

Due Date: 05.12.26, 3 PM
RFP NO: 26-008



CITY OF KEY WEST, FL

SERIVCES FOR DISASTER RESPONSE



Prepared for:

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

Lucas Torres-Bull, Procurement Manager
lucas.torresbull@cityofkeywest-fl.gov
305.809.3807

Prepared by:

SDR
9841 Prudential Dr #1241
Jacksonville, FL, 32207
bids@gosdr.com

Al McClaran, Founder/CEO
al@gosdr.com
864.469.9776

May 12, 2026

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

Subject: RFP No. 26-008 — Services for Disaster Response

Dear Members of the City of Key West Selection Committee:

The City of Key West is asking the right question of this market: who can mobilize quickly, operate inside the unique constraints of a four-mile-by-1.5-mile island, and protect every dollar of FEMA reimbursement when the next storm makes landfall. Southern Disaster Recovery, LLC (SDR) submits this proposal as a direct response to that question, written specifically for the City's permanent population of 25,000, its daytime population exceeding 50,000, its tourism-driven economy, and the 153-mile distance to the nearest mainland C&D facility. SDR's response is grounded in a senior leadership team carrying more than 300 years of combined disaster debris experience, including a former FEMA Federal Coordinating Officer (FCO) whose program-level audit perspective protects the City's FEMA Public Assistance and Florida F-ROC reimbursement eligibility from the first load forward.

MEETING THE MINIMUM CRITERIA

The City sets seven minimum qualifications in Section 2.2, and SDR meets each one.

- **Five+ years of governmental disaster response:** SDR has performed disaster response and recovery contracts for municipal, county, and state clients across the Southeast for 14+ years, with 210+ completed contracts to date.
- **FEMA and State Public Assistance documentation experience:** SDR's project history includes PA-funded recovery work with documented eligibility, documentation, and reimbursement procedures applied at every contract.
- **Five+ jurisdictions of comparable size and complexity:** SDR has served jurisdictions similar to Key West across Florida, Georgia, North Carolina, and South Carolina, including post-Helene recovery in 2024 and 2025.
- **Multi-jurisdiction and large-scale debris capacity:** SDR has managed concurrent recoveries across multiple jurisdictions and large-scale operations, with 100 million cubic yards of debris handled to date.
- **Mobilization capacity meeting Section 3.4.2:** SDR's \$20 million in owned equipment and 3,100 combined pieces through its subcontractor network support 50 percent mobilization within 24 hours and 100 percent within 48 hours, with no current commitments that would compromise availability for the City.
- **FEMA PA and FHWA ER program experience:** SDR's reimbursement work spans both programs, with project teams trained on the documentation standards each program requires.
- **Timely project completion:** SDR's operational plan supports completion within 30 days following debris hauling and removal as the City requires under Section 2.2.

BENEFITS TO THE CITY OF KEY WEST

The City structured its evaluation criteria around the questions that matter most after a disaster: Can the contractor execute the scope? Will the work be reimbursed? And will the cost hold up over a five-year term? SDR built this proposal around those exact questions.

Qualifications and Experience. The City has stated explicitly that island logistics, constrained-site staging, and tropical/coastal conditions outweigh office location. SDR's project history reflects that priority: hurricane response on Florida barrier islands, post-storm work in coastal South Carolina, and large-scale tropical-event recovery across the Gulf and Atlantic. The City's 11 designated TDMS sites, most under one acre, fit squarely within how SDR has staged, reduced, and demobilized debris in dense, space-limited municipal footprints.

General Operations Plan. The City of Key West receives a fully developed Hurricane Response Plan addressing the 200,000-cubic-yard scenario described in Attachment V, with mobilization timelines, proposed TDMS layouts for the Truman Waterfront, 5701 College Road, and Rockland Key sites, and a load-ticket QA/QC program built around FEMA PAPPG documentation standards. For Key West's island operating environment, SDR also brings the largest combined marine asset fleet in the disaster debris industry — 230+ pieces, including 55+ barges, 107+ Flexifloat sections, and 27+ tugs and workboats — providing barging capability that bypasses U.S. 1 land-haul constraints when the corridor is closed or weight-restricted post-storm.

Financial Stability. The City's recovery cannot afford to be slowed by a contractor's cash position. SDR brings \$300 million in aggregate bonding capacity, a \$500 million credit line, and a delivered project value of more than \$960 million across completed contracts.

Past Performance. The City's evaluation explicitly asks about rejected FEMA reimbursements, and SDR has never experienced a FEMA de-obligation across 210+ contracts and 100 million cubic yards of debris managed. SDR's documentation discipline aligns with both the FEMA Public Assistance Program and Policy Guide and the Florida Division of Emergency Management's Recovery Obligation Calculation (F-ROC) framework, validated by a former FEMA Federal Coordinating Officer on staff. During the 2024 Hurricane Helene response alone, SDR mobilized 700+ pieces of equipment, stood up 74+ permitted debris management sites, deployed 530+ crews, and removed more than 10 million cubic yards of debris. References for that work, including Coffee County, Gilchrist County, and Butts County, are provided in Attachment R.

Cost Proposal. SDR's pricing in Attachment O reflects the actual conditions the City flagged in the solicitation: a 200-mile haul to Miami-Dade County, FDEP-permitted TDMS sites within 10 miles of Key West, and a disposal tipping-fee pass-through with no markup, as required by Section 2.16.

COMPLIANCE AND ACKNOWLEDGMENTS

SDR acknowledges receipt of Addendum #1, Addendum #2, and Narrow Addendum #3, and confirms that the Third Revised Fee Schedule dated May 4, 2026, has been incorporated into the Attachment O pricing submitted with this proposal. SDR has no questions outstanding from the April 29, 2026, clarification period and takes no exception to the Scope of Services, Special Conditions, FEMA contract provisions, or any of the affidavits and certifications in Section 4. This proposal will remain valid for 365 calendar days following the May 12, 2026, opening as required by Section 1.9(vi).

The City of Key West deserves a contractor whose recovery work reads cleanly under FEMA audit and whose mobilization clock starts the moment a Notice to Proceed is issued. SDR is ready to be that contractor for Key West, today and across the full five-year term.

Respectfully submitted,



Al McClaran
Founder & CEO
864.469.9776 | al@gosdr.com | bids@gosdr.com



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TAB 1

Executive Summary

EXECUTIVE SUMMARY

Key West's island geography, four miles by 1.5 miles at the southernmost point of U.S. Highway 1, supporting 25,000 permanent residents and a daytime population that exceeds 50,000, makes the City vulnerable to hurricanes, tropical storms, storm surge, and coastal flooding. Each event demands rapid, FEMA-compliant debris management to restore access, protect public safety, and secure federal reimbursement. SDR is prepared to mobilize 50 percent of resources within 24 hours and 100 percent within 48, delivering the full scope of services outlined in RFP No. 26-008, including emergency road clearance, right-of-way debris removal, hazardous tree and stump extraction, household hazardous waste handling, and Temporary Debris Management Site operations. SDR executes each service with FEMA- and FHWA-compliant documentation, technical precision, and disciplined field operations that protect safety, accountability, and federal eligibility. SDR stands ready to serve Key West before, during, and after the next event, and across the full five-year term that follows.



