilize and stage equipment*
- *Organize debris removal assignments (Sectors and Zones)*
- *Establish temporary debris management site(s) (TDMS)*
 - ✓ *Confirm proper permitting and/or acquire permits*
 - ✓ *Establish site layout as per permit(s)*

- **TDMS Set-up and Use** (approximately 200,000 CY total volume of debris)

- For this scenario recommend setting up three (3) Temporary Debris Management Sites for reduction vegetative debris. Each TDMS location should have a field expedient HHW containment cell for any inadvertent HHW that enters the TDMS.

- **Debris Collection and Transportation**

- Vegetative
 - Debris will be collected in City streets by Zone. Trucks will have zone assignments with which to work in. Zone assignments will be coordinated with the City and equitably distributed for thorough debris removal.
 - Trucks will haul to the nearest TDMS location in order to speed the debris removal and recovery of the community.
 - Recommend 3 passes to remove woody, vegetative material in order to support the community in their recovery. Each pass should have at least a weekend between passes to give homeowners a chance to clean up their homes.

LOAD/HAUL CREWS

**SDR and Subcontract
Load/Haul Equipment**

- **146,000 CY Veg: 54,000 CY C&D/Mixed**
- **12 Grapple Trucks**
- **134,000 CY hauled in 14 Day 1st pass**

- Construction & Demolition

- Debris will be collected in City streets by Zone. Trucks will have zone assignments with which to work in. Zone assignments will be coordinated with the City and equitably distributed for thorough debris removal.
- At these volumes, trucks will haul to final disposal in order to reduce the overall cost of the debris removal. At this level of storm; landfills should not be overwhelmed with truck traffic.
- Recommend 2 passes to remove C&D material. A pass right after the 2nd pass vegetative material and again right after the 3rd pass vegetative material. NOTE: C&D material typically comes to the ROW slower than vegetative material.



- Mixed
 - Mixed Debris (Vegetative & C&D); will be source segregated as much as possible and then hauled as Veg or C&D material.
 - Mixed Debris will be hauled directly to final disposal as C&D material.
- White Metals
 - White Metals is a will removed from the ROW as a separate debris removal mission. Since White Metals typically comes to the ROW with C&D material; white metals removal will occur sometime after 2nd pass of Vegetative material.
 - A specially designated crew will collect white metals; they will hand load the material onto a trailer or stake body truck with a lift gate. White metals will be taken to a staging area where:
 - Freon containing appliances will have freon removed and documented
 - White goods/metals will, typically, be crushed for transport to a recycler.
- (Household) Hazardous Waste
 - HHW removal will be organized as a unique, separate mission from the debris removal passes. The equipment and specialized training (HAZWOPER training) combine to make this a unique debris removal operation. Consistent with the level of damage from the disaster, an initial pass may be conducted by HAZWOPER qualified personnel to visually inspect disaster debris piles and take action to segregate the HHW from woody, vegetative and C&D material. At a later date, coordinated with the City, specially trained crews will move the hazard area to remove the HHW. In heavily damaged areas with a significant amount of HHW, the HHW may be placed in a temporary containment cell constructed at a properly permitted TDMS. Otherwise HHW will be taken directly to a proper disposal location.

SDR PERSONNEL: Subcontractors and Project Manager assigned to the Project, FEMA Liaison and Safety Officer assigned to the Region. The Chief Executive Officer provides general oversight.



Modified Equipment List

Name	Equipment Description	VIN/Serial No.
2015 Talbert	Lowboy Trailer	40FSK5135F1034069
2016 Kenworth T880	Road Truck w/26' Forage Trailer	1NKZLP0XXGJ115213
2001 Peerless	Live Bottom Trailer	1PLE045241PH52089
2004 Mack CHN 600	Road Tractor	1M1AA18Y44N157606
2003 Hudson	10 Ton Equipment Trailer HTD18	10NNTDIDX31000045
2006 International 4000S	Bucket Truck	1HTMMAAN96H219994
2019 Kenworth T880	Road Truck w/30' Trinity Trailer	1NKZXPEX0KJ282444
2020 Kenworth T880	Dump Truck	1NKZXPEX1LJ358500
2021 Kenworth T880	Road Tractor	1XKZP4TX4MJ447907
1999 Komatsu	Excavator PC300-6	A83018
2016 Volvo Artic Hauler	Off-Road Truck	740285
Mccloskey	Trommel Screener	89467
Caterpillar	Wheel Loader IT38G	CSX00780
2007 Komatsu	Excavator PC200LC-8	C60323
2010 Komatsu	WA250-6 Wheel Loader w/ Coupler Buckets & Forks	A76226
2005 Caterpillar	Track Loader 953C	BBX01052
2004 McPherson	Air Curtain Incinerator	5811104
2014 Komatsu	Excavator PC210LC-10w/42" bucket & thumb	A10410
2014 Komatsu	Crawler Dozer D39PX-23	90319
Reach Fork Lift	Reach Fork lift 6K-34' Diesel FL01-0381	RS5JV1211550
2017 Komatsu	Excavator PC170LC-10w/42" bucket & thumb	EJX00253
2017 CAT	Track Loader 259D	FTL12657
Komatsu	Wheel Loader WA320-7w/bucket	A36081

***SDR also has a dedicated fleet of subcontractors with 90+ self-loaders and 60+ bucket trucks.**

109 White Oak Rd. Greenville SC 29609 | Office 864-469-9776 | Fax 864-469-9642

www.southerndr.com

Pride Contracting Inc. Company Assets

Description	Year	Vin/Ser #	Title Copy	Registration Copy	Insurance Copy	Loan Docs Copy
Mack Grapple Truck Serco 8500 Log Loader	1999	1M2AD62C9XW008538	Bank Held	Yes	Yes	Yes
Home Built Trailer	2009	MOHMTRAILER015287	Yes	Yes	Yes	Paid Off
Peterbilt Grapple Truck Rotobec 910 Log Loader	2000	1NP5GGGG20D531389	Yes	Yes	Yes	Paid Off
Home Built Trailer	2009	MOHMTRAILER015286	Yes	Yes	Yes	Paid Off
Sterling Grapple Truck Rotobec 910 Log Loader	2001	2FZHBXA801AB78271	Yes	Yes	Yes	Paid Off
Home Built Trailer	2009	MOHMTRAILER015288	Yes	Yes	Yes	Paid Off
Freightliner Grapple Truck Rotobec M27 Log Loader	2003	1FVHBGAS83HM09279	Yes	Yes	Yes	Paid Off
International 4300 Bucket Truck	2002	1HTSCABR12H398098	Yes	Yes	Yes	Paid Off
International 4300 Bucket Truck	2004	1HTMMAAL64H611617	Yes	Yes	Yes	Paid Off
International 4700 Bucket Truck	2004	1HTMMAAL84H653982	Yes	Yes	Yes	Paid Off
International Chipper Truck	1992	1HSSCNLN1NH409578	Yes	Yes	Yes	Paid Off
Chevrolet Chipper Truck	1991	1GBM7HAJ1MJ101295	Yes	Yes	Yes	Paid Off
GMC Chipper Truck	1994	1GDM7H1JXRJ505145	Yes	Yes	Yes	Paid Off
International Chipper Truck	1996	1GDJ7H1J3TJ510634	Yes	Yes	Yes	Paid Off
Takeuchi Skidsteer	2010	225000700	N/A	N/A	N/A	Yes
Takeuchi Excavator	2012	185000115	N/A	N/A	N/A	Paid Off
Chevrolet 3500	2011	1GB3KZCG3BF227496	Yes	Yes	Yes	Paid Off
Dodge 2500	2016	3C6UR5DL5GG178203	Yes	Yes	Yes	Paid Off
Kaufman Trailer	2017	5VGFG2428HL004497	Yes	Yes	Yes	Paid Off
Ford Explorer	2011	1FMHK885BGA71225	Yes	Yes	Yes	Paid Off
Rayco Forestry Mulcher	2007	C87FMXP00130107	N/A	N/A	N/A	Paid Off
Weco Solar Arrow Board	2016	10339135	Yes	N/A	N/A	Paid Off
Kaufman Trailer	2018	5VGFD2227KL003943	Yes	Yes	Yes	Paid Off
Carryon Trailer	2018	4YMBC2025KR000178	Yes	Yes	Yes	Paid Off
Kubota Skidsteer	2018	38752	N/A	Yes	Yes	Paid Off
Ford F250 Crew Cab	2011	1FT7W2A69BEC78106	Yes	Yes	Yes	Paid Off
Chevrolet 1500 Crew Cab	2015	1GCVKPEH4FZ383985	Bank Held	Yes	Yes	Yes
Chevrolet 1500 Crew Cab	2015	1GCVKPEH4FZ388913	Bank Held	Yes	Yes	Yes
Kubota 1140 RTV	2013	A5KD1HDAPDG024533	No	No	No	Paid Off
Vermeer BC1000XL Chipper	2003	1VPU111A621002814	No	N/A	Yes	Paid Off



Pride Contracting Inc.

Commitment of Resources to Southern Disaster Recovery

A Women Owned Small Business DBE Certified

This submittal will demonstrate the unique qualifications of Pride Contracting, and will highlight how we believe we can be a valuable asset to your company.

Date: 5/21/2019

To: Jordan McClaran

RE: Commitment of Resources

Dear Mr. McClaran,

First and foremost, we would like to thank you in advance for consideration to be included as a subcontractor for the upcoming USACE ACI contracts. Pride Contracting, Inc. is a certified women owned small business enterprise based out of Bailey, North Carolina. This package will illustrate the proficiency, comprehensive understanding and quality of service offered by Pride Contracting Inc.

At Pride, we stress a hands on approach, encompassing our goals whenever establishing a relationship with a client. Our goal is to partner with the client to provide excellent service for every project.

Used as an acronym, PRIDE stands for Professionalism, Respect, Integrity, Dedication, and Excellence. Starting with our name, **PRIDE** frames the process by which our firm offers a full line of contractor services.

Pride has developed this working model outlining the goals required for a solid Client/Supplier relationship emphasizing rapid, efficient due-diligence throughout the life of each project.

Over the years, respected Team Members of Pride have participated in the open bidding/negotiation process and successfully performed over 200 contracts for the US Army Corps of Engineers, Federal, State and Local Government agencies and the Nations Class I Rail Lines. Upon award of such contracts, the firm mobilizes the forces necessary to begin immediately while working diligently to execute and complete the terms dictated by the scope of work.

Pride's Team Members have over 24 years of experience encompassing every aspect of natural and man-made disaster recovery and will utilize their vast experience to adapt our tried and tested operational plans to confront challenges and progress seamlessly through the project's various phases. As a rule, the firm swarms each project with a battery of trained professionals to ensure that the project begins and maintains operations according to its respective schedule, all the while ensuring that project(s) cost, quality, and safety are strictly adhered to from beginning to end.

Pride employs a dedicated team who understands the processes outlined in the scope of work, understanding the owner(s) complex paperwork, identifying areas of highest priority according to pre-prepared work schedules alongside the owner's representatives.

Following the most recent U.S. impact from Hurricane Michael in 2018, Pride mobilized our company owned assets and subcontractors in the Florida panhandle and Georgia for the USACE mission. This mobilization included some 46 self-loaders (doubles), 9 trailer dumps and 17 pieces of heavy equipment in support of the USACE operations. We have recently successfully completed this mission and are currently providing our resources on projects for your company in Alabama and Georgia as a result of Hurricane Michael. Southern Disaster Recovery has an outstanding reputation within our industry for operating professionally and with integrity. Southern Disaster Recovery's procedures and follow through regarding its management and prompt payment terms with subcontractors is unprecedented and we are delighted to be a part of your team.

Pride...it's not just our name, it's our philosophy. We believe that in everything that we do, we will always give our all to assure that our quality work is performed without flaw.

Our Mission Statement outlines this philosophy best:

"We will always remember that our service is all that we have to sell. Unless our customer is satisfied, we cannot continue to grow. We will always treat our customers with courtesy, respect, and honesty. Our professional goal for each mission is to seek perfection in quality, to be quick to meet our customer's needs, and to finish our task on time...every time."

Again, thank you for the opportunity to be of service.

With warmest regards,

Amanda L. Byrd
President/Owner

Company Profile

Legal Name of Firm:	<i>Pride Contracting, Inc.</i>
Company Headquarters:	<i>12603 Camp Charles Rd. Bailey, NC 27807</i>
Type of Business:	<i>S Corporation</i>
State Organized:	<i>North Carolina</i>
Owner:	<i>Amanda L. Byrd</i>
Authorized Representatives:	<i>Amanda L. Byrd President/Owner James K. Byrd – VP Business Development Eric Wainwright – Vice President Operations</i>
Point of Contact:	<i>James K Byrd</i>
Telephone Number:	<i>252-245-0936</i>
Fax Number:	<i>866-416-8960</i>
Email:	<i>jamey@prideinc.net</i>

2021 FLORIDA LIMITED LIABILITY COMPANY ANNUAL REPORT

DOCUMENT# L07000036952

Entity Name: OPTIMAL RECOVERY LLC

Current Principal Place of Business:

15000 CITRUS COUNTRY DRIVE
SUITE 308
DADE CITY, FL 33523

Current Mailing Address:

P.O. BOX 68
DADE CITY, FL 33526 US

FEI Number: 20-8793848

Certificate of Status Desired: No

Name and Address of Current Registered Agent:

REEDY, PATRICK J
34618 MISSION BELL LANE
DADE CITY, FL 33525 US

The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.

SIGNATURE: PATRICK J. REEDY

01/29/2021

Electronic Signature of Registered Agent

Date

Authorized Person(s) Detail :

Title	OWNER	Title	AUTHORIZED REPRESENTATIVE
Name	REEDY, BRENT P.	Name	WYNNE, MATTHEW CROWLEY
Address	16247 BRIGHAM RD.	Address	12492 EASTPOINTE DRIVE
City-State-Zip:	DADE CITY FL 33523	City-State-Zip:	DADE CITY FL 33525

Title AUTHORIZED REPRESENTATIVE
Name REEDY, PATRICK J
Address 34618 MISSION BELL LANE
City-State-Zip: DADE CITY FL 33525

I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am a managing member or manager of the limited liability company or the receiver or trustee empowered to execute this report as required by Chapter 605, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.

SIGNATURE: MATTHEW WYNNE

CONTROLLER

01/29/2021

Electronic Signature of Signing Authorized Person(s) Detail

Date



Southern Disaster Recovery

MOBILIZATION AND OPERATIONS PLAN

READINESS – RESPOND - RECOVER

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MOBILIZATION AND OPERATIONS PLAN

READINESS – RESPOND - RECOVER

Demolition, Removal, and Disposal of Damaged or Condemned Structures
Asbestos Removal

➤ **Documentation and Recovery Process**

Quality Control
Field Documentation
Incident Action Plan (Work Plan)
Documenting and Reporting Damage
Invoicing and Data Management
Technical Support for Reimbursement

➤ **Support for the Key West City's Public Information**

Public Notices
Personal Safety Statements (Draft)
Debris Removal Instructions (Draft)
Assistance with Private Property Debris Removal (Draft)
First/Second/Third Pass Notice (Draft)

❖ **NOTE: This plan will be refined and updated following award in consultation with the Key West City. This plan is written referencing and in full compliance with:**

- Archived Documents:
 - FEMA 321 Public Assistance Policy Digest
 - FEMA 322 Public Assistance Guide
 - FEMA 325 Public Assistance Debris Management Guide
 - FEMA 329 Debris Management Brochure
 - FEMA Disaster Assistance Policy
 - DAP 9523.11: Hazardous Stump Extraction and Removal Eligibility
 - DAP 9523.12: Debris Operations; Hand loaded trucks and trailers
 - DAP 9523.13: Debris Removal from Private Property
 - DAP 9523.4: Demolition of Private Structures
 - FEMA Fact Sheets
 - 9580.1 Public Assistance Debris Operations Job Aid
 - 9580.4 Debris Operations
 - 9580.201 Debris Removal – Applicant's Contracting Checklist
 - 9580.203 – Debris Monitoring
- FP 104-009-1 Public Assistance Program and Policy Guide (FEMA PAPPG)
- FEMA Stafford Act Sections 403 & 407
- FEMA Stafford Act Section 316
- 44 CFR 10.8(d)(2) Determination of requirement for environmental reviews
- 44 CFR 206.44 Implementing CoBRA
- National Environmental Protection Act (NEPA)
- FHWA/ER Program - 23 CFR 668 Subpart A
- USACOE EM 385-1-1 Safety Guidance/Accident Prevention Plan



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MOBILIZATION AND OPERATIONS PLAN

READINESS – RESPOND - RECOVER

SDR Actions to Support the Key West City Readiness

This plan is prepared uniquely for the Key West City, and will be updated following contract award and consultation with the City.

PLANNING:

FEMA states that “applicants with a FEMA accepted Debris Management Plan at the time of an event can increase effectiveness of its debris management mission”. SDR has written and supported planning for numerous FEMA approved plans. Our management team includes experienced State and Local government emergency managers who are deeply experienced in disaster debris removal operations. We will support the Key West City in all debris removal planning activities.

TRAINING:

SDR is proficient in leading training and workshops to improve disaster readiness. We teach the FEMA Debris Management Course and conduct readiness workshops for our customers. SDR would lead or support debris management training efforts of the Key West City.

EXERCISES:

Disaster debris management operations are a multi-discipline effort for most jurisdictions. Tabletop exercises (scenario-based discussions) are an important readiness activity to reinforce principles learned in Planning and Training. SDR would lead or support tabletop exercise (TTX) development and conduct for the Key West City and the debris management team.

TEMPORARY DEBRIS MANAGEMENT SITE ASSESSMENTS:

Detailed site assessment for Temporary Debris Management Sites and “pre-permitting”, if possible, are important pre-cursors to starting disaster debris removal operations rapidly. If TDMS locations are not properly permitted and constructed, debris removal operations cannot commence. SDR uses a very thorough documentation tool to organize TDMS assessments and document site conditions for proper permitting and construction. SDR will lead or support the Key West City in conducting TDMS site assessments.

Mobilization and Operations Plan Objectives

- **Debris Clearance** – Roadways shall be cleared of debris as soon as possible to enable emergency and relief organizations to complete their missions in serving the public.
- **Debris Removal** – Debris shall be removed quickly and efficiently to support the community’s social and economic efforts by adhering to federal funding/reimbursement requirements to maximize recovery funds for the City.