CONFIDENCE IN CHAOS™

Disasters are unpredictable, but our response never is. At SDR we deliver certainty in uncertain times. We mobilize rapidly with the equipment, personnel, and expertise to manage debris operations of any scale. Our deep knowledge of FEMA regulations and commitment to clear communication ensure compliant, efficient recovery, no matter the complexity or size, with FEMA and Florida F-ROC documentation discipline applied at every contract.

ABOUT SDR

SDR is a proven disaster response contractor with over 14 years of experience, 210+ completed debris removal contracts, and more than 100 million cubic yards of debris managed. Our leadership team, comprised of emergency managers, engineers, and public safety professionals, delivers each project with technical precision, operational efficiency, and a clear focus on restoring critical services and protecting public safety.

CORE SERVICES

- Disaster Debris Removal
- FEMA Public Assistance Expertise
- Environmental Response
- Hazardous Tree Mitigation
- Utility Right of Way Services
- Waterway and Specialty Debris Removal
- Local Subcontractor & Workforce Integration

TAILORED SOLUTIONS FOR KEY WEST

At SDR, we understand that every jurisdiction has unique vulnerabilities and operational priorities. The City of Key West's island geography, constrained roadway access via U.S. Highway 1, dense historic core, and tropical/coastal exposure require a scalable, customized response. We tailor our approach to align with the City's emergency command structure, compliance standards, and operational tempo.

Our project teams work directly with Emergency Management, Public Works, and law enforcement — establishing unified communication protocols and deploying zone-specific work plans that emphasize safety, eligibility, and FEMA-compliant documentation.

SDR is built for both rapid activation and sustained performance. We pre-position equipment and personnel throughout the Southeast to ensure operational readiness in advance of forecasted events. Within 24 hours of Notice to Proceed, our teams launch full-spectrum debris operations as required by Section 3.4.2. SDR delivers disciplined execution, transparent reporting, and documentation precision that support a safe, timely, and fully reimbursable recovery.



Brevard Berm – 2018

SELECT PROJECTS

Hurricane Helene Response | 2024 - 2025

10+ million cubic yards of debris processed across 35 jurisdictions in 4 separate states.

Coffee County Debris Removal | 2024 - 2025

4.3 million cubic yards of debris removed following Hurricane Helene.

Georgia Tornado Response | 2023

919,527 cubic yards of debris processed in across two counties in Georgia.

Hurricane Ian PPDR | 2023

47,414 cubic yards of debris processed in support of Lee County and FDEM

Hurricane Ida Response | 2022

831,390 cubic yards of debris processed in Plaquemines Parish and South Lafourche Levee District.

Iowa Derecho Debris Removal | 2021

1+ million cubic yards of vegetative and waterway debris removed and processed

Winter Storm Debris Removal | 2021

641,800 cubic yards of storm debris and 24K hazardous trees removed in Kentucky.

WHY CHOOSE SDR

- PROVEN PERFORMANCE**
210+ successful contracts and 100M+ cubic yards of debris managed.
- READY TO MOBILIZE**
\$20M in equipment, \$300M in bonding, \$500M credit line, 75+ vetted subs
- FEMA EXPERTISE**
Built-in compliance with FEMA, FHWA, and 2 CFR Part 200.
- TURNKEY OPERATIONS**
From emergency clearance to final documentation.
- COMPETITIVE PRICING**
Realistic rates tied to safe, efficient production.



TAB 2

Qualifications / Experience

QUALIFICATIONS

SDR is a proven rapid-response contractor specializing in disaster debris removal, debris management site operations, and environmental response — the full scope of services contemplated by RFP No. 26-008. Since our founding in 2012, SDR has completed over 210 contracts, managed more than 100 million cubic yards of debris, and delivered projects valued at over \$960 million. Our FEMA-compliant operations, financial strength, and field-tested methods make SDR a trusted partner for jurisdictions across the Southeast and Gulf Coast, including Florida. Our core services include:

- Disaster Debris Removal
- FEMA Public Assistance Expertise
- Environmental Response
- Hazardous Tree Mitigation
- Utility Right of Way Services
- Waterway and Specialty Debris Removal
- Derelict Vessel Removal & Recovery
- Local Subcontractor and Workforce Integration

REGIONAL PRESENCE AND RAPID DEPLOYMENT

SDR maintains a regional office in Florida with additional offices in SC and GA, enabling us to deploy to the City of Key West within 24 hours of Notice to Proceed, with full mobilization complete within 48 hours as required by Section 3.4.2. Our resources include a \$20 million owned equipment fleet, \$300 million bonding capacity, \$500 million credit line, and a network of 75+ vetted subcontractors.

LICENSES, CERTIFICATIONS, AND KEY PERSONNEL

Our team includes:

- ISA Certified Arborists
- Licensed Professional Engineers
- Certified Emergency Managers (CEMs)
- Former State and Local Emergency Managers and Public Works Directors
- Licensed Landfill Operators
- Certified Public Accountant (CPA)
- Federal Coordinating Officer

SDR holds all licenses and insurance required to operate in Florida and maintains compliance with FEMA, FHWA, FDEM, FDOT, EPA, FDEP, and OSHA standards.

City of Edgewood, FL - 2022



CAPABILITIES & CAPACITY TO SUPPORT KEY WEST'S SCOPE OF SERVICES

- **RAPID MOBILIZATION**
 - Deployment of 50 percent of personnel and equipment within 24 hours of NTP and 100 percent within 48 hours
- **OPERATIONAL SCALABILITY**
 - Ability to scale to full operational capacity across multiple zones concurrently.
- **DEBRIS CLEARANCE & REMOVAL**
 - Emergency road clearance, ROW debris removal, hazardous tree/stump extraction, and final pass verification to FEMA standards.
- **TDMS OPERATIONS**
 - Site preparation, management, debris reduction, and environmental compliance through final site closure.
- **SPECIAL MATERIALS HANDLING**
 - White goods, household hazardous waste (HHW), C&D debris, and demolition waste, managed per federal/state/local regulations.
- **COMPLIANCE & REIMBURSEMENT SUPPORT**
 - FEMA/FHWA-compliant documentation, GIS-integrated tracking, and complete reimbursement-ready audit packages.

CORPORATE INFORMATION

Legal Name of Firm	Southern Disaster Recovery, LLC	FEIN	45-5312400
Company Headquarters	93 Sonia Drive Greer, SC 29650	E-Verify	559716 (08/24/2012)
Georgia Office	2448 US Highway 411 Fairmount, GA 30139	DUNS	078499137
Florida Office	841 Prudential Dr #1241 Jacksonville, FL, 32207	CAGE	6TXC1
		UEI	WL8JR2CJ4HV1
Type of Business	Limited Liability Company	NAICS	562119 561730 113310 238910
Established	05/11/2012	Bonding Capacity	\$125M single-project \$300M aggregate
State Organized	South Carolina	Insured	GL; Auto; Umb GL; Worker's Comp; Pollution Liability



SUMMARY OF COMPLETED PROJECTS

Job Name	Owner	State	Start	End	Value
Hurricane Helene Debris Removal	Aiken County	South Carolina	10/11/2024	6/29/2025	\$5,142,188.19
Hurricane Helene Debris Removal	Ashe County	North Carolina	10/18/2024	4/28/2025	\$4,359,324.60
Hurricane Helene Debris Removal	Atkinson County	Georgia	10/10/2024	3/23/2025	\$13,750,713.31
Hurricane Helene Debris Removal	Avery County	North Carolina	10/2/2024	5/23/2025	\$54,680,730.30
Hurricane Helene Debris Removal	Bulloch County	Georgia	10/11/2024	4/25/2025	\$7,922,300.25
Hurricane Helene Debris Removal	Burke County	North Carolina	10/14/2024	5/31/2025	\$9,961,419.93
Hurricane Helene Debris Removal	Caldwell County	North Carolina	10/7/2024	6/14/2025	\$5,326,000.29
Hurricane Helene Debris Removal	City of Aiken	South Carolina	10/15/2024	6/29/2025	\$2,034,055.99
Hurricane Helene Debris Removal	City of Asheville	North Carolina	10/10/2024	10/15/2025	\$5,436,619.23
Hurricane Helene Debris Removal	City of Brooklet	Georgia	6/23/2025	6/27/2025	\$75,226.60
Hurricane Helene Debris Removal	City of North Augusta	South Carolina	10/27/2024	7/28/2025	\$2,293,087.63
Hurricane Helene Debris Removal	City of Statesboro	Georgia	10/11/2024	1/27/2025	\$1,592,737.00
Hurricane Helene Debris Removal	Coffee County	Georgia	11/4/2024	6/30/2025	\$68,084,701.81
Hurricane Helene Debris Removal	Haywood County	North Carolina	10/23/2024	5/24/2025	\$15,087,624.25
Hurricane Helene Debris Removal	Henderson County	North Carolina	10/2/2024	8/2/2025	\$52,198,711.24
Hurricane Helene Debris Removal	Madison County	North Carolina	4/7/2025	6/7/2025	\$3,363,406.84
Hurricane Helene Debris Removal	Mitchell County	North Carolina	10/24/2024	8/15/2025	\$5,668,177.69
Hurricane Helene Debris Removal	Rutherford County	North Carolina	10/22/2024	5/24/2025	\$33,340,908.45
Hurricane Helene Debris Removal	Town of Beech Mountain	North Carolina	10/30/2024	10/31/2025	\$1,726,348.39

Job Name	Owner	State	Start	End	Value
Hurricane Helene Debris Removal	Town of Biltmore Forest	North Carolina	10/12/2024	9/15/2025	\$10,012,940.50
Hurricane Helene Debris Removal	Town of Blowing Rock	North Carolina	10/24/2024	5/31/2025	\$105,136.16
Hurricane Helene Debris Removal	Town of Boone	North Carolina	10/9/2024	5/15/2025	\$ 656,586.69
Hurricane Helene Debris Removal	Town of Canton	North Carolina	10/15/2024	6/16/2025	\$ 446,655.24
Hurricane Helene Debris Removal	Town of Clyde	North Carolina	10/14/2024	6/12/2025	\$ 520,590.61
Hurricane Helene Debris Removal	Town of Maggie Valley	North Carolina	11/15/2024	3/31/2025	\$ 6,135.86
Hurricane Helene Debris Removal	Town of Marshall	North Carolina	1/26/2025	8/31/2025	\$ 763,803.94
Hurricane Helene Debris Removal	Town of Seven Devils	North Carolina	11/15/2024	5/31/2025	\$ 168,448.35
Hurricane Helene Debris Removal	Town of Waynesville	North Carolina	10/15/2024	3/24/2025	\$ 217,894.06
Hurricane Helene Debris Removal	Town of Woodfin	North Carolina	10/10/2024	6/30/2025	\$ 2,550,341.43
Hurricane Helene Debris Removal	Washington County	Georgia	10/9/2024	4/17/2025	\$7,782,945.50
Hurricane Helene Debris Removal	Watauga County	North Carolina	10/8/2024	7/31/2025	\$ 7,194,770.01
Large Item Pickup	Dare County	North Carolina	4/7/2025	4/9/2025	\$298,000.00
Debris Grinding	Town of Brookfield	Connecticut	6/20/2025	6/23/2005	\$22,804.50
Load and Haul Debris Removal	Gordon County	Georgia	6/9/2025	6/16/2025	\$28,000.00
Hurricane Helene Debris Removal	City of Hickory	North Carolina	5/16/2025	5/17/2025	\$12,160.00
Tornado Debris Cleanup	Grenada County	Mississippi	3/24/2025	5/22/2025	\$505,170.58
Waterway Debris Removal & Humane trapping and removal of beavers	Town of Red Springs	North Carolina	3/4/2025	4/13/2025	\$1,340,000.00
Winter Storm Tree Trimming and Brush Removal	VDOT	Virginia	1/6/2025	2/22/2025	\$15,455.82
Hurricane Milton Emergency Work	Glades Electrical Cooperative	Florida	10/19/2024	11/22/2024	\$26,445.54

Job Name	Owner	State	Start	End	Value
Hurricane Milton Debris Removal	City of Gulfport	Florida	10/12/2024	11/30/2024	\$21,762.39
Hurricane Helene Debris Removal	FLDOT - Gilchrist County	Florida	10/12/2024	2/4/2025	\$1,865,307.59
Hurricane Helene Debris Removal	Buncombe County	North Carolina	10/10/2024	10/23/2024	\$985,094.07
Hurricane Helene Debris Removal	Wilkes County	Georgia	10/9/2024	12/6/2024	\$52,746.00
Hurricane Helene Debris Removal	City of Asheville	North Carolina	10/6/2024	11/2/2024	\$295,244.85
Hurricane Helene Debris Removal from Right of Way	Clinch County	Georgia	9/30/2024	2/8/2025	\$4,592,299.13
Hurricane Helene Debris Removal	City of Gulfport	Florida	9/30/2024	10/12/2024	\$3,999.04
Hurricane Helene Debris Removal	Gardner-Webb	North Carolina	9/30/2024	10/19/2024	\$162,613.94
Debris Grinding at Brush Yard	Town of Brookfield	Connecticut	9/23/2024	9/25/2024	\$11,190.25
Hurricane Francine District 03	Louisiana Department of Transportation and Development	Louisiana	9/20/2024	10/2/2024	\$144,748.00
Gage Road Debris Removal	Putnam County	New York	6/28/2024	7/12/2024	\$82,771.50
Debris Removal	City of Gastonia	North Carolina	6/21/2024	7/6/2024	\$106,770.30
Emergency Cleanup of Tornado	City of Gastonia	North Carolina	6/21/2024	7/5/2024	\$106,770.00
Haywood Burning Phase II	Haywood County	North Carolina	6/20/2024	9/28/2024	\$56,976.34
Grinding for Mulch	C&R Clearing	Connecticut	6/6/2024	6/10/2024	\$35,412.00
Grinding	Oxford County	Connecticut	6/5/2024	6/10/2024	\$35,412.00
Vegetation Management	Glades Electrical Cooperative	Florida	3/25/2024	9/16/2024	\$764,519.50
Large Item Pickup	Dare County	North Carolina	3/18/2024	3/30/2024	\$265,663.00
Debris Cleanup	Town of Cheshire	Connecticut	3/13/2024	3/16/2024	\$26,426.00
Debris Cleanup	Town of Brookfield	Connecticut	2/14/2024	3/6/2024	\$18,000.00
Debris Cleanup	Virginia DOT	Virginia	1/9/2024	1/10/2024	\$10,643.00
Tropical Cyclone 16 Debris	Virginia DOT	Virginia	9/22/2023	9/23/2023	\$10,643.00