Southern Disaster Recovery

MOBILIZATION AND OPERATIONS PLAN

READINESS – RESPOND - RECOVER

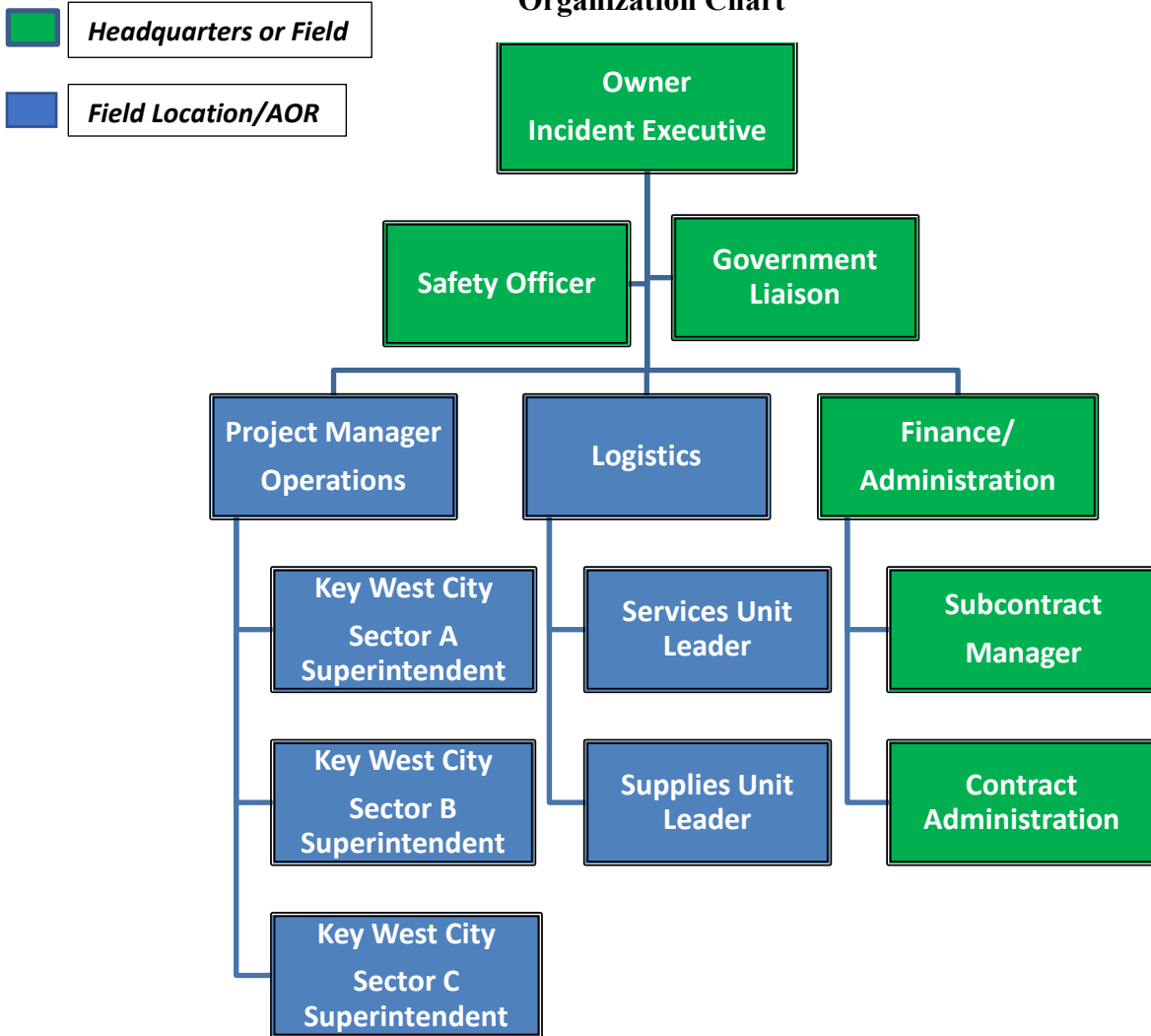
SDR Organizational Structure to Support the Key West City Disaster Recovery

SDR uses incident command system principles to organize and manage our mission to clear disaster debris in the Key West City. Important ICS principles in our concept of operation include; a manageable span of control, unity of command, an action planning process (work plan) and an organization structure that can expand or contract based on the work plan’s objectives. The following Organization Chart illustrates our disaster operations organization chart that is then tailored to the specific disaster size and complexity. Demetris Pressley will be the Key West City liaison and will meet the Key West City officials at the designated rendezvous location. Demetris is based out of Florida and will be available to meet anywhere within the Key West City.

Experienced Management Team

SDR has successfully managed to completion over 60 separate debris contracts in the Northeast US, Southeast US, Mississippi Valley and California exceeding over \$120M in revenue!

SDR Project Management Organization Chart





Southern Disaster Recovery

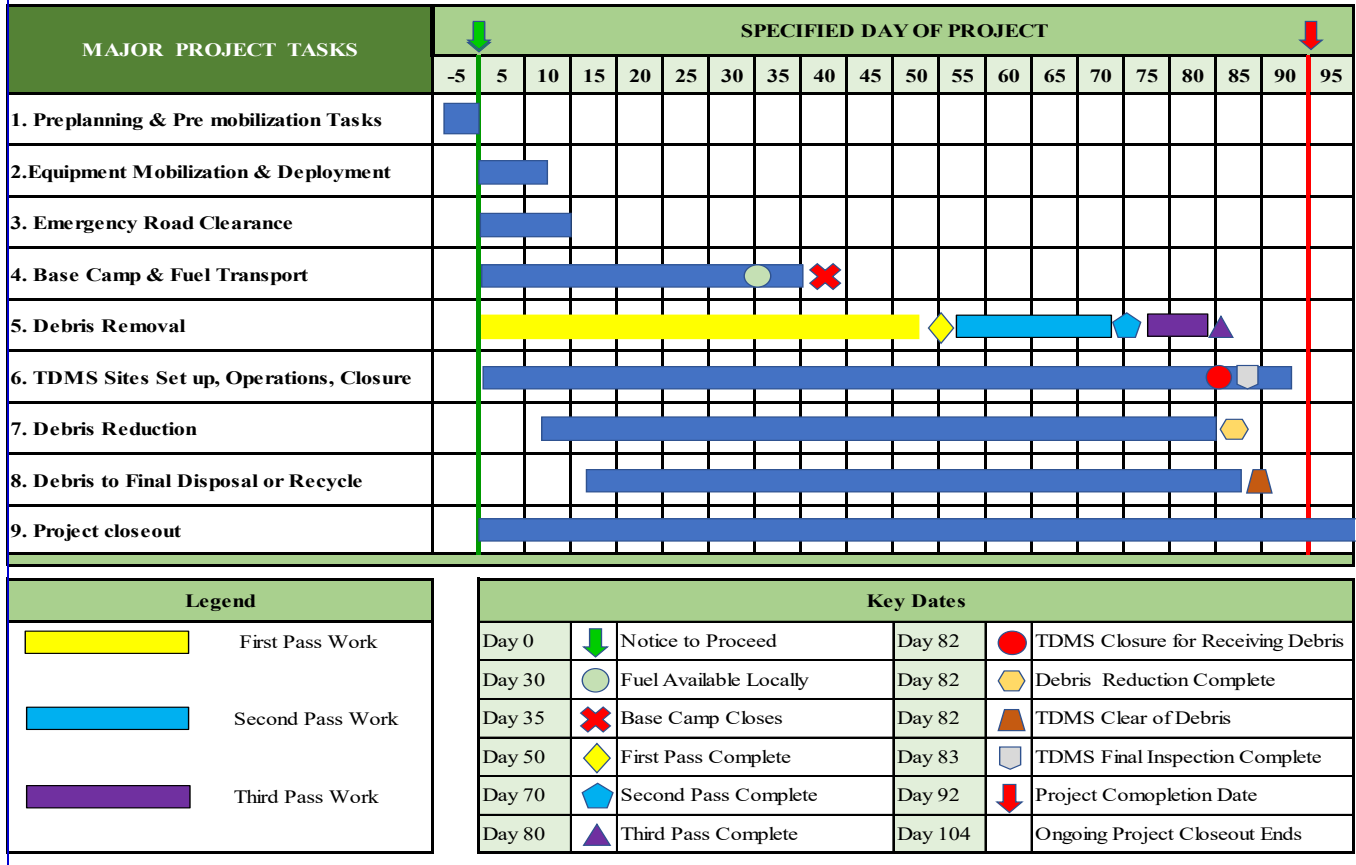
MOBILIZATION AND OPERATIONS PLAN

READINESS – RESPOND - RECOVER

Disaster Debris Removal Mission General Process Map

This General Process Map (Gantt Chart) illustrates major aspects of the Scope of Work, their scheduling and timing relationship. The significance of the disaster and the interests of the Key West City will dictate the actual length of the disaster debris removal mission.

Sample Task Order Timeline



Post-Storm Emergency Clearance of Roads and Rights-of-Way:

EMERGENCY ROAD CLEARANCE

Actions pertaining to the mobilization of SDR personnel, equipment and coordination with the City. In disaster response “with notice” much of this effort will occur before the disaster strikes to facilitate a minimum of 24 hours response time:

- Available personnel staffing in the local area.
- Identify and confirm landfill, transfer station locations, debris management sites, hours of operation, and availability in the local area.
- Initial notification/contact of major subcontractors committed to Team SDR.
- Establish coordination with the City and other local officials important to mission execution.

Typical Debris Clearance Crew

- Front end loader (150 hp) with operator
- Equipment transport
- 2 chainsaw men
- Foreman with communications



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- Identify streets with limited access – small width, dead end, proximal ditches.
- Project Administration and Accountability – Advance coordination with subcontractors.
- Payroll and Equipment Inventory Status updates.
- Test and verify all communications.

DEBRIS CLEARANCE CREWS

SDR and Subcontract Debris Clearance Crews Committed

w/in Region	Reach Back
15 Loaders	58 Loaders
49 Chainsawmen	110 Chainsawmen
22 Equipment Transports	33 Equipment Transports

After the event has passed, SDR will immediately mobilize to the affected area. The Project Manager will arrive at the designated Post-Storm meeting location and initiate recovery activities as conditions permit within 8 hours of notice to proceed.

SDR will provide a minimum of 5 crews to commence debris clearance operations within 24 hours of issuance of a notice to proceed.

Quality Check

Team SDR will begin debris clearance along the primary transportation routes, rights-of-way, easements, streets, and roads identified and directed by the City. Crews will be deployed from the pre-arranged staging areas to clear debris from roads, bridges and emergency vehicle paths as required. Absent specific guidance:

- **Five fully equipped crews operational within 24 hours.**
- **Pre work safety checks of equipment and work site completed**
- **Crew members trained in the use of equipment**
- **100% use of appropriate Personal Protective Equipment**
- **Timely tracking and accounting for hourly equipment.**

- **First priority** will be given to main arterial roadways and access routes leading to EOC's, fire, police and health care facilities.
- **Second priority** will be given to streets and thoroughfares providing access to major utility systems and services, such as electric, water and gas.
- **Third priority** will be given to major highways and commercial streets, followed by residential streets and alleyways.

DEBRIS REMOVAL OPERATIONS

MOBILIZATION:

Upon receiving the *Notice to Proceed*, Southern Disaster Recovery (SDR) will immediately mobilize resources and initiate actions item as per the contract kick-off meeting and the *Notice to Proceed*.

Examples of kick off meeting expectations include:

- Establish City priorities
- Establish City clean-up goals
- Establish City's point of contact
- Establish contractor project management points of contact
- Determine how project monitoring will be accomplished
- Establish debris monitor points of contact
- Discuss any additional reporting requirements

Immediate action and planning requirements to be accomplished:

- Develop the initial Operational Period Action Plan
- Mobilize and stage equipment
- Organize debris removal assignments (Sectors and Zones)



Southern Disaster Recovery

MOBILIZATION AND OPERATIONS PLAN

READINESS – RESPOND - RECOVER

- Establish temporary debris management site(s) (TDMS)
 - ✓ Confirm proper permitting and/or acquire permits
 - ✓ Establish site layout as per permit(s)

EQUIPMENT - Size and type determined by overall accessibility of rights-of-way and the location overhead utilities.

For maximum and safety and efficiency, SDR will apply the following standards:

Loading Equipment – All loading and moving equipment will be operated from the roadway, streets, alleys, or rights-of-way using clam shell loaders, booms, or grapple devices to collect and load debris into collection vehicles. No equipment will be operated behind the curb or outside the defined roadway shoulder/swale section or in an area that may endanger operators or work crews, unless specifically directed to do so by emergency officials.

Hauling Equipment – All trucks and trailers used debris will be capable of rapidly and independently dumping loads, and, will be equipped with a tailgate. Trucks will be equipped with a tarp or net secure loose materials during transport to the disposal facility or site. The tarp/net will not exceed truck body/trailer measurements.

LOAD/HAUL CREWS SDR and Subcontract Load/Haul Equipment Committed

w/in Region
18 Grapple Trucks
49 Trailers
15 Loaders

Reach Back
248 Grapple Trucks
110 Trailers
58 Loaders

to haul
to
the

Truck Measurements and Signage – Trucks will be measured accurately and identifying data will be fully documented. The inspection/measuring will be performed by City and SDR representatives, documented, and signed-off by the jurisdiction. The dimensions will be the inside measurements of the trailer. The truck specifications will be on file with the jurisdiction. Signage and vehicle numbers will be prepared and ready prior to deployment. SDR identification placards will be affixed to the sides of each piece of heavy equipment and trucks.

Hours of Operation – Debris removal operations that generate excessive noise levels will take place during daylight hours, seven days a week. Adjustments to the hours of operation, based on working conditions and scope of work, may require a coordinated change with the approval of the City's designated official.

SUBCONTRACTING PRACTICES AND PROCEDURE

- ✓ As per our written *Subcontractor Protocol*, we often use subcontractors to ensure our resources are sufficient to complete operations efficiently for prompt emergency debris removal and restoration operations. We have an extensive pool of dependable subcontractors that can mobilize immediately upon notification. SDR ensures: Our subcontractors are fully vetted as to insurance, safety procedures, experience, pricing, and resources.
- ✓ We will pursue local and MBE/WBE/DBE as it is economically feasible to do so.

STRATEGY TO RETAIN RESOURCES

Our disaster experience has proven that subcontractors remain on the project and maintain high production levels as long as they are properly incentivized.

- ✓ **On the Positive Incentive Side**
 - SDR pays subcontractors weekly
 - Production incentives associated with Sector assignments
 - SDR pays a wage where a crew can make a living
- ✓ **On the Negative Incentive Side**
 - By contract, leaving a project without completion and/or a release results in retainage being held.
 - Poor production, safety or quality performance results in less desirable sector assignment



Southern Disaster Recovery

MOBILIZATION AND OPERATIONS PLAN

READINESS – RESPOND - RECOVER

TEMPORARY DEBRIS MANAGEMENT SITE SET-UP AND OPERATION

1. General

Southern Disaster Recovery (SDR) will provide all management, equipment, operators, and laborers required for the establishment, operation, and maintenance to accept, process, reduce, incinerate, and dispose of disaster related debris. These Temporary Debris Management Sites (TDMSs) may utilize air curtain incineration and/or mechanical chipping/grinding to reduce vegetative and clean woody debris. The TDMSs may also be used as transfer points for depositing mixed Construction and Demolition (C&D) debris prior to reloading for final transport to an authorized landfill. SDR will manage the TDMSs to accept debris collected under other contracts.

Site selection will be done by the Contracting Authority at its own cost.

2. Site Operations Plan

Following identification by the contracting authority of the TDMSs, SDR will develop a Site Operations Plan for each site.

The plan will address the following:

- ✓ Site management, to include point-of-contact and organizational chart
- ✓ Site ingress and egress
- ✓ Site preparation, including clearing, erosion control, and grading
- ✓ Traffic control procedures
- ✓ Site security
- ✓ Site safety
- ✓ Site layout/segregation plan, to include: air curtain incineration areas, mechanical chipping/grinding areas, ash storage or disposal areas, hazardous waste containment area, contractor work area, inspection tower, and safety zone clearance areas (100-foot clearance area between stockpiled debris and incineration operations, and 1000-foot clearance area from structures)
- ✓ Environmental mitigation plan, including considerations for smoke, dust, noise, traffic, safety buffer zones, storm water runoff, historic preservation, wetlands, and endangered species as appropriate

TEMPORARY DEBRIS MANAGEMENT

SDR and Subcontract TDMS Equipment Committed

w/in Region	Reach Back
20 Grinders	34 Grinders
34 Trackhoes/Excavators	50 Trackhoes/Excavators
16 Dozers	29 Dozers

3. TDMS Foreman - Day/Night Operations

SDR will provide site foremen for both day and night operations, who will be responsible for all oversight, including traffic control, dumping operations, segregation of debris, incineration and mechanical grinding operations, and site safety.

Both foremen will be responsible for monitoring and documenting all equipment and labor utilized on the site. This information will be compiled with other daily reporting data and will be provided to the contracting authority by the Debris Operations Manager.

If multiple TDMSs are in operation, SDR will assign a site manager for all necessary oversight.



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4. Site Assessment

Immediately upon taking occupancy of any site, SDR will conduct an initial site assessment to determine baseline conditions. This assessment will include visual inspection in the presence of a Contracting Authority representative, documentation of any existing improvements to or on the site, aerial and/or ground photography/videography, random soil samples, water samples from any existing wells located on the site, and review for any volatile organic compounds.

Spot soil samples will be taken at the areas considered for the temporary storage of household hazardous waste, ash, and fuel.

Photographs and/or GPS based maps of the site will be updated as the use and configuration of the site changes.

5. Site Design

The sites will be designed so that air curtain incinerators are located a minimum of 1,000 feet from the nearest occupied building or as specified by the applicable state or local environmental regulatory entity. The area within 50 feet of the burn pits will be cleared of vegetative cover to reduce fire hazard. If pit burning is utilized, and the pit is situated on pervious soils, an impervious layer of clay, limestone, or synthetic material will be provided.