Job Name	Owner	State	Start	End	Value
Hurricane Idalia Debris	Clinch County	Georgia	9/20/2023	11/8/2023	\$667,630.00
Hurricane Idalia Debris	Brooks County	Georgia	9/7/2023	11/15/2023	\$3,656,735.00
Hurricane Idalia Debris	Gilchrist County	Florida	9/1/2023	10/30/2023	\$839,170.00
NC Windstorm Debris	Town of Landis	North Carolina	8/31/2023	9/18/2023	\$47,673.00
NC Windstorm Debris	City of Newton	North Carolina	8/14/2023	9/28/2023	\$302,562.00
NC Windstorm Debris	Town of Elkin	North Carolina	5/15/2023	6/3/2023	\$475,440.00
Canton Hominy Creek- Streamflow Rehabilitation Assistance Program	Town of Canton	North Carolina	4/17/2023	4/29/2023	\$142,500.00
Large Item Pickup	Dare County	North Carolina	3/26/2023	4/6/2023	\$261,540.00
Stream Debris Removal	Guilford County	Florida	3/13/2023	3/18/2023	\$61,250.00
Georgia Tornados Debris Removal	Butts County	Georgia	1/21/2023	4/15/2023	\$3,002,290.00
Georgia Tornados Debris Removal	Spalding County	Georgia	1/19/2023	8/1/2023	\$6,588,294.00
Georgia Tornados Debris Removal	City of Griffin	Georgia	1/18/2023	9/21/2023	\$5,026,760.00
Hurricane Ian Private Property Debris Removal	Florida Division of Emergency Management	Florida	11/30/2022	11/3/2023	\$5,968,692.00
Hurricane Recovery and Mitigation	Northwest Florida Water Management District	Florida	11/29/2022	5/10/2023	\$523,625.00
Winter Storm Elliott Debris	Virginia DOT	Virginia	12/22/2022	12/23/2022	\$6,180.00
Emergency Beach & Dune Restoration	St. Lucie County	Florida	12/10/2022	12/10/2022	\$49,520.00
Hurricane Ian Debris Removal	City of Gulfport	Florida	12/3/2022	12/10/2022	\$89,310.00
Hurricane Nicole Debris	City of Edgewood	Florida	11/29/2022	11/29/2022	\$2,970.00
Hurricane Ian Debris	City of Edgewood	Florida	10/8/2022	11/5/2022	\$47,600.00
Hurricane Michael Road Repair	Northwest Florida Water Management District	Florida	10/4/2022	10/20/2022	\$209,625.00
Tropical Storm Fred Debris	Haywood County	North Carolina	7/25/2022	8/27/2022	\$260,700.00
Tornado Debris Removal	Town of Wentworth	North Carolina	7/6/2022	7/22/2022	\$22,400.00
Large Item Pickup	Dare County	North Carolina	4/4/2022	4/14/2022	\$242,500.00
Winter Storm Izzy Debris	Lancaster County	South Carolina	1/16/2022	1/19/2022	\$66,100.00

Job Name	Owner	State	Start	End	Value
Tropical Storm Fred Waterway Cleanup	Haywood County	North Carolina	12/17/2021	3/11/2022	\$1,338,500.00
Hurricane Ida: South LaFourche Levee District	Dynamic Group, LLC	Louisiana	9/23/2021	3/16/2022	\$6,370,300.00
Hurricane Ida: Plaquemines Parish, LA	Dynamic Group, LLC	Louisiana	9/7/2021	2/23/2022	\$14,698,600.00
Tropical Storm Fred Debris	Haywood County	North Carolina	8/27/2021	4/1/2022	\$981,700.00
Tropical Storm Fred Debris	Town of Clyde	North Carolina	8/27/2021	2/18/2022	\$30,800.00
Tropical Storm Fred Debris	Town of Canton	North Carolina	8/27/2021	12/11/2021	\$94,500.00
Tropical Storm Fred Debris	Buncombe County	North Carolina	9/13/2021	11/9/2021	\$334,600.00
Hurricane Ida Debris	Northshore Technical Community College	Louisiana	9/4/2021	9/10/2021	\$17,000.00
Yard Waste Disposal	Macon-Bibb County	Georgia	7/8/2021	9/2/2021	\$827,000.00
Winter Storm Uri Debris	Elliott County	Kentucky	4/5/2021	8/30/2021	\$2,266,400.00
Winter Storm Uri Debris	Lawrence County	Kentucky	3/11/2021	8/30/2021	\$11,808,800.00
Winter Storm Uri Debris	Carter County	Kentucky	3/4/2021	8/17/2021	\$4,272,400.00
GA Tornado Debris	City of Newnan	Georgia	3/29/2021	8/6/2021	\$5,481,300.00
Iowa Derecho Waterway Debris	City of Marion	Iowa	12/1/2020	6/30/2021	\$11,379,600.00
Creek/Stream Debris Removal	Oconee County	South Carolina	4/22/2021	6/19/2021	\$1,575,300.00
Hurricane Laura: LA DOT Districts 7 & 8 Debris	T.F.R Enterprises, Inc.	Louisiana	9/2/2020	3/29/2021	\$1,509,000.00
Winter Storm Uri Debris	Boyd County	Kentucky	3/4/2021	3/20/2021	\$226,500.00
Hurricane Isaias: Fort Anderson State Historic Site	Department of Natural and Cultural Resources	North Carolina	2/19/2021	3/3/2021	\$11,500.00
Brevard Beach Berm Restoration Project	Brevard County	Florida	12/1/2020	3/2/2021	\$1,614,700.00
Hurricane Isaias: City of Oak Island, NC - Sand Sifting	City of Oak Island	North Carolina	11/30/2020	2/11/2021	\$1,025,000.00
Hurricane Zeta: White Co, GA	White County	Georgia	11/9/2020	12/18/2020	\$107,000.00

Job Name	Owner	State	Start	End	Value
Iowa Derecho	City of Marion	Iowa	8/17/2020	12/16/2020	\$13,433,600.00
Hurricane Isaias	Brunswick County	North Carolina	8/24/2020	10/9/2020	\$355,000.00
Hurricane Isaias	City of Oak Island	North Carolina	8/18/2020	10/2/2020	\$1,154,700.00
Hurricane Isaias	Town of Holden Beach	North Carolina	8/7/2020	9/18/2020	\$60,800.00
Hurricane Isaias	Ocean Isle Beach	North Carolina	8/4/2020	9/14/2020	\$215,700.00
Hurricane Isaias	Town of Caswell Beach	North Carolina	8/24/2020	9/13/2020	\$82,100.00
SC Tornado	Hampton County	South Carolina	6/24/2020	9/11/2020	\$482,800.00
Hurricane Isaias	Bertie County	North Carolina	8/27/2020	9/6/2020	\$35,900.00
SC Tornado	SC DOT	South Carolina	4/21/2020	6/26/2020	\$2,748,000.00
SC Tornado	SC DOT	South Carolina	5/18/2020	5/22/2020	\$32,000.00
Hurricane Dorian Debris Removal	Hyde County	North Carolina	9/6/2019	5/7/2020	\$3,540,000.00
Brevard Beach Berm Restoration Project	Brevard County	Florida	12/1/2019	4/30/2020	\$3,343,000.00
Utility Line Clearing	Pacific Gas & Electric	California	11/13/2018	4/30/2020	\$48,317,000.00
Spartanburg Tornado	City of Spartanburg	South Carolina	3/9/2020	3/28/2020	\$87,200.00
Hurricane Dorian Debris Removal	Dare County	North Carolina	9/23/2019	1/11/2020	\$2,047,000.00
Hurricane Dorian Debris Removal	Currituck County	North Carolina	9/21/2019	1/5/2020	\$548,500.00
Hurricane Dorian Debris Removal	Tyrrell County	North Carolina	10/10/2019	12/5/2019	\$648,000.00
Hurricane Dorian Debris Removal	City of Columbia	North Carolina	10/9/2019	12/5/2019	\$114,500.00
Hurricane Dorian Debris Removal	Southern Shores	North Carolina	9/23/2019	10/29/2019	\$403,000.00
Hurricane Dorian Debris Removal	Kitty Hawk	North Carolina	9/24/2019	10/17/2019	\$195,500.00
Hurricane Dorian Debris Removal	Town of Duck	North Carolina	9/30/2019	10/7/2019	\$16,000.00
Hurricane Michael Debris Removal	Baker County	Georgia	4/30/2019	6/25/2019	\$1,888,000.00
Hurricane Michael Debris Removal	Mitchell County	Georgia	3/21/2019	4/30/2019	\$ 536,000.00
Wiregrass Electric Cooperative - Tree Removal	Wiregrass Electric CoOp	Alabama	3/12/2019	4/26/2019	\$2,076,500.00

Job Name	Owner	State	Start	End	Value
Creek Debris Removal	Bradford County	Florida	8/28/2018	4/19/2019	\$2,557,000.00
Hurricane Florence Debris Removal	NCDOT	North Carolina	9/30/2018	1/23/2019	\$3,432,500.00
Hurricane Florence Debris Removal	Beaufort County	North Carolina	11/2/2018	12/19/2018	\$178,700.00
Hurricane Florence Debris Removal	City of Goldsboro	North Carolina	10/1/2018	12/6/2018	\$370,000.00
Hurricane Florence Debris Removal	NCDOT	North Carolina	11/5/2018	11/17/2018	\$943,000.00
Hurricane Michael Debris Removal	Kitty Hawk	North Carolina	11/3/2018	11/7/2018	\$38,000.00
Hurricane Michael Debris Removal	Town of Duck	North Carolina	10/29/2018	11/2/2018	\$22,100.00
Hurricane Michael Debris Removal	Kill Devil Hills	North Carolina	10/18/2018	10/29/2018	\$11,800.00
Hurricane Florence Debris Removal	SCDOT	South Carolina	10/2/2018	10/27/2018	\$162,000.00
Hurricane Florence Debris Removal	SCDOT	South Carolina	10/9/2018	10/19/2018	\$24,000.00
Hurricane Florence Debris Removal	Town of Bogue	North Carolina	10/10/2018	10/17/2018	\$62,200.00
Debris Removal	Supreme Industries	Connecticut	7/3/2018	8/23/2018	\$909,500.00
Debris Removal	Supreme Industries	Connecticut	7/24/2018	8/20/2018	\$222,000.00
Brevard Beach Berm Restoration Project	Brevard County	Florida	12/4/2017	5/30/2018	\$7,554,000.00
Seagrass Trail Beach Berm Restoration Project	HOAs: Baytree, Sea Colony, Sea Oaks	Florida	3/10/2017	5/26/2018	\$250,000.00
Hurricane Irma Debris Removal	Banks County	Georgia	12/3/2017	2/25/2018	\$1,086,000.00
Hurricane Irma Debris Removal	Macon-Bibb County	Georgia	10/12/2017	2/23/2018	\$1,924,000.00
Hurricane Irma Debris Removal - Nassau Co., FL	Crowder Gulf	Florida	9/19/2017	2/13/2018	\$2,639,000.00
Hurricane Irma Debris Removal - Clay Co., FL	Crowder Gulf	Florida	9/16/2017	2/11/2018	\$4,383,000.00
Hurricane Irma Debris Removal	Lumpkin County	Georgia	10/2/2017	2/10/2018	\$ 944,000.00
Hurricane Irma Debris Removal - Putnam Co., FL	Crowder Gulf	Florida	11/14/2017	2/2/2018	\$3,199,000.00

EXISTING DISASTER RELATED PRE-EVENT CONTRACTS

SDR holds over 90 stand-by contracts for disaster-related pre-event services. Each of the contracts listed below require disaster debris related services identical to those contemplated in this RFP.

Debris Removal Pre-Positioned Contracts			
Client	State	Contract Start	Contract End
Aiken County	SC	5/23/19	5/21/27
Bartow County	GA	11/30/21	5/31/26
Bay County	FL	6/1/21	5/31/26
Brazoria County	TX	7/11/23	2/28/28
Bulloch County	GA	8/6/25	5/31/30
Butts County	GA	10/1/23	12/31/27
Calhoun County	FL	1/20/26	1/20/31
City & County of Broomfield	CO	7/31/24	7/31/28
City of Brooksville	FL	11/17/25	7/29/29
City of Charlotte	NC	11/10/25	12/31/28
City of Destin	FL	6/17/25	12/31/27
City of Dunedin	FL	6/6/23	2/28/28
City of Edgewood	FL	7/18/25	7/19/30
City of Griffin	GA	3/30/24	3/30/29
City of Gulfport	FL	4/18/23	2/28/28
City of Hampton	VA	4/14/23	4/13/28
City of Hialeah	FL	9/13/21	9/12/26
City of Indian Rocks Beach	FL	5/10/23	2/28/28
City of Lake Mary	FL	6/6/24	6/5/30
City of Longwood	FL	7/22/24	7/21/29
City of Madeira Beach	FL	6/14/23	2/28/28
City of New Orleans (Zone 1)	LA	6/29/25	12/28/29
City of New Orleans (Zone 2)	LA	7/6/25	1/5/30
City of Newnan	GA	4/30/21	4/29/26
City of Oldsmar	FL	3/27/24	2/28/28
City of Pembroke Pines	FL	1/12/22	12/31/26
City of Pinellas Park	FL	6/8/23	2/28/28
City of Poquoson	VA	4/14/23	4/13/28

Client	State	Contract Start	Contract End
City of Ridgeland	MS	10/1/25	9/30/29
City of Safety Harbor	FL	5/15/23	2/28/28
City of Williamsburg	VA	4/14/23	4/13/28
Coffee County	GA	11/4/24	6/30/31
Dare Co	NC	6/1/23	5/31/28
Duke Energy	Various	6/1/22	5/31/25
Elbert County	GA	2/1/23	1/31/31
Escambia County	FL	8/18/22	8/1/27
Essex Co	VA	4/14/23	4/13/28
Fannin County	GA	3/5/19	12/31/27
Florida Municipal Power Agency	FL	5/15/24	5/31/27
Georgetown County	SC	4/19/23	4/18/28
Gilchrist County	FL	8/4/25	8/4/30
Gloucester Co	VA	4/14/23	4/13/28
Gordon County	GA	2/6/26	2/5/29
Hampton County	SC	5/10/16	5/31/26
Harnett Co	NC	12/3/25	12/2/30
Hernando County	FL	7/30/24	7/30/29
Iowa State	IA	9/12/25	9/11/26
James City Co	VA	4/14/23	4/13/28
King & Queen Co	VA	4/14/23	4/13/28
King William Co	VA	4/14/23	4/13/28
Lake County	FL	1/15/26	1/1/31
Lancaster Co	VA	4/14/23	4/13/28
Laurens Commission of Public Works	SC	11/25/25	11/24/30
Lee County Electric Cooperative	FL	6/1/24	5/31/28
Lowndes County	GA	6/25/24	6/24/29
Lumpkin Co	GA	4/1/23	3/31/27
Macon Bibb	GA	7/1/23	6/30/26
Madison County	FL	9/25/24	9/24/29
Newberry County	SC	7/25/23	6/30/28