Vegetative debris will be centrally stored near the air curtain incinerators, but at a minimum of 100 feet away from the air curtain incinerators to reduce potential fire hazard. Roads should be designed with separate ingress and egress, where possible, to expedite truck flow in and out of the site. If possible, large turnaround areas will be constructed to enable simultaneous movement of multiple trucks.

To reduce hazards from flying debris, wood chipping operations will be located a minimum of 250 feet from all areas where personnel are actively working.

If needed, access roads will be constructed at each site. Crushed rock or gravel will be used to form a base that will prevent soil erosion, reduce dust generation, and provide truck access during inclement weather. Additional applications of rock may be necessary for road maintenance as the project progresses. Additional reserves of rock should be maintained on site road to repair and rebuild roads for road relocation, mud accumulation, and compression of rock as a result of heavy truck traffic.

6. Site Preparation

SDR will be responsible for preparing the TDMSs to accept debris. This preparation may include clearing, erosion control, grading, constructing and maintaining haul roads, entrances, dumping pads, equipment washing areas, and burn pits. SDR will provide utility clearance and sanitary facilities, if needed. SDR will protect existing structures at the site(s) and repair any damage caused by our operations at no additional cost to the City.

7. Site Security

SDR will provide and maintain site security measures for all operations conducted at the TDMSs.



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8. Inspection Towers

SDR will construct and maintain one Inspection Tower at each TDMS site. SDR and the City personnel will conduct inspections, load volume estimations, and photograph each load of debris delivered to the site from the tower. Existing structures serving this purpose may be utilized following coordination between SDR and the City. Tower locations may be changed to support the progression of debris storage and reduction as well as normal traffic patterns on the site.

The towers may be constructed using pressure treated wood or metal scaffolding materials. The floor elevation of the tower will be such that it affords the City representative(s) and SDR personnel a complete view of the load bed of each piece of equipment that hauls debris to the site while allowing for the easy transfer of the debris removal load ticket between the City representative and the vehicle driver. The floor area will be a minimum of 8' x 8'. A 4' high wall, sturdily fastened to the structure to eliminate fall hazards, will protect the perimeter of the floor area. A roof will be constructed over the floor area, constructed to provide a minimum of 6'-6" of headroom. Steps with a handrail will provide access to the Inspection Tower.

To prevent falls, all personnel on the tower must be "tied-off" to the tower at all times.

9. Debris Unloading and Segregation

Trucks containing any waste other than vegetative debris will be directed through the disposal site to the C&D debris area of the disposal site.

Trucks insufficiently loaded will be noted and reported. Photos and live video may be utilized to record actual hauling equipment.

Trucks containing vegetative debris will be directed to the debris depository areas of the sites in an orderly manner via the ingress. Upon obtaining clearance from the designated flag person at the depository area, the trucks will back up, dump their load, and exit the site via the egress.

Once the debris has been deposited at the base of the debris storage pile, dozers and track hoes will be used to move and pile the debris. Debris piles will be compacted and constructed with a slope to prevent loose debris from rolling or falling down the sides of the piles.

When feasible, maximum effort will be made to salvage and/or recycle debris.

Only vegetative debris will be brought to the air curtain incinerator section of the disposal site. All non-vegetative debris will be segregated according to its type. Debris sorting will be done when it is picked up for transport to the burning pits. The vegetative waste at each site will be segregated into three basic categories: stumps, logs, and brush.

10. Debris Incineration

Debris eligible for incineration will be moved to the air curtain incinerator by a front-end loader. The air curtain incinerator will be loaded using a trackhoe. Burning will continue until the box/pit is approximately 1/3 full of ash. At that point, any large, partially burned logs will be removed and placed on an earthen area near the box/pit. After the ash has cooled, it will be removed and placed in an adjacent storage area. The storage area will be bermed or diked to prevent ash from being transported from the pit by storm water runoff during a rainfall event.



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11. Debris Chipping

Tub grinders will be set up at each disposal site to convert some of the debris into wood chips suitable for use as mulch or fuel chips. A knuckleboom loader or trackhoe will be used to load debris into the grinder. The grinders will be primarily used for debris with high soil content such as stumps, which are not suitable for incineration. Due to the noise generated by the grinders and the hazard of debris being ejected from the tub, the grinders will be set up at least 150 to 200 feet from all other work areas. The 200-foot boundary will be marked by physical barriers, caution tape, and have appropriate signage.

A dozer should be used to stockpile mulch as it is processed by the grinders. Large amounts of processed debris will produce large mulch piles. Consideration should be given to the amount of material that will be chipped and adequate space should be allotted for stockpiled mulch. The piles should be at least 50 feet away from the grinder.

The temperature of the stockpiled mulch should be monitored to prevent spontaneous combustion. If the temperature approaches or exceeds 150 degrees Fahrenheit, the stockpile should be rolled to release the heat buildup. The environmental monitors will record the temperatures of all debris piles on a periodic basis.

12. Fire Protection

SDR will manage all site operations to minimize the risk of uncontrolled/uncontained fire. Twenty-pound all-purpose fire extinguishers should be strategically stationed around the incinerators/burn pits and specifically around the debris piles with the heaviest concentration of debris. The number of fire extinguishers will vary depending on the size of the TDMSs. At no time should a fire extinguisher be located further than a 1-minute round-trip walking distance from any point on the site. Site conditions may necessitate having additional water-filled extinguishers and readily available hand tools, such as fire rakes.

13. Ash Containment Area

SDR will contain, store, and remove ash from all incineration operations. The ash containment area will be wet down periodically for the duration of operations to prevent particles from becoming airborne.

14. Household Hazardous Waste Containment

SDR will construct a containment area at each TDMS for any hazardous waste inadvertently delivered to the site. The containment area will be a minimum of 30" x 30". The perimeter of the containment area will be constructed with an earthen berm or hay/straw bales that are staked in place. The area will be lined with a heavy gage, non-permeable plastic to provide a waterproof barrier. Additional heavy gage, non-permeable plastic sufficient in size to cover the entire containment area will be kept on site and used to prevent rain from entering the containment area. To direct run-off away from the protected area, the site will be sloped appropriately to provide necessary grading.

15. Site Closure

SDR will close each TDMS within 30 calendar days of completing the reduction or transfer all delivered debris to an authorized landfill. Site closure will include removing site equipment, debris, and all remnants



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from the processing operation; grading the site; and, restoring the site to pre-occupancy conditions. The site(s) will be restored in accordance with all state, tribal, and local requirements.

SDR will be responsible for the proper disposal of non-burnable debris, ash, wood chips, and hazardous and toxic wastes.

SDR will conduct a final inspection of the site along with the City representative to receive final approval of the site closure.

DEBRIS COLLECTION AND TRANSPORTATION

Removal Activities – From the grid/zone assignments, areas are categorized by priority and accessibility. The zones will be equitably established to ensure timely progression throughout the affected area. A “clean as you go” process will be implemented for the waste stream being worked, with crews working from street to street through each zone. Crews and resources will be adjusted as needed during this phase.

Debris Segregation – Initial storm/event debris will be separated when feasible.

- Crews will attempt to segregate materials, where feasible, into constituent piles for collection and disposal. Hazardous materials will be segregated and properly stored for future collection.
- Mixed debris will be collected as C&D.

Debris collection passes will continue up to the point where the remaining debris consists of light litter that can be easily collected using raking and sweeping methods of operation.

FINAL DISPOSAL OF DEBRIS AND DEBRIS BY-PRODUCTS

Disposal of all eligible debris, reduced debris, ash residue, and other products of debris management will be in accordance with all applicable state, federal, and local laws. Associated related costs will be “pass-through” with no additional charges to the City. SDR will ensure disposed debris is properly documented in accordance with FEMA protocol by using approved collection/disposal and tipping tickets. Activities will be done in coordination with the City’s Debris Manager.

DISPOSAL/RECYCLING HAULING

SDR and Subcontract Disposal/Recycling Trucks Committed

w/in Region
18 Trackhoes
49 Trailers

Reach Back
38 Trackhoes
110 Trailers

REMOVAL OF LEANERS, HANGERS, AND STUMPS

SDR will ensure the location and removal of all approved leaners, hangers, and stumps is properly documented as per FEMA. Any holes remaining after stump removal will be backfilled appropriately.

HOUSEHOLD HAZARDOUS WASTE (HHW) REMOVAL, TRANSPORT, AND DISPOSAL

HHW removal will be organized as a unique, separate mission from the debris removal passes. The equipment and specialized training (HAZWOPER training) combine to make this a unique debris removal operation. Consistent with the level of damage from the disaster, an initial pass may be conducted by HAZWOPER qualified personnel to visually inspect disaster debris piles and take action to segregate the HHW from woody, vegetative and C&D material. At a later date, coordinated with the City, specially trained crews will move the hazard area to remove the HHW. In heavily damaged areas with a significant amount of HHW, the HHW may be placed in a temporary containment cell constructed at a properly permitted TDMS. Otherwise HHW will be taken directly to a proper disposal location.



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ABANDONED VEHICLE REMOVAL

Abandoned vehicle removal will be a unique, separate mission from the debris removal passes. The City will identify abandoned vehicles to be removed, SDR removes the vehicles and takes them to a City identified location.

ANIMAL CARCASS REMOVAL AND DISPOSAL

As identified by the City, animal carcasses will be removed and transported to a properly permitted disposal location.

ROW WHITE GOODS DEBRIS REMOVAL

A separate debris mission will be organized to remove White Goods in the disaster areas. The removal of white goods will take place using a flat deck, stake body truck with an equipment lift gate. All loading of White Goods will be done manually so as not to disturb any Freon containing lines. Each White Good will be evaluated for its use of freon. Those white goods without freon may be hauled directly to final disposal or recycler. White goods with freon will require the work of a freon technician to remove the ozone depleting gas.

FREON REMOVAL

A Section 608 certified technician will maintain, repair or dispose of equipment that could release ozone depleting refrigerants into the air.

DEMOLITION, REMOVAL, AND DISPOSAL OF DAMAGED OR CONDEMNED STRUCTURES

As required and directed by City officials, demolition and removal of condemned structures and buildings resulting from the disaster, will be performed by SDR to reduce or eliminate an immediate threat to life or enhance safety and health to the public. Each demolition will have a site inspection report (including a site plan), right-of-entry agreement, and proper permits. Demolition, removal and disposal of damaged or condemned structures will be considered a special mission within the daily action plan and will unique heavy equipment resources and qualified personnel to complete the mission.

DOCUMENTATION AND RECOVERY PROCESS

SDR's Project Manager and Site Superintendents have complete responsibility for quality assurance/quality control (QA/QC) of work performed by SDR and all subcontractors. As with any project, effective QA/QC starts with initial identification of project roles, which is a key element to our standard QA/QC program. Further, oversight and support will be provided from three levels within our organization, including SDR's Principal-In-Charge, Project Manager, and Site Superintendents. The cornerstone of our approach is the assignment of a strong Project Manager capable of integrating each sub-discipline required as part of this project. The Project Manager will have first-line responsibility for performance. Continuity of tasks will be maintained by the Project Manager's oversight of and participation in all contract activities.

By the close of business each day of the contract, the Project Manager will submit a report with the following to the Contracting Officer:

- Contract number
- Daily and cumulative hours for each piece of equipment and personnel
- By unit cost or daily and cumulative CY removed



Southern Disaster Recovery

MOBILIZATION AND OPERATIONS PLAN

READINESS – RESPOND - RECOVER

SDR will reconcile all units of work daily, thereby reducing the occurrence of erroneous or disputed data later in the project, and commits to the following:

- Maintenance of recovery process documents
- Preparation of written and oral status reports as requested by the City
- Assistance with claim document preparation as required by the FEMA Public Assistance Program for submittal to the state and the FEMA Public Assistance program

DEBRIS TAKEN TO LANDFILL

Should it be more cost effective to transport the eligible debris directly to a permitted landfill for disposal, field procedures will be implemented to ensure that each load ticket prepared at the loading area is properly manifested to the landfill for proper confirmation of truck capacity and disposal information.

REDUCED DEBRIS/FINAL HAUL OUT TO DISPOSAL FACILITY

The same procedure listed above will be implemented for debris taken to a TDMS. However, during the final haul out, a separate ticket will be issued for the reduced debris hauled to the final disposal site. Documentation will include haul out time, cubic yards, disposal location and time.

INCIDENT ACTION PLAN

The Incident Action Plan (much like a daily work plan) is the process by which the Debris Management Team (City, Contractor and Debris Monitor) agree to the objectives for the next operational period (day or next series of days); and, by which the rest of the SDR Incident

Management Team ensures the Project Manager has the resources to accomplish the objectives.

DOCUMENTING AND REPORTING DAMAGE

SDR's **Customer Service Plan** is a tiered system consisting of:

Tier 1: Conduct business in a manner that is professional, ethical, and sensitive to the area in which we work, to prevent damage, and to facilitate positive interactions with the public. Should any damage to property or detrimental public interaction occur, our personnel are trained to solve problems speedily to the mutual satisfaction of all parties involved, including the immediate repair of property if necessary.

Tier 2: Adds the inclusion of the Project Manager's in the problem-solving process. Also, any customer service issues, including damage and repairs, are added to the daily situation report, so the entire operation may learn from the activities.

Tier 3: At this level, any issues identified by the City are addressed. The City may have an ongoing citizen complaint system that properly identifies issues and tracks them to resolution. SDR command staff ensures the complaint is included as an action item within the daily Incident Action Plan (IAP) development. All necessary personnel will be apprised of any action items ensure speedy and complete resolution.

INVOICING AND DATA MANAGEMENT

All our processes and procedures are designed to ensure each project is carried in such a way that the City's federal reimbursement is maximized.

Key elements of our systems include:

- Proper certification of haul vehicles with City signatures and approvals
- Proper field documentation of each load hauled by identifying the precise/certified vehicle, the driver, and location of eligible debris removed
- Proper field documentation of each disposed or reduced load, including disposal location and the safe, permitted operation of that disposal or reduction site location



Southern Disaster Recovery

MOBILIZATION AND OPERATIONS PLAN

READINESS – RESPOND - RECOVER

- Daily reports, which may also include the updated loads-hauled database (if available), to ensure ongoing transparency and communication of work outcomes
- Reports and databases that are fully supported by accurate field documentation

Our project management documentation process also provides for positive identification and control of work on FHWA and other federal aid eligible roads.

The client may choose to utilize the SDR Disaster Recovery Load Ticket to record the debris collected and transported from the rights-of-way to the designated disposal sites. SDR captures 15 key data points described in FEMA's Debris Management Guide. The six-part load ticket allows project participants to accurately maintain documentation of billable activities.

At a minimum, the load tickets used will be posted to a weekly spreadsheet and/or database with both a hard copy and electronic version provided to the client. The following ticket information is included in the database:

- Date
- Preprinted ticket number
- Hauler's name
- Truck number and truck capacity in cubic yards
- Total load percentage, as assigned by the client representative in the tower
- Load amount in billable cubic yards
- Debris classification as burnable, non-burnable, mixed, or other
- Point of origin for debris collection, time loaded and unloaded, including location of the temporary disposal site

Since the load ticket data is the basis for invoicing, SDR works with the City's monitoring firm to ensure all data is complete and accurate.

TECHNICAL SUPPORT FOR REIMBURSEMENT

In addition to utilizing the industry's best practices for debris removal documentation, SDR will provide comprehensive Public Assistance technical support for reimbursement. SDR's Disaster Recovery Services Director will coordinate and set up all necessary meetings. SDR will meet with the City to review and update the information required for FEMA reimbursement submittals as well as assist with item checklists required for each FEMA category.

SDR's Program Assistance includes:

- Coordination with the City for their submission of the official request for state assistance and FEMA inspection.
- Review of the FEMA Project Worksheet (PW) for accurate scope of work and unit costs.
- Recovery process documentation, including creating a process to capture the daily log and tickets from the field/contractor and data entry of the recovery process. (Perform daily, weekly ticket reconciliation, and final reconciliation of debris removal ticket ledgers and disposal ledgers (TDMS to final disposal), per FEMA requirements. Provide FEMA Category A submittals including final inspection reports.)
- Review project documentation for consistency, compliance, and completeness. Assist with submission of requests for payment, if needed.
- Make recommendations to City representatives for reimbursement tasks.
- Assist the City in negotiations with federal and state agencies and verify completion of work task items for FEMA Category A-B for contract closeout.



Southern Disaster Recovery

MOBILIZATION AND OPERATIONS PLAN

READINESS – RESPOND - RECOVER

PUBLIC NOTICES

SDR will work with City public information efforts to inform residents about disaster recovery, debris management tasks, and how residents can participate in the community's debris management and the expectations for the upcoming period.

SDR will participate in any established joint information center and provide materials and information to ensure the public is aware of debris clearance disaster recovery endeavors.

SDR can provide weekly public notices of the debris removal schedule to keep those affected by the processes informed. All public notices shall be approved by the City prior to release and will contain a description of the proposed work and how debris should be placed in the right-of-way for removal as well as a description of eligible debris and the schedule for removal.

Specific information will include:

- Cleanup instructions
- Status of cleanup
- Locations of drop-off or collection sites
- How to source separate
- Projected cleanup locations for the coming week

SDR will participate with the City with any other public information efforts including providing information for a telephone hotline and/or a flyer to hand out or to be inserted into utility bills/mailouts.

Consistent with the City's desires, available information will include recycling/diversion programs for the disaster debris such as point of collection, hours, materials to be collected, method of collection (drop-off, curbside, bins, etc.).

Statements for Disaster Debris Information:

The following written statements are given as examples of what we can provide to assist entities with disseminating information to their constituents and are designed to be modified as needed. They may be used in flyers, newspaper articles, or read over television and/or radio. The statements are intended to fit into an overall public information strategy and may be used in conjunction with other messages about the disaster recovery process.

PERSONAL SAFETY STATEMENTS

EVERYONE INVOLVED IN DEBRIS CLEAN-UP IS ENCOURAGED TO WEAR PROPER CLOTHING AND RESPIRATORY PROTECTION. Protect yourself with gloves, hard-soled shoes or boots, and respiratory masks as necessary. If you have a cut or a scratch that is not healing properly, seek immediate medical attention.

POWER EQUIPMENT CAN BE DANGEROUS. If you are not familiar with or haven't operated power equipment such as chain saws or grinders, consider hiring a licensed, qualified contractor to assist you.

STAY AWAY FROM UTILITY AND DEBRIS CREWS WORKING IN YOUR AREA. All utility and debris crews working for the City are licensed and qualified for the work they are performing. They maintain safety programs to reduce the occurrence of injuries in their work locations. However, you must stay clear of utility and debris crew operations because of the inherent dangers in operating heavy equipment.



Southern Disaster Recovery

MOBILIZATION AND OPERATIONS PLAN

READINESS – RESPOND - RECOVER

DEBRIS REMOVAL INSTRUCTIONS

HELP SPEED UP DEBRIS REMOVAL by placing debris in the right of way.

Follow these key steps:

- o Keep debris at least three feet from electrical utility poles and boxes, fire hydrants, and water and gas meters.
- o Separate woody (limbs and leaves) debris; construction and demolition debris and household hazardous waste into separate piles.
- o Garbage pickup will resume on your regular schedule on _____. Separate garbage from your disaster debris
- o Call _____ with debris removal questions at _____.
- o Debris removal will be ending soon, so residents are encouraged to take advantage of the free removal service.

DISASTER DEBRIS THAT WILL BE PICKED UP

- o Woody, vegetative debris: Limb and leaf debris created by the storm event.
- o Construction and demolition (C&D) debris: Debris such as 2X4's, dry wall, shingles, paneling, insulation, etc. that was created by the storm event. Do not place C&D debris at the roadside if your insurance company pays for a contractor to clear your C&D debris from your home.
- o White goods: appliances and other household devices that were damaged/destroyed by the storm event.
- o Household hazardous waste: Material that includes such things as paint, fuels, insecticides, pesticides, sprays with petroleum distillates, etc. These will only be picked up if they are associated with damage from the storm event.

Each of these will need to be separate from the other at the roadside. Some of the materials will be processed for recycling and some of these materials will go to immediate disposal. Your assistance is necessary for debris clearance to progress rapidly and correctly.

ASSISTANCE WITH PRIVATE PROPERTY DEBRIS REMOVAL

Anyone who needs assistance with debris removal, such as senior citizens, and those that need help with activities of daily living may call _____ to schedule a volunteer to assess your needs. Assistance will be provided by volunteer groups working in our area and will be prioritized for those that do not have insurance coverage to pay for the cleanup.

FIRST/SECOND/THIRD PASS NOTICE

The City's contractor will be in _____ (add in neighborhoods or street designations) for a (first/second/third) pass at picking up disaster debris from the road right of way. Only eligible debris will be picked up.

NOTE:

City should insert the appropriate debris and/or safety statements above to assist residents and business owners with the safe and efficient removal of debris.

DOCUMENTATION, REPORTING, AND RECONCILIATION

PROPRIETARY NOTICE

This document includes data that shall not be disclosed outside the Government, and shall not be duplicated, used, or disclosed in whole or in part for any purpose other than for evaluation of company capabilities in conjunction of any proposal or award, without consent from Southern Disaster Recovery (SDR).

Onsite monitoring of disaster debris during a recovery project is typically managed by a firm specializing in debris monitoring and tracking. Should an entity require self-monitoring by the debris recovery and removal contractor during a declared disaster, Southern Disaster Recovery (SDR) has access to a leading storm management software system, STORMadms™, which was designed to streamline debris tracking and ticketing. STORMadms™ applications and reporting work together to support overall management of a project, drive down costs, increase efficiency, and easily integrates with SDR's QuickBooks and Microsoft Office applications.



SDR's current electronic protocol for debris data management easily supports the importing of any data output from a Monitoring Firm's Automated Debris Management System (ADMS). The integration of our selected software choices provides intelligent, flexible, and accessible methodology to manage complex work. In the absence of a Monitoring Firm's ADMS, SDR has a robust field documentation system that has proven its reliability as source documentation for FEMA and other federal funding program reimbursements. SDR recognizes the importance of, and the details required, for documenting and reporting disaster recovery services throughout the entire recovery process. Our project management documentation process is built to exceed related federal guidance including:

- Archived Documents Include:
 - FEMA 321 Public Assistance Policy Digest
 - FEMA 322 Public Assistance Guide
 - FEMA 325 Public Assistance Debris Management Guide
 - FEMA 329 Debris Management Brochure
 - FEMA Disaster Assistance Policy
 - DAP 9523.11: Hazardous Stump Extraction and Removal Eligibility
 - DAP 9523.12: Debris Operations; Hand loaded trucks and trailers
 - DAP 9523.13: Debris Removal from Private Property
 - DAP 9523.4: Demolition of Private Structures
 - FEMA Fact Sheets
 - 9580.1 Public Assistance Debris Operations Job Aid
 - 9580.4 Debris Operations
 - 9580.201 Debris Removal – Applicant's Contracting Checklist
 - 9580.203 – Debris Monitoring
- FP 104-009-1 Public Assistance Program and Policy Guide
- FEMA Stafford Act Sections 403 & 407



DOCUMENTATION, REPORTING, AND RECONCILIATION

- FEMA Stafford Act Section 316
- 44 CFR 10.8(d)(2) Determination of requirement for environmental reviews
- 44 CFR 206.44 Implementing CoBRA
- National Environmental Protection Act (NEPA)
- FHWA/ER Program - 23 CFR 668 Subpart A
- USACOE EM 385-1-1 Safety Guidance/Accident Prevention Plan

SDR structures our service delivery, plans/procedures, and training to ensure we conduct a disaster recovery project for the greatest federal government reimbursement to our client. Our plans and procedures include the field deployed, command center, and administrative tools to ensure proper documentation of the removal of eligible debris. Our protocols assure the entities to which we are contracted that their federal reimbursement will be fully maximized.

Our system is built upon:

- ✓ Proper certification of haul vehicles with entity signatures and approvals.
- ✓ Proper field documentation of each load hauled with identification of the particular certified vehicle, driver and location of eligible debris removed.
- ✓ Proper field documentation of each load disposed of (or reduced) with specific information concerning the disposal location and the safe, permitted operation of that disposal (or reduction site) location.
- ✓ Daily reports (including access to those reports) of the updated loads hauled database to ensure ongoing transparency and communication of work accomplished.
- ✓ Field documentation fully supported by detailed reports and up-to-date databases that describe eligible debris removed from eligible roadways.

Additionally, SDR's project management documentation process provides for positive identification and control of work on FHWA and other federal aid eligible roads.

Most jurisdictions anticipate receiving disaster recovery funding from various state and/or federal agencies, which necessitates strict adherence to established guidelines and the provision of required documentation. In addition, systems must validate the exact level of effort provided by the contractor in order to properly control and verify the work effort. To that end, SDR has established a catalog of forms and documentation, which successfully provides the required information for full reimbursement from the various funding agencies, as well as the essential documents to secure payment to the contractor.

The following pages detail SDR's forms and processes for each step of the project.

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Southern Disaster Recovery

DOCUMENTATION, REPORTING, AND RECONCILIATION

HOURLY TIME SHEETS

The *Hourly Push Time Sheet* is used during the 70-hour “push” or “cut and toss” phase to properly identify who worked, their job classification, work performed, and any equipment utilized. The connectivity between labor hours and equipment run-time is very important in final documentation and FEMA reimbursement.

		SOUTHERN DISASTER RECOVERY 109 White Oak Road Greenville, SC 29609 www.southerndr.com P. (864) 469-9776 F. (864) 469-9642								
TIME SHEET										
APPLICANT	Subcontractor	Crew Number	LOCATION/SITE							
NOTES										
Personnel / Equipment		OPERATOR'S NAME		DATE AND HOURS WORKED EACH DAY						TOTAL HOURS
INDICATE MAKE, MODEL, AND JOB DESCRIPTION AS APPROPRIATE				DATE						
				HOURS						
				HOURS						
				HOURS						
				HOURS						
				HOURS						
				HOURS						
				HOURS						
				HOURS						
				HOURS						
				INITIALS						
CERTIFIED BY:				TITLE			DATE			


SDR Hourly Push Time Sheet (Document shown smaller than actual size)

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DOCUMENTATION, REPORTING, AND RECONCILIATION

DEBRIS MANAGEMENT SITE ASSESSMENT FORM

Concurrently, during the 70-hour “push” or “cut and toss” phase, entity officials and SDR will be preparing for the debris removal phase of the operation. Typically, before the debris removal phase can start, Temporary Debris Management Sites (TDMS) must be established. The sample form below is designed to document the site assessment; gather information to complete any state and/or local permits; and, document the completion of the site as a TDMS.




DEBRIS MANAGEMENT SITE ASSESSMENT FORM

Jurisdiction:		Contract Name/#:	
Prime Contractor:		TDS Subcontractor:	
TDS Name:		TDS Land Owner:	
TDS Location (address and/or GPS):		TDS Land Owner Contact Information:	
Individual Completing Assessment:		Property or Real Estate ID #:	
Assessor's Contact Information:		Company/Agency Completing Assessment:	
Type of Debris		Special Operations	
Anticipated Processing		<input type="checkbox"/> Sorting <input type="checkbox"/> Grinding/Chipping <input type="checkbox"/> Air Curtain Burn <input type="checkbox"/> Open Burn <input type="checkbox"/> Compaction	
Site Characterization ¹		Site Map Available/Attached <input type="checkbox"/> Yes <input type="checkbox"/> No	
Assessment Features			
Wetlands on Site	Yes <input type="checkbox"/> No <input type="checkbox"/>	Critical Animal/Plant Habitats	Yes <input type="checkbox"/> No <input type="checkbox"/>
Sole Source Aquifers	Yes <input type="checkbox"/> No <input type="checkbox"/>	Historic District	Yes <input type="checkbox"/> No <input type="checkbox"/>
Potable Water Well w/in 500'	Yes <input type="checkbox"/> No <input type="checkbox"/>	Surface Water w/in 200'	Yes <input type="checkbox"/> No <input type="checkbox"/>
Low/Moderate Income Area	Yes <input type="checkbox"/> No <input type="checkbox"/>	Social Justice Issues	Yes <input type="checkbox"/> No <input type="checkbox"/>
Previous Risky Use (landfill, brownfield, etc.)	Yes <input type="checkbox"/> No <input type="checkbox"/>	Other Issues Eliminating or Restricting Use	Yes <input type="checkbox"/> No <input type="checkbox"/>

¹ Provide narrative description of the site; examples may include acreage, soil type(s), open field or paved, nature of area (rural, suburban, etc.) any hazards, characteristics that cause marginal use (wetlands nearby, sensitive populations nearby, water wells).

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DEBRIS MANAGEMENT SITE ASSESSMENT FORM

Explanation if YES on any of the above:

Operations Features					
Adequate Turn Lane Off Main Road	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Adequate Ingress/Egress for Heavy Trucks	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Storm water Structures Adequate	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Security Adequate	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Erosion Control in Place	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Soil/Water Samples Taken	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Tree/Brush Obstructions Removed	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Fencing/Structure Obstructions Removed	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Operations Areas Delineated	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Monitoring Tower in Place	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Correction or Mitigation if No on any of the above:

Adequate Turn Lane Off Main Road:

Adequate Ingress/Egress for Heavy Trucks:

Storm Water Structures Adequate:

Security Adequate:

Erosion Control in Place:

Soil/Water Samples Taken:

Tree/Brush Obstructions:

Fencing/Structure Obstructions:

Operational Areas Delineated:

Monitoring Tower(s):

Reviewed By:	Name	Date:	Date
Approved By:	Name	Date:	Date
Last Updated By:	Name	Date/Time:	Date/Time

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SDR DEBRIS MANAGEMENT SITE ASSESSMENT (Document shown smaller than actual size)

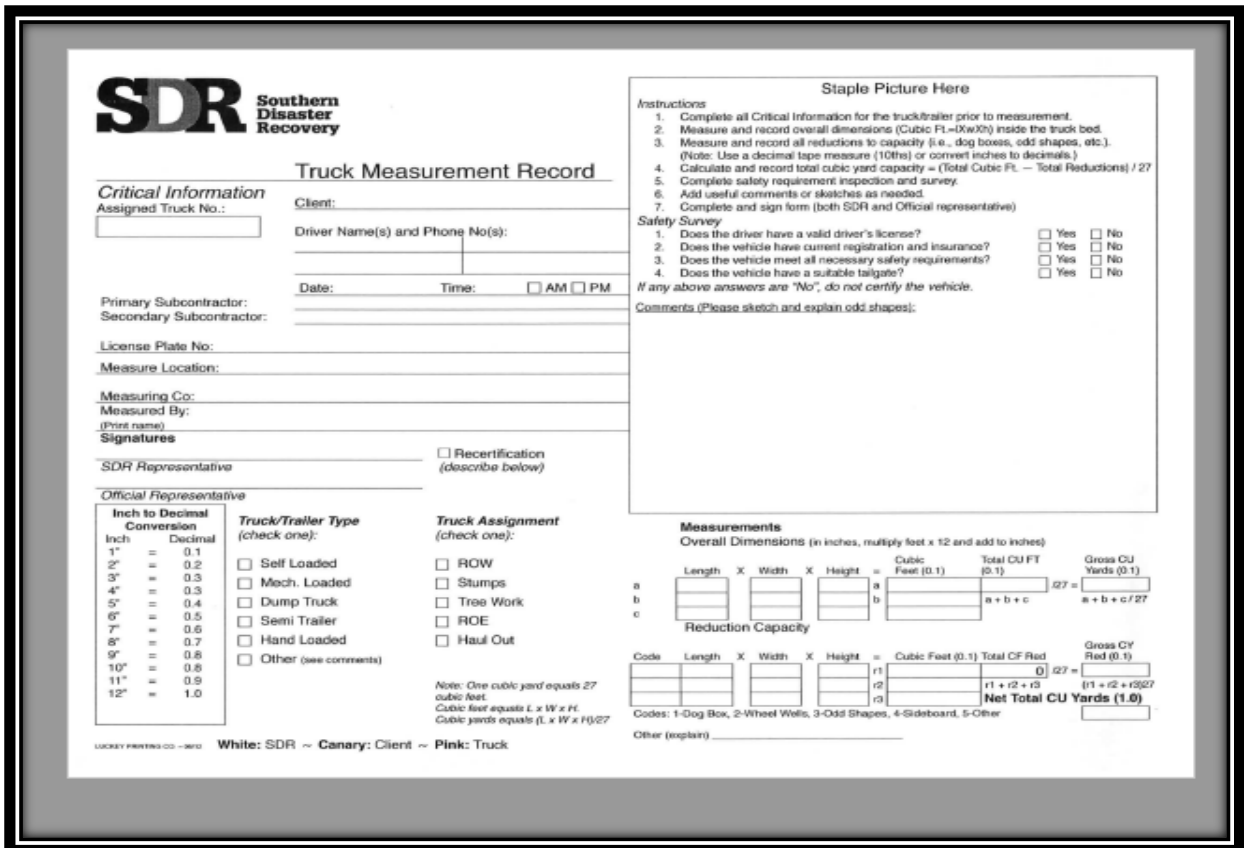
As TDMS's are being constructed or modified per the permit requirements, the entity officials and SDR will certify trucks to prepare for the “load/haul” stage of disaster debris recovery/management.

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DOCUMENTATION, REPORTING, AND RECONCILIATION

TRUCK CERTIFICATION FORM

The *Truck Certification Form* documents that the truck and/or trailer is safe, properly licensed, insured, and operated by a licensed driver. The form also certifies the load carrying or volume capacity of the truck and/or trailer, which is a necessary component in determining the total load haul amount for use in the federal reimbursement and contractor compensation process.



The image shows a 'Truck Measurement Record' form from SDR Southern Disaster Recovery. The form is divided into several sections:

- Critical Information:** Fields for Assigned Truck No., Client, Driver Name(s) and Phone No(s), Date, and Time (AM/PM).
- Subcontractor Information:** Primary and Secondary Subcontractor.
- License and Location:** License Plate No. and Measure Location.
- Measuring Co.:** Measured By (Print name).
- Signatures:** SDR Representative and Official Representative, with checkboxes for Recertification.
- Inch to Decimal Conversion:** A table listing inches from 1 to 12 and their decimal equivalents.
- Truck/Trailer Type (check one):** Self Loaded, Mech. Loaded, Dump Truck, Semi Trailer, Hand Loaded, or Other.
- Truck Assignment (check one):** ROW, Stumps, Tree Work, ROE, or Haul Out.
- Measurements:** A section for Overall Dimensions (Length, Width, Height) and Reduction Capacity, with formulas for calculating Cubic Feet and Gross CU Yards.
- Instructions:** A list of 7 steps for completing the form, including safety checks and calculations.
- Safety Survey:** A series of yes/no questions regarding driver license, registration, safety requirements, and tailgate.
- Comments:** A field for additional notes, including sketches of odd shapes.

SDR Truck Certification Form (Document shown smaller than actual size)

LOAD TICKET

SDR's *Load Ticket* may also be utilized by the Client to record the debris collected and transported from rights-of-way to the designated disposal sites. SDR captures 15 key data points described in the Debris Management Guide (FEMA). The six-part load ticket allows all recovery participants to accurately maintain documentation of their billable activities during the recovery project.

Each week, or more frequently if deemed necessary by the severity of the storm, the load tickets used will be posted to a spreadsheet and/or database and electronically submitted to the Client. The database includes the following information from each load ticket:

- Date
- Preprinted ticket number




Southern Disaster Recovery

DOCUMENTATION, REPORTING, AND RECONCILIATION

- Hauler's name
- Truck number
- Truck capacity in cubic yards
- Load percentage full, as assigned by the Client Representative in the tower
- Load amount in billable cubic yards
- Debris classification as burnable, non-burnable, mixed, other
- Point of origin for debris collection, time loaded and unloaded, including location of the temporary disposal site

25199*



2201

www.southerndr.com

Load Ticket

Contracting Agency:		Date:
Subcontractor:		
Truck No.:	Max Load Capacity:	CY
Loading Site: <i>(Street or Intersection, City, County)</i>		
Load Classification: <i>(check one)</i>		
<input type="checkbox"/> Vegetative/Woody	<input type="checkbox"/> C & D	
<input type="checkbox"/> Mixed	<input type="checkbox"/> Mulch	
<input type="checkbox"/> White Goods	<input type="checkbox"/> Other (specify): _____	
Driver's Name: <i>(print)</i>		
Loading Site Departure Time:		
Agency Loading Site Monitor:		
Signature: _____		ID #: _____
Disposal Site Location:		
Disposal Site Arrival Time:		
Debris Quantity Estimate:	Cubic Yard Estimate:	Tons:
% Full	C/Y's	
Agency Disposal Site Monitor:		
Signature: _____		ID #: _____
Notes:		

Southern Disaster Recovery, 419 The Parkway #214, Greer, SC 29650 ~ Ph: 864-561-7797

White: SDR ~ Blue: Invoice Copy ~ Green: Agency ~ Canary: Client Tower ~ Pink: Truckers Copy ~ Gold: Client Field

SDR 6-part Sequentially Numbered Load Ticket (Document shown smaller than actual size)



Southern Disaster Recovery

DOCUMENTATION, REPORTING, AND RECONCILIATION

As demonstrated in the preceding example, the load ticket records all necessary identifying data to expedite data processing, compensation, and reimbursement.