Client	State	Contract Start	Contract End
Madison County	FL	9/25/24	9/24/29
Mathews Co	VA	4/14/23	4/13/28
Middlesex Co	VA	4/14/23	4/13/28
Morehead City	NC		8/29/28
Nassau County	FL	10/9/23	10/8/28
Newberry County	SC	7/25/23	6/30/28
North Carolina Emergency Management (NCEM)	NC	9/22/25	9/21/28
NWFWMD	FL	12/13/24	12/12/34
Onslow	NC	Notice of Award	February 2026
Pamlico Co	NC	9/26/25	9/21/28
Pinellas County	FL	2/28/23	2/27/28
PowerSouth Electric Cooperative	AL	3/21/25	3/21/26
Putnam County	NY	6/18/24	7/15/27
Rankin County	MS	1/6/25	1/6/33
SC Department of Transportation	SC	10/09/25	10/09/30
SFWMD- Emergency Hauling	FL	9/23/22	9/23/27
Spalding County	GA	2/27/23	4/24/28
St. Lucie County Erosion District	FL	7/16/24	7/16/27
Thomas County	GA	2/19/25	2/18/31
Town of Brookfield	CT	10/14/22	10/14/27
Town of Harwinton	CT	5/16/24	8/30/30
Town of Hillsborough	NC	11/3/25	9/21/28
Town of Kiawah Island	SC	6/7/22	7/6/27
Town of Lyman	SC	1/13/25	1/13/30
Town of West Hartford	CT	7/1/24	6/30/33
Treasure Island	FL	6/27/23	2/28/28
Union County	GA	1/4/21	1/4/29
VA Dept of General Services	VA	9/29/22	9/28/27
VA Peninsulas Public Service Authority	VA	4/14/23	4/13/28
Village of Pinecrest	FL	9/11/24	9/10/29
Virginia DOT	VA	3/7/22	3/6/27

Client	State	Contract Start	Contract End
Walker County	TX	10/1/25	9/30/26
Walton County	GA	9/3/25	9/3/30
White County	GA	11/18/24	10/31/33
Whitfield County	GA	10/1/19	10/1/27
Wilkes County	GA	4/2/24	3/14/29
Yancey County	NC	10/15/24	3/26/26
York Co	VA	4/14/23	4/13/28
York County	SC	8/21/23	8/20/28



REGIONAL PRESENCE AND OPERATIONAL READINESS

SDR is not an unfamiliar name in the Florida Keys or on Florida's Atlantic and Gulf Coasts. SDR has operated across Florida through Hurricanes Irma, Ian, Helene, and Milton, including debris recovery in Nassau, Clay, Putnam, DeSoto, Pinellas, Lee, Brevard, and St. Lucie counties. SDR currently holds active-standby contracts with more than 30 Florida jurisdictions across seven counties, including multiple Pinellas County barrier island communities with operational profiles comparable to Key West. None of those 30 contracts hold priority over the City of Key West — every Florida client SDR serves activates under the same readiness commitment, with the workforce capacity described below sized to support concurrent multi-client activations without resource conflict.

The equipment, personnel, subcontractors, and field protocols SDR would deploy for the City of Key West are the same resources that have executed prior Florida activations. They are not assembled after the event; they are staged, contracted, and ready.

SDR has the facilities, equipment, personnel, and subcontractor network to execute the full scope of services required by RFP No. 26-008, from the first emergency push through final TDMS remediation and project closeout. SDR has never failed to pay a subcontractor on time, even at a loss. That record is the foundation of the workforce loyalty and availability that makes SDR's capacity commitments credible, and it is the reason the same firms that executed Helene operations show up for the next activation.

OPERATIONAL CAPACITY, SIMULTANEOUS ACTIVATION, AND PROLONGED MISSIONS

SDR's resource infrastructure is built to sustain multiple concurrent activations without degrading capacity at any single client. SDR's workforce model operates in three layers. The first layer is SDR's owned fleet — \$20 million in unencumbered equipment available for immediate deployment, with no competing Florida commitments at the time of this submission.

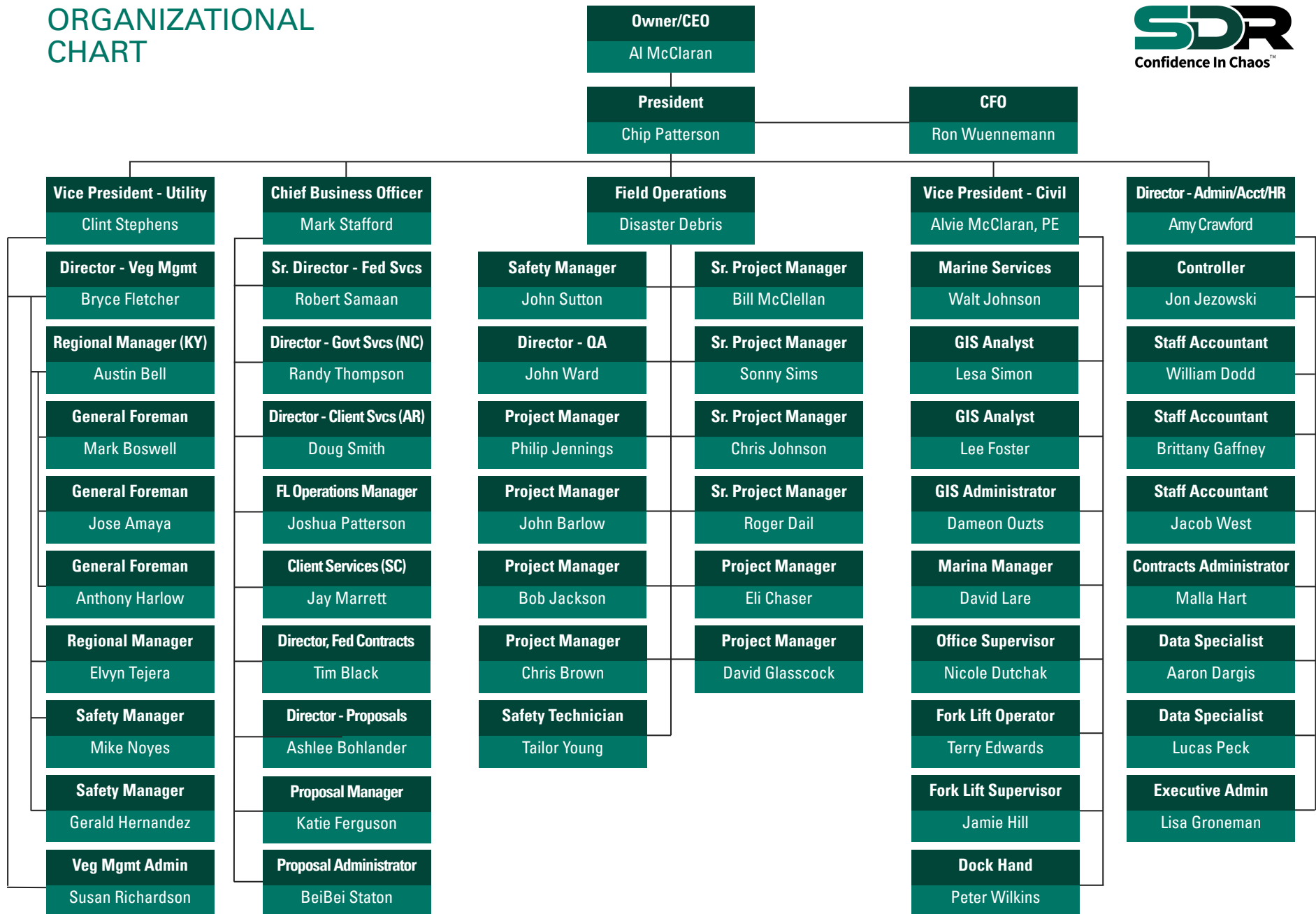
The second layer is SDR's core production subcontractor network: four primary firms with a combined 80+ years of disaster debris experience in the Southeast — Pride Contracting / Trucking (13 years in operation), Good Hope Recovery (founded 1995), LCS Restoration (30+ years in operation), and Ryan Infrastructure (40 years in operation). All four maintain current SDR sub packets with annual updates, attend SDR's annual contractor summit for documentation standards, ADMS procedures, and safety protocol refreshers, and have worked alongside SDR in prior activations. These are not new teaming arrangements; they are the firms that deployed during Hurricane Helene.