The distribution of all ticket copies for the various type of debris will be determined by the contractor and the designated Project Officer.


Entity officials may authorize other debris recovery tasks during debris management for which the Load Ticket is not suitable. Specifically, leaners and hangers have unique documentation requirements.

LEANER/HANGER WORKSHEET

The *Hanger/Leaner Worksheet* documents the eligible work effort of the assigned crew in the field in a manner consistent with the FEMA Public Assistance Program and Policy.

Leaner / Hanger Worksheet

This # is Ticket # **1000**



Applicant : _____
Contractor: _____ Subcontractor: _____
Applicant Representative: _____

Date: _____
Truck# _____

No.	Physical Location (i.e. Street Address, etc.)	Describe Facility (ROW, R.O.E., Park, City Hall, etc.)	Signature		Print name		Picture # and Comments
			Lat(N):	Lon(W):	Leaner Tree Size(Dia. In.)	Hanger	
1			Lat(N):	Lon(W):			
2			Lat(N):	Lon(W):			
3			Lat(N):	Lon(W):			
4			Lat(N):	Lon(W):			
5			Lat(N):	Lon(W):			
6			Lat(N):	Lon(W):			
7			Lat(N):	Lon(W):			
8			Lat(N):	Lon(W):			
9			Lat(N):	Lon(W):			
10			Lat(N):	Lon(W):			
11			Lat(N):	Lon(W):			
12			Lat(N):	Lon(W):			
13			Lat(N):	Lon(W):			
14			Lat(N):	Lon(W):			
15			Lat(N):	Lon(W):			
16			Lat(N):	Lon(W):			
17			Lat(N):	Lon(W):			
18			Lat(N):	Lon(W):			
19			Lat(N):	Lon(W):			
20			Lat(N):	Lon(W):			
21			Lat(N):	Lon(W):			
22			Lat(N):	Lon(W):			
23			Lat(N):	Lon(W):			
24			Lat(N):	Lon(W):			
25			Lat(N):	Lon(W):			
26			Lat(N):	Lon(W):			
27			Lat(N):	Lon(W):			

* White: SDR * Blue: Driver * Green: Client * Canary: Field

SDR Leaner/Hanger Worksheet (Document shown smaller than actual size)



DOCUMENTATION, REPORTING, AND RECONCILIATION

DATA VERIFICATION AND REPORTING

Just as in the Field Ticketing for Loads and Time/Material Tickets, the third-party independent monitor signature is an important validation for the County to document for disaster reimbursement purposes.

Following the collection of data in the field via Load Tickets or Leaner/Hanger Worksheets, all documents are entered into a spreadsheet for subsequent reports and invoicing. Entity officials and will receive daily reports and updates

that are integrated into the entity's situation reporting, enabling the production of any manner of report for daily briefings, weekly rollups, or work reconciliation. Reports are tailored to support the unique needs of each client.

In addition to the aforementioned forms, SDR may provide the following source documentation in conjunction with the entity's monitoring firm:

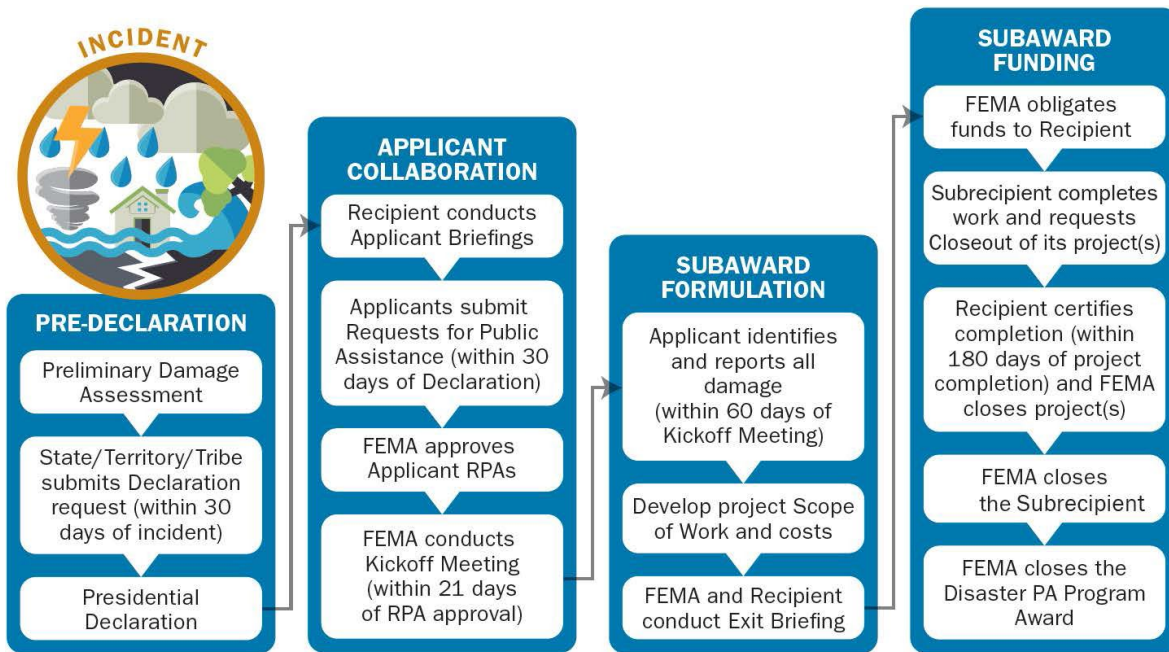
1. Monitored Time and Materials Tickets and Summary Spreadsheets
2. Debris estimate reports
3. TDMS
 - a. Lease Agreement (if warranted)
 - b. Property Owner Releases
 - c. Pre-cleanup pictures of site
 - d. Site Characterization Report; Soil samples
 - e. State Environmental Agency Permit
4. Truck Certification Forms, Photos, Summary Spreadsheets
5. Daily Action Plan(s), Damage Reports, Customer Contact Reports
6. Monitored Load/Haul Tickets, Summary Spreadsheets, Daily Reports
7. Monitor Tower Log Sheets, Daily Reports
8. Monitor Tower Log Sheets, Monitored Haul Out Load Tickets/Tipping Tickets, Sales Receipts (if warranted); disposal locations permits/name, addresses, contact information
9. Monitor Geo-locate, Review/inspection prior to work
10. TDMS Closeout Report

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DOCUMENTATION, REPORTING, AND RECONCILIATION

FEMA PROGRAM ASSISTANCE COORDINATION

SDR's FEMA Program Director can set up and coordinate necessary meetings. The Program Director will meet with the entity to review and/or update existing information that may be required for FEMA reimbursement submittals, and detail item checklists required for each FEMA categories A and B.



SDR's Program Assistance will include the following:

- Coordination with the entity to submit an official request for State assistance and FEMA inspection.
- Local government representation: SDR can train and assist the entity's personnel with submittal forms for force labor accounts and equipment inventory data sheets.
- Evaluation of the entity's FEMA Project Worksheet (PW) for accurate scope of work and unit costs.
- Recovery process documentation: SDR can assist the entity in formulating a plan to process all daily logs, tickets from the field/contractor, and enter data of the recovery process. Perform daily and/or weekly ticket reconciliation, and final reconciliation of debris removal ticket ledgers and disposal ledgers (TDMS to final disposal), per FEMA requirements. Provide FEMA Category A submittals, including final inspection reports.
- Examination of project documentation for consistency, compliance, and completeness. Assist with submission of Requests for Payment, if necessary.
- Recommendations to entity representatives for reimbursement tasks.
- Negotiation assistance with state and/or federal entities, if needed. Verification of work-item tasks completion for FEMA Category A-B for contract closeout.



CONTRACTOR QUALITY CONTROL PLAN

Our CQCP addresses contractor monitoring and control as it relates to debris removal, reduction, and disposal operations, including work done by subcontractors. The CQCP is comprised of the detailed procedures and organization required to ensure the performance of all debris recovery and removal processes complies with the contract requirements. The CQCP encompasses both on-site and off-site operations.

Ultimately, our Operation Manager and Site Superintendents are solely responsible for quality control of the work performed by the project team and all subcontractors.

Our CQCP Plan consists of the following individuals, procedures and responsibilities:

CQC System Manager

- Reports directly to the Incident Executive.
- Has authority to stop work for non-compliance with the contract.
- Coordinates all potential QC issues with the Operations Chief.
- Coordinates with Plans Chief as required.
- Coordinates with the Safety Officer as required.
- Resolves technical or operational issues with the ADMS system.

CQC Area Manager

- Reports directly to the CQC System Manager.
- Reports contract non-compliance issues to the CQC Area Manager.
- Resolves CQC issues identified throughout the area of operations.
- Has authority to stop work for safety violations.

CQC Sector Manager

- Reports contract non-compliance issues to the CQC Area Manager.
- Resolves CQC identified operational issues.
- Has authority to stop work for safety violations.
- Provides oversight of the TDMS/Disposal Site Ticket Manager

CQC Site Manager

- Reports directly to the CQC Area Manager.
- Reports directly to the CQC Sector Manager.
- Reports contract non-compliance issues to the CQC Sector Manager.
- Resolves CQC loading site issues.
- Has authority to stop work for safety violations.
- Provides oversight of the load site Ticket Manager.



Paper-Load Ticket Process

Should there be a time delay with implementing the Automated Debris Management System (ADMS), Southern Disaster Recovery (SDR) will provide and utilize paper load tickets as needed. Our CQC team will also oversee this process, which will be as follows:

- ✓ The load tickets will be a minimum four-part form used for recording the cubic yard volume of debris removed for disposal. Debris Load Tickets will be sequentially numbered and will be issued by the SDR CQC team at the debris loading sites.
- ✓ The Monitoring team is responsible for filling out all the information through the "LOADING" section of these tickets at the debris loading site prior to giving the four-part load ticket to the truck driver and releasing them from the loading site.
- ✓ The Monitoring team will fill in the remaining information at the "DROP-OFF" location, where they will verify the hauler and equipment and establish a percentage of truck capacity, or actual cubic yards, of the eligible cubic yardage of debris load at the reduction or disposal site. If documenting percentage, the Monitor will calculate the actual cubic yardage of the load. The actual cubic yards will be recorded on the load ticket by the Monitor to the nearest cubic yard and document the data on the load ticket.
- ✓ The Monitoring team will maintain the original copy of every load ticket. One copy will be given to the truck driver, one copy is for the prime contractor, and one copy for the landfill operator.
- ✓ All paper load tickets will be transferred to the Automated Debris Management System (ADMS) once it is brought online.

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TAB 3 - FINANCIAL STABILITY



COMPANY PROFILE

Legal Name of Firm:	<i>Southern Disaster Recovery, LLC</i>
Company Headquarters:	<i>109 White Oak Rd. Greenville, SC 29609</i>
Additional Office 1:	<i>2448 US Highway 411 Fairmount, GA 30139</i>
Additional Office 2:	<i>390 North Orange Avenue Suite 2300, Orlando, FL, US 32801</i>
Additional Office 3:	<i>222 Rice Mill Circle, Sunset Beach, NC 28468</i>
Type of Business:	<i>Limited Liability Company – S Corporation</i>
Business Size:	<i>Small Business</i>
State Organized:	<i>South Carolina</i>
Established:	<i>May 11, 2012</i>
Has been in Business	<i>8.5 years</i>
Employees	<i>8</i>
FEIN:	<i>45-5312400</i>
E-Verify:	<i>559716 8/24/2012</i>
DUNS Number:	<i>078499137</i>
Cage Code:	<i>6TXC1</i>
NAICS:	<i>562119</i>
Owners / Principals	<i>Al McClaran Mark Ellis</i>
Authorized Representative:	<i>Al McClaran – CEO/Member</i>
Point of Contact:	<i>Al McClaran – CEO/Member</i>
Telephone Number:	<i>864-469-9776 (o); 864-561-7797 (c)</i>
Fax Number:	<i>864-469-9642</i>
Email:	<i>al@southerndr.com</i>
Website:	<i>www.southerndr.com</i>



SDR PROJECTS IN THE PAST 5 YEARS

Year Completed	Start Date	Stop Date	Job Name and Description	Owner	State	Prime Or Sub	Contract Amount	Debris Quantity CY	Status
2021	9/2/2020	3/29/2021	Hurricane Laura: LA DOT Districts 7 & 8	T.F.R Enterprises, Inc.	Louisiana	Sub Contractor	\$ 1,509,000	185,000	Completed
2021	12/1/2020	3/2/2021	Brevard Beach Berm Restoration Project	Brevard County	Florida	Prime Contractor	\$ 1,614,700	47,200 (sand)	Completed
2021	11/30/2020	2/11/2021	Hurricane Isaias: Oak Island, NC - Sand Sifting	Oak Island	North Carolina	Prime Contractor	\$ 1,025,000	75,620	Completed
2020	8/17/2020	12/16/2020	Iowa Derecho: Marion, IA	City of Marion	Iowa	Prime Contractor	\$ 12,988,800	729,900	Completed
2020	11/9/2020	12/18/2020	Hurricane Zeta: White Co, GA	White County	Georgia	Prime Contractor	\$ 107,000	6,000	Completed
2020	8/4/2020	9/14/2020	Hurricane Isaias: Ocean Isle Beach, NC	Ocean Isle Beach	North Carolina	Prime Contractor	\$ 215,700	7,000	Completed
2020	8/18/2020	10/2/2020	Hurricane Isaias: Oak Island, NC	Oak Island	North Carolina	Prime Contractor	\$ 1,154,700	62,400	Completed
2020	8/7/2020	9/18/2020	Hurricane Isaias: Holden Beach, NC	Holden Beach	North Carolina	Prime Contractor	\$ 60,800	2,150	Completed
2020	8/24/2020	9/13/2020	Hurricane Isaias: Caswell Beach, NC	Caswell Beach	North Carolina	Prime Contractor	\$ 82,100	5,000	Completed
2020	8/24/2020	10/9/2020	Hurricane Isaias: Brunswick Co, NC	Brunswick County	North Carolina	Prime Contractor	\$ 355,000	19,700	Completed
2020	8/27/2020	9/6/2020	Hurricane Isaias: Bertie Co, NC	Bertie County	North Carolina	Prime Contractor	\$ 35,900	465 (tons)	Completed
2020	6/24/2020	9/11/2020	SC Tornado: Hampton Co, SC	Hampton County	South Carolina	Prime Contractor	\$ 482,800	136,300	Completed
2020	5/18/2020	5/22/2020	SC Tornado: Barnwell Co, SC	SC DOT	South Carolina	Prime Contractor	\$ 32,000	7,624	Completed
2020	4/21/2020	6/26/2020	SC Tornado: Oconee Co, SC	SC DOT	South Carolina	Prime Contractor	\$ 2,748,000	491,504	Completed
2020	12/1/2019	4/30/2020	Brevard Beach Berm Restoration Project	Brevard County	Florida	Prime Contractor	\$ 3,343,000	100,000 (sand)	Completed
2020	3/9/2020	3/28/2020	Spartanburg Tornado: City of Spartanburg	City of Spartanburg	South Carolina	Prime Contractor	\$ 87,200	12,900	Completed
2020	9/6/2019	5/7/2020	Hurricane Dorian: Hyde Co, NC - Debris Removal	Hyde County	North Carolina	Prime Contractor	\$ 3,540,000	101,620	Completed
2020	9/23/2019	1/11/2020	Hurricane Dorian: Dare Co, NC - Debris Removal	Dare County	North Carolina	Prime Contractor	\$ 2,047,000	111,000	Completed
2020	9/21/2019	1/5/2020	Hurricane Dorian: Currituck Co, NC - Debris Removal	Currituck County	North Carolina	Prime Contractor	\$ 548,500	24,000	Completed
2019	10/10/2019	12/5/2019	Hurricane Dorian: Tyrrell Co, NC - Debris Removal	Tyrrell County	North Carolina	Prime Contractor	\$ 648,000	36,070	Completed
2019	10/9/2019	12/5/2019	Hurricane Dorian: Columbia, NC - Debris Removal	City of Columbia	North Carolina	Prime Contractor	\$ 114,500	3,900	Completed
2019	9/23/2019	10/29/2019	Hurricane Dorian: Southern Shores, NC - Debris Removal	Southern Shores	North Carolina	Prime Contractor	\$ 403,000	27,900	Completed
2019	9/24/2019	10/17/2019	Hurricane Dorian: Kitty Hawk, NC - Debris Removal	Kitty Hawk	North Carolina	Prime Contractor	\$ 195,500	11,300	Completed
2019	9/30/2019	10/7/2019	Hurricane Dorian: Duck, NC - Debris Removal	Town of Duck	North Carolina	Prime Contractor	\$ 16,000	1,100	Completed
2019	4/30/2019	6/25/2019	Hurricane Michael: Baker Co, GA - Debris Removal	Baker County	Georgia	Prime Contractor	\$ 1,888,000	111,000	Completed
2019	3/21/2019	4/30/2019	Hurricane Michael: Mitchell Co, GA - Debris Removal	Mitchell County	Georgia	Prime Contractor	\$ 536,000	43,600	Completed
2019	3/12/2019	4/26/2019	Wiregrass Electric Cooperative - Tree Removal	Wiregrass Electric CoOp	Alabama	Prime Contractor	\$ 2,076,500	52,000	Completed
2019	8/28/2018	4/19/2019	Bradford Co, FL - Creek Debris Removal	Bradford County	Florida	Prime Contractor	\$ 2,557,000	500 tons	Completed
2018	9/30/2018	1/23/2019	Hurricane Florence: Pamlico - Debris Removal	NC DOT	North Carolina	Prime Contractor	\$ 3,432,500	111,900	Completed
2019	11/13/2018	4/30/2020	Pacific Gas & Electric: Utility Line Clearing	Pacific Gas & Electric	California	Prime Contractor	\$ 48,317,000	N/A	Completed
2018	11/2/2018	12/19/2018	Hurricane Florence: Beaufort Co, NC - Debris Removal	Beaufort County	North Carolina	Prime Contractor	\$ 178,700	18,700	Completed
2018	10/1/2018	12/6/2018	Hurricane Florence: City of Goldboro, NC - Debris Removal	City of Goldsboro	North Carolina	Prime Contractor	\$ 370,000	45,100	Completed
2018	11/5/2018	11/17/2018	Hurricane Florence: Craven - Debris Removal	NC DOT	North Carolina	Prime Contractor	\$ 943,000	39,000	Completed
2018	11/3/2018	11/7/2018	Hurricane Michael: Kitty Hawk, NC - Debris Removal	Kitty Hawk	North Carolina	Prime Contractor	\$ 38,000	3,400	Completed
2018	10/29/2018	11/2/2018	Hurricane Michael: Town of Duck, NC - Debris Removal	Town of Duck	North Carolina	Prime Contractor	\$ 22,100	2,000	Completed
2018	10/18/2018	10/29/2018	Hurricane Michael: Kill Devil Hills, NC - Debris Removal	Kill Devil Hills	North Carolina	Prime Contractor	\$ 111,800	10,400	Completed
2018	10/2/2018	10/27/2018	Hurricane Florence: Marion - Debris Removal	SC DOT	South Carolina	Prime Contractor	\$ 162,000	8,000	Completed
2018	10/9/2018	10/19/2018	Hurricane Florence: Chesterfield - Debris Removal	SC DOT	South Carolina	Prime Contractor	\$ 24,000	800	Completed
2018	10/10/2018	10/17/2018	Hurricane Florence: Town of Bogue, NC - Debris Removal	Town of Bogue	North Carolina	Prime Contractor	\$ 62,200	8,900	Completed
2018	7/3/2018	8/23/2018	Town of New Fairfield - Debris Removal	Supreme Industries	Connecticut	Sub Contractor	\$ 909,500	86,600	Completed
2018	7/24/2018	8/20/2018	Town of Beacon Falls - Debris Removal	Supreme Industries	Connecticut	Sub Contractor	\$ 222,000	14,600	Completed



SDR PROJECTS IN THE PAST 5 YEARS

2018	12/4/2017	5/30/2018	Brevard Beach Berm Restoration Project	Brevard County	Florida	Prime Contractor	\$ 7,554,000	235,400 (sand)	Completed
2018	3/10/2017	5/26/2018	Seagrape Trail Beach Berm Restoration Project	HOAs: Baytree, Sea Colony, Sea Oaks	Florida	Prime Contractor	\$ 250,000	6,100 (sand)	Completed
2018	12/3/2017	2/25/2018	Hurricane Irma: Banks Co, GA - Debris Removal	Banks County	Georgia	Prime Contractor	\$ 1,086,000	27,100	Completed
2018	10/12/2017	2/23/2018	Hurricane Irma: Macon Bibb, GA- Debris Removal	Macon-Bibb County	Georgia	Prime Contractor	\$ 1,924,000	96,800	Completed
2018	9/19/2017	2/13/2018	Hurricane Irma: Nassau Co, FL- Debris Removal	Crowder Gulf	Florida	Sub Contractor	\$ 2,639,000	206,000	Completed
2018	9/16/2017	2/11/2018	Hurricane Irma: Clay Co, FL - Debris Removal	Crowder Gulf	Florida	Sub Contractor	\$ 4,383,000	423,600	Completed
2018	10/2/2017	2/10/2018	Hurricane Irma: Lumpkin Co, GA- Debris Removal	Lumpkin County	Georgia	Prime Contractor	\$ 944,000	35,200	Completed
2018	11/14/2017	2/2/2018	Hurricane Irma: Putnam Co, FL- Debris Removal	Crowder Gulf	Florida	Sub Contractor	\$ 3,199,000	315,000	Completed
2018	11/10/2017	1/13/2018	Hurricane Irma: Forsyth Co, GA- Debris Removal	Forsyth County	Georgia	Prime Contractor	\$ 92,000	7,200	Completed
2017	9/24/2017	12/10/2017	Hurricane Irma: City of Deltona, FL - Debris Removal	Crowder Gulf	Florida	Sub Contractor	\$ 2,853,000	274,900	Completed
2017	10/8/2017	12/10/2017	Hurricane Irma: DeSoto County, FL - Site Mngmt	Crowder Gulf	Florida	Sub Contractor	\$ 530,000	78,900	Completed
2017	10/16/2017	12/3/2017	Hurricane Irma: White, GA - Debris Removal	White County	Georgia	Prime Contractor	\$ 111,000	8,900	Completed
2017	10/5/2017	11/21/2017	Hurricane Irma: City of Palmetto, FL -Debris Removal	Crowder Gulf	Florida	Sub Contractor	\$ 184,000	17,700	Completed
2017	10/8/2017	11/19/2017	Hurricane Irma:City of Arcadia, FL - Site Mngmt	Crowder Gulf	Florida	Sub Contractor	\$ 42,000	34,700	Completed
2017	10/6/2017	11/8/2017	Hurricane Irma: City of Miami, FL - Debris Removal	Crowder Gulf	Florida	Sub Contractor	\$ 441,000	14,400	Completed
2017	10/1/2017	11/5/2017	Hurricane Irma: City of St. Marys, GA- Debris Removal	Barnett Southern	Georgia	Sub Contractor	\$ 286,400	25,700	Completed
2017	9/18/2017	10/3/2017	Hurricane Irma: City of Sarasota, FL- Debris Removal	Ceres Environmental	Florida	Sub Contractor	\$ 36,000	4,300	Completed
2017	6/30/2017	7/7/2017	City of Pembroke, GA - Tree Clearing	Pembroke, GA	Georgia	Prime Contractor	\$ 99,000	836 trees	Completed
2017	4/1/2017	4/9/2017	Hurricane Matthew: Hunting Island, SC - Debris Removal	South Carolina Parks & Rec	South Carolina	Prime Contractor	\$ 748,000	N/A	Completed
2017	3/31/2017	4/2/2017	Hurricane Matthew: Brantley County, GA - Debris Grinding	Brantley County	Georgia	Prime Contractor	\$ 79,000	28,500	Completed
2017	2/28/2017	3/19/2017	Hurricane Matthew: Evans County, GA - Debris Burning	Evans County	Georgia	Prime Contractor	\$ 40,000	26,700	Completed
2017	3/6/2017	3/19/2017	Hurricane Matthew: SCDOT Bamberg - Debris Grinding	South Carolina DOT	South Carolina	Prime Contractor	\$ 9,000	1,700	Completed
2017	1/30/2017	2/26/2017	Hurricane Matthew: GDOT Screven - Debris Removal	Georgia DOT	Georgia	Prime Contractor	\$ 123,000	10,200	Completed
2017	2/4/2017	2/26/2017	GA Tornadoes: Thomas County, GA - Debris Removal	Thomas County	Georgia	Prime Contractor	\$ 106,000	12,200	Completed
2017	11/18/2016	2/12/2017	Hurricane Matthew: GDOT Bryan - Debris Removal	Georgia DOT	Georgia	Prime Contractor	\$ 376,000	23,500	Completed
2017	11/10/2016	2/12/2017	Hurricane Matthew: GDOT Effingham - Debris Removal	Georgia DOT	Georgia	Prime Contractor	\$ 192,000	11,200	Completed
2017	11/29/2016	2/7/2017	Hurricane Matthew: GDOT Bulloch - Debris Removal	Georgia DOT	Georgia	Prime Contractor	\$ 731,000	53,300	Completed
2017	11/10/2016	2/6/2017	Hurricane Matthew: City of Lumberton, NC - Debris Removal	Lumberton, NC	North Carolina	Prime Contractor	\$ 930,000	29,000	Completed
2017	10/27/2016	2/3/2017	Hurricane Matthew: Effingham County, GA - Debris Removal	Effingham County	Georgia	Prime Contractor	\$ 274,000	13,700	Completed
2017	10/13/2016	1/30/2017	Hurricane Matthew: SCDOT Georgetown - Debris Removal	South Carolina DOT	South Carolina	Prime Contractor	\$ 4,523,000	284,200	Completed
2017	12/14/2016	1/29/2017	Hurricane Matthew: SCDOT Jasper - Debris Removal	Ceres Environmental	South Carolina	Sub Contractor	\$ 361,000	36,300	Completed
2017	10/27/2016	1/29/2017	Hurricane Matthew: SCDOT Lee - Debris Removal	South Carolina DOT	South Carolina	Prime Contractor	\$ 310,000	17,000	Completed
2017	10/15/2016	1/25/2017	Hurricane Matthew: SCDOT Marion - Debris Removal	South Carolina DOT	South Carolina	Prime Contractor	\$ 3,799,000	251,000	Completed
2017	11/22/2016	1/25/2017	Hurricane Matthew: GDOT Evans - Debris Removal	Georgia DOT	Georgia	Prime Contractor	\$ 81,000	5,700	Completed
2017	11/11/2016	1/21/2017	Hurricane Matthew: GDOT Glynn - Debris Removal	Georgia DOT	Georgia	Prime Contractor	\$ 153,000	7,600	Completed
2017	11/6/2017	1/20/2017	Hurricane Matthew: GDOT Camden - Debris Removal	Georgia DOT	Georgia	Prime Contractor	\$ 84,000	4,300	Completed
2017	10/26/2016	1/19/2017	Hurricane Matthew: Hampton County, SC - Debris Removal	Hampton County	South Carolina	Prime Contractor	\$ 657,000	23,700	Completed
2017	11/10/2016	1/14/2017	Hurricane Matthew: SCDOT Hampton - Debris Removal	Ceres Environmental	South Carolina	Sub Contractor	\$ 755,000	61,600	Completed



SDR PROJECTS IN THE PAST 5 YEARS

2017	10/26/2016	1/5/2017	Hurricane Matthew: SCDOT Berkeley - Debris Removal	Ceres Environmental	South Carolina	Sub Contractor	\$ 693,000	48,400	Completed
2017	10/26/2016	1/1/2017	Hurricane Matthew: SCDOT Clarendon - Debris Removal	South Carolina DOT	South Carolina	Prime Contractor	\$ 922,000	53,700	Completed
2016	10/23/2016	12/31/2016	Hurricane Matthew: Pawleys Plantation - Debris Removal	Pawleys Plantation POA	South Carolina	Prime Contractor	\$ 229,000	13,200	Completed
2016	10/9/2016	11/14/2016	Hurricane Matthew: Summerville, SC - Debris Removal	Summerville, SC	South Carolina	Prime Contractor	\$ 468,000	44,300	Completed
2016	11/5/2016	11/13/2016	Hurricane Matthew: Beaufort County, NC - Debris Removal	Beaufort County	North Carolina	Prime Contractor	\$ 28,000	3,700	Completed
2015	10/21/2015	12/31/2015	SC Flooding: Georgetown County/DOT - Debris Removal	South Carolina DOT	South Carolina	Prime Contractor	\$ 676,000	76,300	Completed
2015	10/21/2015	12/31/2015	SC Flooding: Horry County/DOT - Debris Removal	South Carolina DOT	South Carolina	Prime Contractor	\$ 11,000	800	Completed
2015	10/21/2015	12/23/2015	Butte Wildfires (CA) - Utility Line Clearing	Philips & Jordan	California	Sub Contractor	\$ 3,500,000	N/A	Completed
							\$ 142,715,900	5,326,188	

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SOUTHERN DISASTER RECOVERY, LLC

FINANCIAL STATEMENTS

As of and for the Years Ended December 31, 2019 and 2018

And Independent Accountant's Review Report

SOUTHERN DISASTER RECOVERY, LLC
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Independent Accountant's Review Report

To the Members
Southern Disaster Recovery, LLC
Simpsonville, South Carolina

We have reviewed the accompanying financial statements of Southern Disaster Recovery, LLC (the "Company"), which comprise the balance sheets as of December 31, 2019 and 2018, and the related statements of comprehensive income, changes in members' equity, and cash flows for the years then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of Company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

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

Accountant's Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the American Institute of Certified Public Accountants. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

Accountant's Conclusion

Based on our reviews, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.



Greenville, South Carolina
April 30, 2020

SOUTHERN DISASTER RECOVERY, LLC
BALANCE SHEETS

DECEMBER 31, 2019 AND 2018
(SEE INDEPENDENT ACCOUNTANT'S REVIEW REPORT)

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	2019	2018
ASSETS		
Current Assets:		
Cash	\$ 2,482,414	\$ 643,310
Accounts receivable	11,179,893	6,478,498
Unbilled revenue	47,831	-
Prepaid expenses	127,081	84,238
Employee receivables	1,714	10,446
Other assets	4,400	10,759
Contract asset	964,182	52,500
Total Current Assets	14,807,515	7,279,751
Long-Term Assets:		
Vehicles and equipment, net	246,651	12,083
Total Long-Term Assets	246,651	12,083
Total Assets	\$ 15,054,166	\$ 7,291,834
LIABILITIES AND MEMBERS' EQUITY		
Current Liabilities:		
Accounts payable	\$ 4,360,295	\$ 1,614,801
Member payable	3,161,000	2,125,000
Line of credit	-	500,000
Accrued expenses	54,331	56,382
Total Current Liabilities	7,575,626	4,296,183
Long-Term Liabilities:		
Accrued retirement plan contributions	362,573	330,763
Unfunded pension obligation	409,077	432,396
Total Long-Term Liabilities	771,650	763,159
Total Liabilities	8,347,276	5,059,342
Members' equity	7,139,713	2,768,063
Accumulated other comprehensive loss	(432,823)	(535,571)
Total Members' Equity	6,706,890	2,232,492
Total Liabilities and Members' Equity	\$ 15,054,166	\$ 7,291,834

SOUTHERN DISASTER RECOVERY, LLC
STATEMENTS OF COMPREHENSIVE INCOME

YEARS ENDED DECEMBER 31, 2019 AND 2018
(SEE INDEPENDENT ACCOUNTANT'S REVIEW REPORT)

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	<u>2019</u>	<u>2018</u>
Revenue	\$ 48,272,372	\$ 21,317,959
Costs of Revenue	<u>36,320,350</u>	<u>17,372,264</u>
Gross Profit	11,952,022	3,945,695
General and administrative	3,302,458	1,598,730
Loss on sale of asset	5,875	2,320
Loss on lease termination	<u>-</u>	<u>41,495</u>
Income from Operations	<u>8,643,689</u>	<u>2,303,150</u>
Other Income (Expense):		
Interest income	-	1,503
Miscellaneous income	13,241	4,738
Interest expense	(14,865)	(6,832)
Other expense	<u>(7,145)</u>	<u>(34)</u>
Total Other Expense	<u>(8,769)</u>	<u>(625)</u>
Net Income	8,634,920	2,302,525
Other Comprehensive Gain (Loss):		
Change in minimum pension liability	<u>102,748</u>	<u>(526,933)</u>
Comprehensive Income	<u>\$ 8,737,668</u>	<u>\$ 1,775,592</u>

SOUTHERN DISASTER RECOVERY, LLC
STATEMENTS OF CHANGES IN MEMBERS' EQUITY

YEARS ENDED DECEMBER 31, 2019 AND 2018
(SEE INDEPENDENT ACCOUNTANT'S REVIEW REPORT)

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	Members' Equity	Accumulated Other Comprehensive Loss	Total Members' Equity
Balance, January 1, 2018	\$ 3,101,418	\$ (8,638)	\$ 3,092,780
Members' contributions	192,650	-	192,650
Members' distributions	(2,828,530)	-	(2,828,530)
Net income	2,302,525	-	2,302,525
Other comprehensive loss	-	(526,933)	(526,933)
Balance, December 31, 2018	2,768,063	(535,571)	2,232,492
Members' contributions	20,612	-	20,612
Members' distributions	(4,283,882)	-	(4,283,882)
Net income	8,634,920	-	8,634,920
Other comprehensive gain	-	102,748	102,748
Balance, December 31, 2019	<u>\$ 7,139,713</u>	<u>\$ (432,823)</u>	<u>\$ 6,706,890</u>

SOUTHERN DISASTER RECOVERY, LLC
STATEMENTS OF CASH FLOWS

YEARS ENDED DECEMBER 31, 2019 AND 2018
(SEE INDEPENDENT ACCOUNTANT'S REVIEW REPORT)

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	<u>2019</u>	<u>2018</u>
Cash flows from operating activities:		
Net income	\$ 8,634,920	\$ 2,302,525
Adjustments to reconcile net income to net cash from operating activities:		
Depreciation	22,863	96,273
Loss on sale of property and equipment	5,875	2,320
Loss on lease termination	-	41,495
Changes in assets and liabilities:		
Accounts receivable	(4,701,395)	(387,439)
Unbilled revenue	(47,831)	116,343
Prepaid expenses	(42,843)	4,511
Employee receivables	8,732	(10,446)
Other assets	6,359	24,538
Contract asset	(911,682)	76,501
Funded (unfunded) pension obligation	79,429	(14,298)
Accounts payable	2,745,494	(723,497)
Accrued expenses	(2,051)	50,119
Due to related parties	-	(1,438)
Accrued retirement plan contributions	31,810	131,023
Net cash from operating activities	<u>5,829,680</u>	<u>1,708,530</u>
Cash flows from investing activities:		
Purchase of vehicles and equipment	(263,306)	(14,899)
Proceeds received from payments on note receivable	-	53,671
Net cash from investing activities	<u>(263,306)</u>	<u>38,772</u>
Cash flows from financing activities:		
Proceeds from member payable, net	1,036,000	195,192
Payments (proceeds) from line of credit, net	(500,000)	500,000
Payments on capital lease obligations	-	(137,272)
Contributions from members	20,612	192,650
Distributions to members	(4,283,882)	(2,828,530)
Net cash from financing activities	<u>(3,727,270)</u>	<u>(2,077,960)</u>
Net change in cash	1,839,104	(330,658)
Cash, beginning of year	643,310	973,968
Cash, end of year	<u>\$ 2,482,414</u>	<u>\$ 643,310</u>
Supplemental disclosures of cash flow information:		
Cash paid for interest	<u>\$ 14,865</u>	<u>\$ 6,832</u>
Supplemental disclosure of non-cash transactions:		
Capital lease disposal, net of payments made	<u>\$ -</u>	<u>\$ 341,610</u>
Change in minimum pension liability	<u>\$ 102,748</u>	<u>\$ 526,933</u>

SOUTHERN DISASTER RECOVERY, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2019 AND 2018
(SEE INDEPENDENT ACCOUNTANT'S REVIEW REPORT)

Confidential

Note 1—Organization

Southern Disaster Recovery, LLC (the "Company") is a rapid-response contractor specializing in environmental response and disaster recovery to commercial enterprises and all levels of governmental entities. The Company offers guidance in formulating debris management plans, training clients in debris disaster recovery, and managing debris recovery operations, including response, demolition, collection, reduction, and final disposal.