The third layer is a pre-vetted surge bench of 75+ regional subcontractors across the Southeast, pre-screened for insurance, bonding, equipment quality, and prior performance. Bench subs are reviewed and refreshed annually. Every firm on SDR's bench has worked alongside SDR in prior events and is familiar with SDR's field standards.

This three-layer model is the same workforce structure that executed SDR's 2024 concurrent Hurricane Helene and Hurricane Milton activations, spanning 35 jurisdictions in four states with 700+ pieces of equipment mobilized, 74+ permitted debris management sites stood up, 530+ crews deployed, and more than 10 million cubic yards of debris removed. SDR currently sustains 20 concurrent active contracts under the same operational structure, with the City of Key West activating with no priority constraints from any other Florida client.



ORGANIZATIONAL CHART



KEY PERSONNEL

SDR principals and the leadership team have over 300 years of collective experience in disaster recovery programs and program management, dating to Hurricane Hugo in 1989. With the comprehensive abilities and knowledge of our principals, project managers, liaisons, and safety officer, assets of over \$20 million, and annual sales exceeding \$80 million, we are large enough to manage multiple contracts simultaneously, without sacrificing the hands-on attention required by every community's unique situation.



Al McClaran Chief Executive Officer

Mr. McClaran is responsible for the day-to-day operations of SDR. He is knowledgeable in all aspects of disaster debris recovery operations and has completed numerous courses with FEMA's Emergency Management Institute Independent Study Program. He works closely with Owners, Managers, and other leaders of government agencies to provide best-in-class service that meets the client's needs. Mr. McClaran is a visionary leader who is often found in the field, ensuring the company meets its obligations and fulfills its ideals.



Chip Patterson President

Robert "Chip" Patterson brings over 30 years of experience in disaster planning, response, and recovery. He has held emergency management leadership roles at both the state (FL, NC) and local levels, including serving as a FEMA Public Assistance grants manager. With 19 years in disaster debris contracting and 12 years in civil construction, Chip offers deep expertise in project planning, scheduling, and federal compliance. He holds certifications in US Army Contractor Quality Control, OSHA 30-hour, MOT, NPDES Stormwater, and HAZWOPER.



Mark Stafford Vice President / Chief Business Officer

Mark Stafford brings over 40 years of experience in disaster response, waste management, and federal contracting. He has held executive leadership roles across the industry, including CEO, COO, and Vice President at nationally recognized disaster recovery firms. Mark has shaped FEMA policy, authored safety and operations manuals, and holds over 60 FEMA certifications. As Vice President and Chief Business Officer at SDR, he leads contract fulfillment with deep expertise in FEMA Public Assistance compliance and large-scale post-disaster operations.



John Ward Quality Assurance Director

John Ward is a seasoned emergency management professional with extensive experience leading disaster response and recovery operations. As former Director of Emergency Management for Clay County, Florida, he led 15 federally declared disaster responses and oversaw multimillion-dollar recovery programs and EOC activations. John brings proven leadership in field operations, regulatory compliance, and multi-agency coordination. He holds certifications in Florida Professional Emergency Management, All-Hazards IMT, ICS Train-the-Trainer, and emergency medical response.



Sonny Sims Senior Project Manager

Sonny Sims is a certified arborist with extraordinary experience in managing large-scale contractor deployments. Mr. Sims is a highly experienced project manager who has managed critical projects involving over 300 tradespersons and a substantial amount of heavy equipment. He is known for being mission-focused and experienced in engaging the right resources at the correct times for the project. In addition to FEMA training, he has completed training and certification in OSHA 30-hour, MOT, and NPDES Stormwater and HAZWOPER.



Robert Samaan Federal Government Services Director

Robert Samaan is a FEMA Qualification System certified Federal Coordination Officer (FCO) and most recently served as the Regional Administrator of FEMA Region 4. He brings over 20 years of experience in emergency management with leadership roles at FEMA, US Department of Homeland Security and state government. He has led the response and recovery for more than 200 federally declared disasters across the SE. His expertise spans across FEMA programs, federal and state policy, and strategic government relations. As Director of Federal and State Development at SDR, Robert serves as a senior liaison supporting client engagement, disaster readiness and program execution. He ensures that SDRs programs are held to the highest standards required by Federal regulations to ensure timely and efficient reimbursements.



Chris Johnson

Senior Project Manager

Chris Johnson has over 20 years of experience in safety and multi-site operations management, including oversight of solid waste facilities in Murray and Gordon County, Georgia. A certified Landfill Manager and member of the Solid Waste Association of North America, Chris has worked closely with elected officials and regulatory agencies to ensure compliance with OSHA standards and safety protocols. He currently serves as an instructor for the Georgia Landfill Operators Training Program. His certifications include FEMA training, OSHA 30-hour, MOT, NPDES Stormwater, and HAZWOPER.



Alvie McClaran III, P.E.

Vice President Civil Division

Alvie McClaran is a licensed Professional Engineer and General Contractor with over a decade of experience leading civil engineering and disaster recovery projects. As Vice President of SDR's Civil Division, he oversees technical operations and project delivery for large-scale infrastructure and debris recovery efforts. Alvie brings deep expertise in site development, grading, stormwater systems, and utility design for both public and private sector clients. His past work includes complex civil design leadership at Fluor Corporation and multi-jurisdictional permitting across EPA, FEMA, USACE, and DOT programs. He holds a B.S. in Civil Engineering from Clemson University and is licensed in NC, SC, MS, and LA.



Joshua Patterson

FL Operations Manager

Mr. Patterson is an accomplished project manager with a background in disaster recovery, drone operations, and public safety. He has led and managed disaster debris projects involving over 600,000 cubic yards of material and more than 900,000 feet of waterway clearance. Known for his innovation in field technology, he has developed GPS tagging and GIS mapping systems that have significantly improved debris tracking and recovery operations. Before joining SDR, Mr. Patterson supported both Nassau and Jacksonville, Florida, where he developed critical incident response, drone mapping, and de-escalation skills. His combined field experience and technical expertise make him an asset in both emergency response and long-term recovery environments.