Note 2—Summary of significant accounting policies

Basis of Accounting – The Company's financial statements are prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America ("U.S. GAAP"). The Financial Accounting Standards Board ("FASB") has established the Accounting Standards Codification ("ASC") as the single source of authoritative accounting principles to be applied to the preparation of financial statements in accordance with U.S. GAAP.

Revenue and Cost Recognition – The Company has analyzed the provisions of FASB ASC Topic 606, *Revenue from Contracts with Customers*, and has concluded that no changes are necessary to conform with the new standard. The Company enters into contracts with customers that specify the rates charged for providing certain services to the customer with payment terms of 30 days. Each service is considered a performance obligation and is satisfied upon the completion of the service. The Company also enters into separate contracts with subcontractors for debris removal. These contracts specify rates charged based on cubic yards of debris removed from a specified site. Third party, independent monitors track the cubic yards of debris delivered to the waste disposal site. Revenue is recognized at a point in time when the debris has been delivered and all services have been rendered.

From time to time, the Company will enter into a fixed-price contract. Revenue is recognized over time using the percentage of completion method (cost-to-cost input approach), measured by the percentage of costs incurred to date to the total estimated costs for each contract. Revenue recognition commences only after contract progress reaches a state whereby experience is sufficient to estimate a profit on the contract. At the time a loss on a contract becomes known, the entire amount of the estimated loss is recognized. As of December 31, 2019 and 2018, the Company had one fixed-price contract.

For the years ending December 31, 2019 and 2018, the Company had \$309,276 and \$7,527,240, respectively, in revenue recognized over a period of time under one contract. The remaining revenue was recognized at a point in time as described above.

Contract costs include all direct material, labor and employee benefit costs, and certain indirect costs related to contract performance, such as indirect labor, equipment rentals, insurance, and tools. Selling and general and administrative costs are expensed as incurred. Changes in job performance, job conditions, and estimated profitability may result in revisions to costs and revenues, and are recognized in the period in which the revisions are determined.

The asset, *Contract asset* represents costs incurred and revenues earned in excess of amounts billed.

Cash and Cash Equivalents – The Company considers all cash and short-term investments with a maturity of three months or less when acquired to be cash and cash equivalents. At December 31, 2019 and 2018, the Company held no cash equivalents.

SOUTHERN DISASTER RECOVERY, LLC
NOTES TO THE FINANCIAL STATEMENTS

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(SEE INDEPENDENT ACCOUNTANT'S REVIEW REPORT)

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Note 2—Summary of significant accounting policies (continued)

Accounts Receivable – Accounts receivable consist of trade receivables stated at cost. The Company reviews receivables on a periodic basis and considers accounts delinquent after 90 days. The Company has not recorded an allowance for doubtful accounts for the years ended December 31, 2019 and 2018, as management believes all such amounts are collectible.

Unbilled Revenue – The Company records services completed by the subcontractor as cost of sales at the time the service has been provided. Based on invoicing requirements contained in contracts with customers, the Company at times has situations in which work has been completed but not billed to the customer.

Prepaid Expenses – Prepaid expenses consist of amounts paid in advance by the Company for services that have not yet been provided to the Company. These prepaid expenses consist of insurance premiums, bond premiums, and other miscellaneous expenses paid by the Company for services that will be rendered after December 31, 2019.

Employee Receivables – Employee receivables consists of amounts due to the Company from employees which will be paid over time.

Vehicles and Equipment – Vehicles and equipment are stated at cost. Depreciation is charged to expenses by straight-line method over the estimated useful lives of the assets (5 years). Gain or loss on disposals is credited or charged to operations. See Note 3.

Accounts Payable – Accounts payable consist of amounts due to various subcontractors and vendors for services provided in the ordinary course of business.

Due to Related Parties – Due to related parties consists of amounts due from the Company to other entities owned by members of the Company. See Note 8 for additional information.

Member Payable – Member payable consists of a loan made to the Company by one of its members. The loan bears no interest until the account's balance exceed \$4,000,000. The portion exceeding \$4,000,000 will either bear the market rate of interest or the interest and fees associated with any loan the member acquired to fund the Company. No interest expense was recorded during the years ended December 31, 2019 and 2018. The loan is due on demand.

Income Taxes – The Company is not directly subject to federal and state income taxes. Instead, the members are liable for individual federal and state income taxes on their respective share of taxable income. Management has evaluated all other tax positions that could have a significant effect on the financial statements and determined the Company had no uncertain income tax positions at December 31, 2019 and 2018.

Advertising Costs – The Company expenses advertising costs as they are incurred. Advertising costs of \$2,355 and \$9,970 for the years ended December 31, 2019 and 2018, respectively, are included in general and administrative expenses on the statements of comprehensive income.

Concentrations of Credit Risk – For the year ended December 31, 2019, the Company's three largest customers accounted for approximately 84% of the Company's total revenue. These customers also represented approximately 75% of gross accounts receivable at December 31, 2019. For the year ended December 31, 2018, the Company's three largest customers accounted for approximately 68% of the Company's total revenue. These customers also represented approximately 81% of gross accounts receivable at December 31, 2018.

SOUTHERN DISASTER RECOVERY, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2019 AND 2018
(SEE INDEPENDENT ACCOUNTANT'S REVIEW REPORT)

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Note 2—Summary of significant accounting policies (continued)

For the year ended December 31, 2019, the Company's three largest vendors accounted for approximately 56% of purchases and 61% of total accounts payable at December 31, 2019. For the year ended December 31, 2018, the Company's largest vendor accounted for approximately 25% of purchases and 75% of total accounts payable at December 31, 2018.

Use of Estimates – The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the amounts reported in the financial statements and the accompanying notes. Actual results could differ from those estimates and those differences may be material. Management believes that the estimates used in the financial statements are reasonable based on the information currently available.

Distributions to Members – As described in the Company's Operating Agreement (the "Agreement") dated September 30, 2015, distributions shall be made from profits to members of the Company at the discretion of the managing members of the Company, as defined in the Agreement. Distributions to members shall be paid in accordance with the allocation of membership interests, subject to certain terms and restrictions as defined in the Agreement.

Recently Issued Accounting Pronouncements Adopted – On May 28, 2014, FASB issued Accounting Standards Update ("ASU") 2014-09, *Revenue from Contracts with Customers* ("Topic 606"). Through 2017, ASU 2014-09, was amended by the following ASUs in order to provide further clarification:

- ASU 2015-14, *Revenue from Contracts with Customers: Deferral of the Effective Date*
- ASU 2016-08, *Revenue from Contracts with Customers: Principal versus Agent Considerations (Reporting Revenue Gross versus Net)*
- ASU 2016-10, *Revenue from Contracts with Customers: Identifying Performance Obligations and Licensing*
- ASU 2016-12, *Revenue from Contracts with Customers: Narrow-Scope Improvements and Practical Expedients*
- ASU 2016-20, *Technical Corrections and Improvements to Topic 606, Revenue from Contracts with Customers*

Collectively, the ASUs described above constitute Topic 606. The core principle is that an entity will recognize revenue when it transfers promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. This standard also includes expanded disclosure requirements that result in an entity providing users of financial statements with comprehensive information about the nature, amount, timing, and uncertainty of revenue and cash flows arising from the entity's contracts with customers. Topic 606 is effective for the calendar year ending December 31, 2019 and, as previously described in this footnote, has been adopted by the Company. Beyond the addition of expanded footnote disclosure, the Company has determined that there are no changes required to be presented as of December 31, 2019.

Recently Issued Accounting Pronouncements Not Yet Adopted – In February 2016, FASB issued ASU 2016-02, *Leases*. The standard requires all leases with lease terms over 12 months to be capitalized as a right-of-use asset and lease liability on the balance sheet at the date of lease commencement. Leases will be classified as either finance or operating. This distinction will be relevant for the pattern of expense recognition in the income statement. This standard will be effective for the calendar year ending December 31, 2021. The Company is currently in the process of evaluating the impact of adoption of this ASU on the financial statements.

SOUTHERN DISASTER RECOVERY, LLC
NOTES TO THE FINANCIAL STATEMENTS

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(SEE INDEPENDENT ACCOUNTANT'S REVIEW REPORT)

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Note 3—Vehicles and equipment, net

Vehicles and equipment consisted of the following at December 31:

	2019	2018
Vehicles and equipment	\$ 268,305	\$ 12,500
Accumulated depreciation	(21,654)	(417)
	<u>\$ 246,651</u>	<u>\$ 12,083</u>

Depreciation expense for the years ended December 31, 2019 and 2018 was \$22,863 and \$96,273, respectively.

Note 4—Line of credit

In 2018, the Company entered into a line of credit agreement for borrowings up to \$500,000 with a variable interest rate (6% as of December 31, 2018). All accrued interest and principal was due in full in September 2019 and was satisfied. As of December 31, 2019, the Company had \$-0- outstanding on the line. During 2019, this line of credit expired and was not renewed.

In 2019, the Company entered into a line of credit agreement for borrowings up to \$2,200,000 with a variable interest rate of LIBOR plus 1.85% (4.16% as of December 31, 2019). All outstanding interest and principal is due in full on January 2, 2021. As of December 31, 2019, the Company had \$-0- outstanding on the line. The line of credit agreement is subject to both financial and nonfinancial covenants. As of December 31, 2019, management was unaware of any covenant violations.

Note 5—Cash risk of loss

The Company places its cash and cash equivalents on deposit with financial institutions in the United States. The Federal Deposit Insurance Corporation covers \$250,000 for substantially all depository accounts. The Company from time to time may have amounts on deposit in excess of the insured limits. At December 31, 2019 and 2018, the Company had \$1,991,734 and \$280,775, respectively, which exceeded these insured amounts.

Note 6—Cash balance pension plan

Employees and members of the Company who meet certain age and service requirements are covered by a noncontributory cash balance defined pension plan (the "Plan"). The Plan calls for benefits to be paid to eligible employees and members at retirement based primarily upon the accumulated benefits per participant as defined in the *Southern Disaster Recovery, LLC Cash Balance Plan Agreement* (the "Cash Balance Plan Agreement"). Contributions to the Plan reflect benefits allocated to employees or members of the Company based on defined calculations in the Cash Balance Plan Agreement. The Plan's investments consist of single life annuity contracts. The Company accrued \$314,000 and \$284,784 related to Plan contributions at December 31, 2019 and 2018, respectively, which is included in accrued retirement plan contributions on the balance sheets.

SOUTHERN DISASTER RECOVERY, LLC
NOTES TO THE FINANCIAL STATEMENTS

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Note 6—Cash balance pension plan (continued)

The change in the Company's projected and accumulated benefit obligation related to the Plan for the years ended December 31, 2019 and 2018 was as follows:

	2019	2018
Projected and accumulated benefit obligation, beginning of year	\$ 996,133	\$ 385,057
Service cost	299,894	301,277
Interest cost	52,296	35,460
Actuarial loss	49,807	274,339
Projected and accumulated benefit obligation, end of year	<u>\$ 1,398,130</u>	<u>\$ 996,133</u>

The change in the fair value of Plan assets for the years ended December 31, 2019 and 2018 was as follows:

	2019	2018
Fair value of Plan assets, beginning of year	\$ 563,737	\$ 465,296
Actual return of Plan assets	140,532	(63,160)
Employer contributions	284,784	161,601
Benefits paid	-	-
Fair value of Plan assets, end of year	<u>\$ 989,053</u>	<u>\$ 563,737</u>

The unfunded status of the Plan was as follows at December 31, 2019 and 2018:

	2019	2018
Fair value of Plan assets	\$ 989,053	\$ 563,737
Projected benefit obligation	1,398,130	996,133
Unfunded status	<u>\$ (409,077)</u>	<u>\$ (432,396)</u>

The Company recorded a liability on the balance sheets of \$409,077 and \$432,396 at December 31, 2019 and 2018, respectively, for the unfunded portion of the Plan.

Amounts recognized in accumulated other comprehensive loss related to the Plan were as follows at December 31, 2019 and 2018:

	2019	2018
Beginning balance	\$ 535,571	\$ 8,638
Net unrealized (gain) loss	(102,748)	526,933
Total accumulated other comprehensive loss	<u>\$ 432,823</u>	<u>\$ 535,571</u>

SOUTHERN DISASTER RECOVERY, LLC
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Note 6—Cash balance pension plan (continued)

Net periodic pension cost of the Plan for the years ended December 31, 2019 and 2018 was as follows:

	<u>2019</u>	<u>2018</u>
Service cost	\$ 299,894	\$ 301,277
Interest cost	52,296	35,460
Expected return on Plan assets	(35,306)	(27,305)
Unrecognized loss	35,516	46,203
Net periodic benefit cost	<u>\$ 352,400</u>	<u>\$ 355,635</u>

The estimated net unrealized loss for the Plan that is expected to be amortized from accumulated other comprehensive loss into net periodic benefit cost over the next fiscal year is \$35,516.

Significant assumptions used in developing the above actuarial computations were as follows:

	<u>2019</u>	<u>2018</u>
Discount rate	5.0%	5.0%
Expected return on Plan assets	5.0%	5.0%
Average rate of compensation increase	0.0%	0.0%
Internal Revenue Code Section 415 Limit Projection	0.0%	0.0%
Asset valuation method	Fair Market Value	Fair Market Value
Termination rates	None	None
Measurement date	12/31/2019	12/31/2018
Form of payment	Straight life annuity	Straight life annuity

Note 7—Retirement plan

The Company maintains a profit-sharing plan under Section 401(k) of the Internal Revenue Code for all employees who have completed the eligibility requirements stated within the Plan document. Plan contribution expense totaled \$48,573 and \$45,979 for the years ended December 31, 2019 and 2018, respectively. As of December 31, 2019 and 2018, the Company recorded \$48,573 and \$45,979, respectively, on the balance sheets as accrued retirement plan contributions.

Note 8—Related party transactions

One of the Company's members is also the owner of a real estate company that leases an office building to the Company in Simpsonville, South Carolina during the years ended December 31, 2019 and 2018 under a month to month verbal agreement. The Company made rental payments to the related real estate company totaling \$19,800 and \$1,700 for the years ended December 31, 2019 and 2018, respectively, which is included in general and administrative expense on the statements of comprehensive income. For the years ended December 31, 2019 and 2018, the Company did not have any outstanding amounts owed to this related party.

SOUTHERN DISASTER RECOVERY, LLC
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Note 8—Related party transactions (continued)

One of the Company's members is also the owner of a company that rented equipment from time to time to the Company and provided other miscellaneous services. The equipment was rented for use in the ordinary course of business under daily or month to month verbal agreements. For the equipment rental, the Company paid this related party \$-0- and \$25,909 during the years ended December 31, 2019 and 2018, respectively, which is included in cost of sales on the statements of comprehensive income. For the additional miscellaneous expenses, the Company paid this related party \$1,640 and \$4,536 during the years ended December 31, 2019 and 2018, respectively, which is included in general and administrative expense on the statements of comprehensive income. For both the years ended December 31, 2019 and 2018, the Company owed this related party \$-0-, which is included in due to related parties on the balance sheets.

The Company from time to time rents equipment for use in the ordinary course of business under daily or month to month verbal agreements from an additional company owned by a member of the Company. During the years ended December 31, 2019 and 2018, the Company paid this related party \$-0- and \$2,013, respectively, which is included in cost of sales on the statements of comprehensive income.

As discussed in Note 1, a member has an outstanding loan to the Company which is due on demand. The Company owed this member \$3,161,000 and \$2,125,000 as of December 31, 2019 and 2018, respectively.

Note 9—Operating lease

The Company rents office space under an annual lease agreement, which will renew on January 1, 2020. Rent expense under this lease totaled \$29,400 and \$5,481 for the years ended December 31, 2019 and 2018, respectively.

Future minimum lease payments under this lease as of December 31, 2019 are \$29,400 for the year ended December 31, 2020.

Certain of the operating leases provide renewal options. In the normal course of business, operating leases are generally renewed or replaced by other leases.

Note 10—Subsequent events

The Company has evaluated subsequent events through April 30, 2020, the date which the financial statements were available to be issued.

The cash balance plan, discussed in Note 6, was terminated on February 28, 2020. The Company contributed approximately \$400,000 in order to satisfy the unfunded portion of the Plan. All current amounts in plan will be distributed to an unrelated, qualified retirement account for each participant.

Towards the end of December 2019, an outbreak of a novel strain of coronavirus ("COVID-19") emerged globally. Through April 2020, there have been various mandates and/or requests from federal, state and local authorities resulting in uncertainty in the business environment. It is not currently possible to reliably estimate the length or severity of this outbreak and hence its financial impact. Management will continue to assess the impact of the outbreak on the Company's activities.



TAB 4 - PAST PERFORMANCE (REFERENCE VERIFICATION)



Past Project References

Project	Date	Total CY/ Tons	Total Dollar Amount	Contact	Brief of Description
2020 Hurricane Zeta White, GA	Nov 2020 to Dec 2020	6,200	\$107,500.00	REFERENCE	Vegetative and C&D Debris Removal
				Name: David Murphy	
				Title: EM Director	
				Phone: 706-864-9500	
				Email: dmurphy@whitecounty.net	
Address: 1241 Helen Hwy Ste 100, Cleveland, GA 30528					
2019 Hurricane Dorian Dare County, NC	9/30/2019 to 1/23/2020	111,000	\$ 2.05 million	REFERENCE	Vegetative and C&D Debris Removal
				Name: Shanna T. Fullmer	
				Title: Public Works Director	
				Phone: 252-475-5844	
				Email: shanna@darenc.com	
Address: 1018 Driftwood Dr. Manteo, NC 27954					
2019 Hurricane Dorian Hyde County, NC	9/6/2019 to 5/7/2020	101,620	\$3.5 million	REFERENCE	Vegetative and C&D Debris Removal
				Name: Corrine Gibbs	
				Title: County Manager	
				Phone: 252-926-4400	
				Email: cgibbs@hydecountync.gov	
Address: 1223 Main St., Swan Quarter, NC 27885					
2019 Hurricane Dorian Tyrrell County, NC	10/10/2019 to 12/5/2019	36,070	\$648,000.00	REFERENCE	Vegetative and C&D Debris Removal
				Name: David Clegg	
				Title: County Manager	
				Phone: 252-796-1371 Ext. 2621	
				Email: dclegg@tyrrellcounty.net	
Address: 108 S Water Street, Columbia NC 27925					
2019 Hurricane Michael Mitchell Co. GA	3/21/2019 to 4/30/2019	43,600	\$536,000.00	REFERENCE	Debris & Tree Removal Flood Abatement Environmental Constraints
				Name: Clark Harrell	
				Title: County Management	
				Phone: 229-336-2072	
				Email: charrell@mitchellcountyga.net	
Address: 4767 Highway 37, Camilla, GA 31730					
Board of Co. Commissioners of Bradford County, FL 2018 Creek Debris Removal Alligator Creek & Sampson River Flood Abatement	8/28/2018 to 4/19/2019	500 tons	\$ 2.5 million	REFERENCE	Debris & Tree Removal Flood Abatement Environmental Constraints
				Name: Wendy Russell	
				Title: Emergency Management Deputy Director	
				Phone: 904-966-6910	
				Email: wendy_russell@bradfordsheriff.org	
Address: 945 North Temple Ave, Starke, FL 32091					
Brevard Beach Berm Restoration	12/4/2017 to 5/30/2018	235,000	\$ 7.6 million	REFERENCE	Placed Beach Quality Sand to Restore over 22 miles of Beach
				Name: Mike McGarry	
				Title: Beaches, Boating & Waterways Program Manager	
				Phone: 321-537-1779	
				Email: mcgarry@brevardfl.com	
Address: 2725 Judge Fran Jamieson Way Building A, ROOM 219 Viera, FL 32940					

REFERENCE					
2018 Hurricane Florence North Carolina DOT Pamlico Co.&Craven Counties	9/30/2018 to 01/23/2019	150,900	\$ 4.3 million	Name: Jeremy Stroud	Vegetative and C&D Debris Removal
				Title: Division 2 Maintenance Engineer	
				Phone: 252-775-6100	
				Email: jdstroud@ncdot.gov	
				Address: 105 Pactolus Hwy (NC 33) Greenville, NC 27835	
REFERENCE					
2017 Hurricane Irma Macon-Bibb, GA	10/12/2017 to 02/23/2018	97,400	\$ 1.9 million	Name: Spencer Hawkins	Vegetative and C&D Debris Removal
				Title: EM Director	
				Phone: 478-832-6301	
				Email: shawkins@maconbibb.us	
				Address: 700 Poplar St. Macon, GA 31201	
REFERENCE					
2016 Hurricane Matthew South Carolina DOT 4 Counties	10/15/2016 to 03/28/2017	642,000	\$ 9.5 million	Name: David Cook	Vegetative and C&D Debris Removal
				Title: SCDOT Maintenance Director	
				Phone: 803-315-8568	
				Email: cookdb@scdot.org	
				Address: 955 Park St. Columbia, SC 29202	



July 15, 2020

To whom it may concern:

Barnwell County Emergency Management Agency is pleased to recommend Southern Disaster Recovery. In April of 2020, our county experienced five separate tornadoes. Southern Disaster Recovery responded in a timely manner and were very effective. Southern Disaster Recovery was professional and maintained constant communication with our emergency operations department throughout this event. Barnwell County Emergency Management have been very pleased with this company and their abilities.

This company has been an asset to Barnwell County since 2014 and we look forward to working with them in the future.

A handwritten signature in black ink, appearing to read "Roger Riley".

Sincerely,
Roger Riley
Barnwell County Emergency Management



County of Dare

P.O. Box 1000 | Manteo, North Carolina 27954 | 252.475.5000

February 6, 2020

Southern Disaster Recovery, LLC
109 White Oak Rd
Greenville, SC 29609

Re: Contract Agreement, dated July 16, 2018 between Dare County, NC and SDR-- Hurricane Dorian

Dear Mr. McClaran,

I would like to take this opportunity to express my gratitude to SDR for a job well done in the disaster clean up of Dare County following Hurricane Dorian.

First and foremost, I would like to thank you, Mr. McClaran, for deploying trucks to this area prior to our Board's approval. This good will gesture went above and beyond the scope of your responsibilities and I, for one, was extremely impressed and grateful that you did so.

Next, I would like to personally commend two of the finest professionals that I have ever had the pleasure to work with-- Mr. Randy Thompson and Mr. Chris Johnson. I want you to know that both of these gentlemen acted with integrity and accountability in all dealings related to this operation. SDR should be proud to have them on staff and be assured that they both take pride in representing the SDR image.

In a nutshell, the entire operation from beginning to completion went smoothly and quickly. Here are just a few details that I would like to note:

- Accurate and timely information was disseminated
- Any hiccups were quickly addressed and resolved
- Extensive knowledge of FEMA regulations
- Flawless execution of management plan
- Customer Satisfaction a top priority-- which includes the National Park Service

Please allow this letter to serve as a formal recommendation to other potential SDR customers. I would welcome the opportunity to expound upon SDR's remarkable services if requested.

Sincerely,

Shanna T. Fullmer
Dare County Public Works Director



Hampton County Emergency Management
703 2nd Street West
Hampton, South Carolina 29924
803-914-2150 (O) 803-914-2154 (F)
speeples@hamptoncountysc.org



Susanne D. Peeples
Emergency Management Director

Chris Altman
Emergency Services Director

January 31, 2017

Southern Disaster Recovery
308 NE Main Street
Simpsonville, SC 29681

RE: Robert McClaran

Attention: Al McClaran

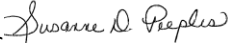
Mr. Al,

I wanted to take this opportunity to express to you, the gratitude that we have for SDR, during our recent disaster Hurricane Matthew. At this point all operation are complete. I realize times really got hard in the beginning trying to send everyone that needed to be placed in different locations. Especially, having to work with the State DOT Contract as well. I personally found it to be easier as time went on. When someone would call and tell me about a state road, I knew who the contact person was and this would take some of the burden off our DOT here in Hampton. Hampton is very small staffed and they were doing all they could. It was a mutual relationship between all parties, if they got a call on county roads they did the same thing.

Robert, ran a very tough shift here. He was in and out of the Emergency Operations Center. He kept Blake Hodge and myself updated each day with a visit or a phone call. In the event we were not here, he would speak to the Emergency Services Director or the County Adminstrator. I could not have asked for better representation for SDR. Mr. Al, Robert has truly worked hard, I would ride by the location where they were staying and see him with his papers giving orders for the next day. I was very pleased with Robert as was Hampton County. His manners and respect he has for people will carry him a long way in life.

Thank you for all that was done here in our County. I sure hope we don't have to do this anytime soon.

Sincerely,

Susanne D. Peeples 
Hampton County EM, Director

REFERENCE QUESTIONNAIRE

Giving reference for: Southern Disaster Recovery (SDR)
(name of company)

Firm giving Reference: SC Department of Transportation (SCDOT)
Address: 955 Park Street, Columbia, SC 29202
Phone: 803-737-1290
Fax: 803-737-2850
Email: COOKDB@SCDOT.ORG

1. Q: Was invoicing consistent with contract pricing?
A: Yes
2. Q: Were response times consistent?
A: Yes
3. Q: Was the vendor easy to get in contact with? How was their customer service?
A: Yes - Very responsive. Very good customer service.
4. Q: How was their responsiveness to emergency orders?
A: Very responsive.
5. Q: Would you use them again?
A: Yes
6. Q: Overall, what would you rate their performance? (Scale from 1-5)
A: 5 Excellent 4 Good 3 Fair 2 Poor 1 Unacceptable
7. Q: Is there anything else we should know, that we have not asked?
A: In the Hurricane Matthew recovery for SCDOT, SDR was the most responsive contractor that we had and were able to get

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: David B. Cook Title: State Maint. Engr.

Print Name: _____ Date: 5/23/2017

resources
when others
could not.

**OFFICE OF PUBLIC SAFETY
WHITE COUNTY GOVERNMENT**

**JASON L. COBB
COUNTY MANAGER**



**DAVID L. MURPHY, JR.
DIRECTOR**

December 21, 2020

To whom it may concern:

White County is pleased to recommend SDR. In November of 2020, our county experienced severe and perilous damage from Hurricane Zeta. SDR responded in a timely manner and proved to be very effective. SDR was highly professional and maintained constant communication with multiple department directors: Road Department, Solid Waste, Emergency Management, and Planning. Our Community Emergency Response Team (CERT) monitored through the various scope of services, such as their right of way debris removal, hazardous tree and hanger removal, reduction by burning and their TDMS site management.

Chris Johnson has represented SDR as an asset to White County. White County has been very pleased with this company and their abilities. Thank you for all that was done here in our county.

Sincerely,

David Murphy
Director of Emergency Management
White County



TAB 5 - COST PROPOSAL

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: Southern Disaster Recovery, LLC
Company: _____

Address: 109 White Oak Rd. Greenville, SC 29609

Phone/Fax: 864-469-9776 / 864-469-9642

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

TABLE A- Time and Materials

Heavy Equipment	Size or Type	U/M	Unit Price <i>Operators Included</i>
Skid Steer Loader	Bobcat	Hour	\$94.00
Backhoe	Cat 416	Hour	\$105.00
Wheel Loaders	Cat950	Hour	\$126.00
Wheel Loaders	Cat 966	Hour	\$142.00
Wheel Loaders	Cat 980	Hour	\$165.00
Tracked Loaders	Cat 955	Hour	\$172.00
Towed Loader w/ Tractor	Prentice 210	Hour	\$142.00
Self-Loading Knuckle boom Truck	25-35 CY Body	Hour	\$153.00
Self-Loading Knuckle boom Truck	35-45 CY Body	Hour	\$169.00
Dozer	Cat D4	Hour	\$82.50
Dozer	Cat D5	Hour	\$93.00
Dozer	Cat D6	Hour	\$112.00
Dozer	Cat D7	Hour	\$128.00
Dozer	Cat D8	Hour	\$152.00
Excavators	Cat 320	Hour	\$138.00
Excavators	Cat 325	Hour	\$156.00
Excavators	Cat330	Hour	\$169.00
Tractor w/ Box Blade	80 Hp	Hour	\$92.00
Motor Grader	Cat 120G	Hour	\$148.00
Crane	30 Ton	Hour	\$132.00
Bucket Truck	Up to 50' reach	Hour	\$96.00
Bucket Truck	50' to 75' reach	Hour	\$128.00
Trash Transfer Trailer w/ Tractor	110 yard	Hour	\$132.00
Street Sweeper	Vacuum Type	Hour	\$89.00
Water Truck	2000 gallon	Hour	\$72.00
Stump Grinder	Vermeer 252	Hour	\$57.00
Chipper w/ 2 man crew	Morbark Storm	Hour	\$94.00
12-Foot Tub Grinder	Morbark 1200	Hour	\$390.00
13-Foot Tub Grinder	Morbark 1300	Hour	\$480.00

Equipment Transport w/ Tractor	50 Ton	Hour	\$156.00
Truck Mounted Winch		Hour	\$34.00
Personnel	Size or Type	U/M	Unit Price
Superintendent w/ Pickup Truck	Individual	Hour	\$68.00
Supervisor w/ Pickup Truck	Individual	Hour	\$59.50
Safety or QC Manager w/ Pickup Truck	Individual	Hour	\$55.00
Mechanic w/ Truck and Tools	Individual	Hour	\$87.00
Climber w/ Gear	Individual	Hour	\$105.00
Operator w/ Chainsaw	Individual	Hour	\$39.50
Laborer w/ Tools	Individual	Hour	\$33.00
Traffic Control Personnel	Individual	Hour	\$33.00
Ticket Writers	Individual	Hour	\$32.00
Clerical	Individual	Hour	\$30.00
Administrative Assistants	Individual	Hour	\$37.00

TABLE B- DEBRIS COLLECTION AND REDUCTION SERVICES

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

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

Disposal cost (tipping fees) will be the responsibility of the Contractor. The Contractor will pass 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	\$ 9.50
Construction and Demolition Debris Collection	Per Cubic Yard	\$ 11.00
White Goods Collection	Each	\$ 96.50
Mixed Debris Collection	Per Cubic Yard	\$ 11.00
TDMS Management, Processing and Loading	Per Cubic Yard	\$4.10

Sand Screening and Placement	Per Cubic Yard	\$19.75
CFC Removal from Compressors	Each	\$ 63.00
Hazardous Waste Collection and Disposal	55 Gallon Drum	\$2,450.00
Hauling for Final Disposal		Dollars
Hauling from TDMS to Final Disposal Site <200 Miles	Per Cubic Yard	\$ 31.45
Dead Animal Carcass Hauling and Disposal	Per Pound	\$ 14.20
Tree Debris Removal		Dollars
Hangers Removal	Per Tree	\$92.00
Hazardous Tree Removal (Leaners)	Per Tree	
<12" to 24"	Per Tree	\$110.00
>25" to 48"	Per Tree	\$325.00
>49" to 72"	Per Tree	\$495.00
> 72"	Per Tree	\$695.00
Hazardous Stump Removal (Ground Not Less Than 8" Below Grade)		Dollars
<6" to 12"	Per Stump	\$ 95.00
>13" to 24"	Per Stump	\$ 195.00
>25" to 48"	Per Stump	\$310.00
>49" to 72"	Per Stump	\$475.00
> 72"	Per Stump	\$590.00
Stump Backfill	Per Hole	\$42.00
Miscellaneous Services		Dollars
Demolition of Structures Wood Structures	Per Square Foot	\$3.95
Demolition of Concrete Structures	Per Square Foot	\$5.10
Video Record of pre-and post-TDMS site	Each	\$195.00
Phase I Environmental Audit	Each	\$685.00
TDMS Site Restoration Grading	Per Square Yard	\$0.72
Topsoil TDMS Site Restoration	Per Cubic Yard	\$16.00
Sod TDMS Site Restoration	Per Square Yard	\$9.15
Debris Removal from Canals and Waterways	Per Cubic Yard	\$78.00
Restoration of Canal Banks and Slopes	Per Liner Foot	\$31.50
Sod Restoration of Canal banks and Slopes	Per Square Yard	\$11.20

Fire Suppression Support	Each Unit	\$625.00
Motor Vehicles Removal Towing (from right of way) including to TDMS	Each	\$325.00
Motor Vehicles Removal (from canal) Including Towing to TDMS	Each	\$645.00
Boat Removal (from right-of-way) Including Towing to TDMS	Linear Foot	\$42.00
Emergency Potable Bottled Water (Pallet of .5 Litter 24/Cases)	Cost Per Case	\$9.50
Emergency Delivery of Ice (Full Truck Load 10 lbs Bags)	Cost Per Truck Load	\$2,630.00
Mobile Kitchen Facility to provide 10-100 meals per day	Each Unit	\$36,910.00/week
Mobile Kitchen Facility to provide 101-200 meals per day	Each Unit	\$74,050.00/week
Mobile Kitchen Facility to provide 201-300 meals per day	Each Unit	\$77,560.00/week
Mobile Kitchen Facility to provide 301-400 meals per day	Each Unit	\$139,920.00/week
Mobile Laundry Facility	Each Unit	\$9,580.00/week
Mobile Restroom/Shower Facility	Each Unit	\$12,980.00/week
Mobile Fueling Facility	Each Unit	\$2,450.00/week
Mobile Satellite Communications Facility	Each Unit	\$4,800.00/week
Mobile Automated Ticket Issue and Tracking System (Hail Pass or Equivalent)	Each Unit	\$2.75/CY
Emergency Portable Power Generators		Dollars
>25KW	Each Unit	\$1,750.00/week
>50 KW	Each Unit	\$2,800.00/week
>100KW	Each Unit	\$3,450.00/week
>250KW	Each Unit	\$5,290.00/week
>500KW	Each Unit	\$8,690.00/week

Portable Dewater Pump 6"	Each Unit	\$1,950.00/week
Manhole and Catch Basin Cleaning	Each Catch Basin	\$285.00
Storm Drain Piping Cleaning	Per Linear Foot	\$37.00

CONFIRMATION SIGNATURE OF UNIT PRICE PROPOSAL INFORMATION

Southern Disaster Recovery, LLC
 Name of Proposer
 CEO


 Signature of Proposer

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 _____ 2021

State Contractor License No. N/A . (If applicable)

License Type: _____

If Proposer is:

An Individual

Name (typed or printed): _____

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

Doing business as: _____

Business address: -----

Phone No.: _____ FAX No.: _____

A Partnership

Partnership Name: ----- (SEAL)

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

Name (typed or printed):-----

Business address: -----


Phone No.: ----- FAX No.: -----

A Corporation

Corporation Name: Southern Disaster Recovery, LLC (SEAL)

State of Incorporation: South Carolina

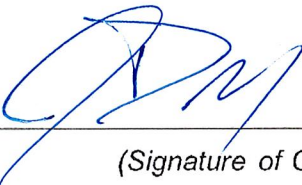
Type (General Business, Professional, Service, Limited Liability): -----
Limited Liability Company - S Corporation

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

Name (typed or printed) : Al McClaran

Title: CEO

(CORPORATE SEAL)

Attest: 
(Signature of Corporate Secretary)

Business address: 109 White Oak Rd. Greenville, SC 29609

Phone Number 864-469-9776

Fax Number 864-469-9642

Date of Qualification do business is: 5/11/2012