AL MCCLARAN

Chief Executive Officer



EDUCATION

Master of Arts (1983)
Bob Jones University
Greenville, SC

Bachelor of Arts (1980)
Bob Jones University
Greenville, SC

EXPERTISE

- Disaster Debris Operations
- Emergency Response Leadership
- FEMA-PA
- Subcontractor Management
- Debris Management Planning
- Field Operations Oversight
- Government Agency Coordination
- Environmental Compliance

CERTIFICATIONS

- 40+ FEMA EMI Independent Study certifications
- Specialized in Public Assistance, Debris Operations, and NIMS/ICS
- G202 Debris Management (12.0 Credit Hours)
- EM-16: Emergency Manager Orientation

OVERVIEW

Mr. McClaran is responsible for the day-to-day operations of SDR. He is knowledgeable in all aspects of disaster debris recovery operations and has completed numerous courses with FEMA's Emergency Management Institute Independent Study Program. He works closely with Owners, Managers, and other leaders of government agencies to provide best-in-class service that meets the client's needs. Mr. McClaran is a visionary leader who is often found in the field, ensuring the company meets its obligations and fulfills its ideals.

WORK EXPERIENCE

Southern Disaster Recovery, LLC – Greer, SC **Chief Executive Officer | 2012 – Present**

Leads company operations, manages field teams, and oversees disaster debris recovery across the Southeast and beyond.

Select Disaster Events:

- Winter Storm Pax (2014) – 4 counties in SC
- SC Flood Event (2015) – SCDOT
- Butte Wildfires (2015) – San Andreas, CA
- Hurricane Matthew (2016) – 19 contracts in NC, SC & GA
- Hurricane Irma (2017) – 15 contracts in FL & GA
- Hurricane Florence (2018) – NC counties & NCDOT/SCDOT
- Hurricane Dorian (2019) – 8 contracts in NC
- Hurricane Isaias (2020) – 6 contractors in NC
- Hurricane Zeta (2020) – NC
- Winter Storm Uri (2021) – 4 counties in KY
- Tornado (2021) – City of Newnan, GA
- Hurricane Ian PPDR (2022-2023)- Ft. Meyers & Cape Coral, FL
- Hurricane Helene (2024- 2025)- Simultaneous contracts across four states & 35 jurisdictions

DTS – Greer, SC **Senior Project Manager | 2009 – 2012**

Managed debris removal operations and agency coordination before and after major storm events.

Select Disaster Events:

- Tornado (2011) – Rabun County, GA
- Hurricane Irene (2011) – Edgecombe, Wayne & Halifax Counties, NC
- Winter Storm Alfred (2011) – 15 townships in CT
- Hurricane Isaac (2012) – St. John the Baptist Parish, LA





ROBERT "CHIP" PATTERSON

President



EDUCATION

B.S. Sociology (1989)

University of the State of New York

Master of Business Administration (2002)

Jacksonville, FL

EXPERTISE

- Emergency Operations Leadership
- FEMA-PA
- Debris Clearance & Recovery
- State & Local Emergency Management
- Policy & Planning Development
- Incident Command System (ICS)
- Multi-Agency Coordination

CERTIFICATIONS

- FEMA ICS 100–400, IS-700, IS-800
- CEM (Certified Emergency Manager)
- USACE Contractor Quality Control
- OSHA 30-Hour Safety & HAZWOPER
- FL & NC EOC Leadership
- NIMS/ICS Instructor
- Flagler College & UNC Adjunct Instructor

OVERVIEW

Mr. Patterson brings over 35 years of leadership experience in disaster management, having served as Emergency Management Director for both the State of Florida and City of Jacksonville, FL. His experience includes 10 federally declared disasters and senior roles within SDR, DRC, and state EOCs. He provides executive leadership, policy direction, and field-tested operations expertise across disaster response and recovery.

WORK EXPERIENCE

Southern Disaster Recovery, LLC – Greer, SC President (2024–Present) | VP of Operations (2018–2024)

Oversees all aspects of SDR’s business operations, ensuring alignment with mission, vision, and values. Leads field operations, fulfillment of disaster contracts, strategic growth, and ensures alignment with FEMA PA programs.

Select Disaster Events:

- Hurricane Dorian (2019) – 8 contracts in NC
- Hurricane Isaias (2020) – 6 contractors in NC
- Winter Storm Uri (2021) – 4 counties in KY
- Tornado (2021) – City of Newnan, GA
- Hurricane Ian PPDR (2022-2023)- Ft. Meyers & Cape Coral, FL
- Hurricane Helene (2024- 2025)- Simultaneous contracts across four states & 35 jurisdictions

J.B. Coxwell Contracting | Director, Disaster Services (2006–2018): Directed emergency management and homeland security services for a civil construction firm, overseeing disaster response and debris removal across 18 jurisdictions.

City of Jacksonville, FL | Director, Emergency Preparedness (1996–2006): Led the city’s comprehensive emergency management program and served as Incident Management Team Lead during ten federally declared disasters.

Florida Division of Emergency Management | Response Administrator (1993–1995): Managed statewide disaster resource coordination and oversaw operations of the State Emergency Operations Center during six major disasters.

NC Division of Emergency Management | Chief of Operations (1989–1993): Directed disaster resource delivery and radiological emergency planning while managing the 24/7 State Warning Point.





MARK STAFFORD

Vice President & Chief Business Officer



EDUCATION

B.S. Business Administration
University of Louisiana

EXPERTISE

- Disaster & Waste Management
- FEMA Appeals & PA Process
- Strategic Business Development
- Contract Negotiation & Compliance
- Public Affairs & Lobbying
- Debris Operations & Civil Recovery
- Emergency Response Leadership
- Executive Management

CERTIFICATIONS & AFFILIATIONS

- 64 FEMA IS Certifications
- Co-Author: Urban Services Manual, Safety Systems Guide
- Associated Builders and Contractors
- Founding Member DRCA
- Greater New Orleans Chamber of Commerce
- Harvey Canal Business Association

OVERVIEW

Mr. Stafford brings more than four decades of experience in disaster recovery, waste management, and emergency response operations. Throughout his career, he has held senior executive roles at some of the largest and most respected firms in the industry, including DRC Emergency Services, Republic Services, and Waste Management, Inc., where he led large-scale operations, managed complex debris removal projects, and directed multi-jurisdictional emergency response contracts. He has served as CEO, COO, and Vice President for companies generating up to \$250 million in annual revenue, overseeing thousands of personnel, landfills, hauling companies, and transfer stations across the Gulf Coast and Southeastern U.S.

Mr. Stafford is nationally recognized for shaping FEMA's applicant appeals process and advancing more equitable dispute resolution systems for disaster-impacted communities. He co-authored the Urban Services Manual and the Safety Systems and Practice Guide, and was a founding member of the Disaster Recovery Contractors Association (DRCA), where he worked to improve industry standards and public-private coordination. His career achievements have earned him numerous accolades, including the WMI President's Award for Safety, Regional Operation of the Year, and the Leadership Circle for Sales Excellence.

At SDR, Mr. Stafford serves as Vice President and Chief Business Officer, leveraging his experience to guide strategic growth, manage client relationships, and ensure alignment with FEMA Public Assistance programs and federal recovery guidelines. His reputation for integrity, innovation, and execution continues to make him a trusted leader in disaster contracting and recovery services nationwide.

WORK EXPERIENCE

SDR | VP & Chief Business Officer (2024–Present)

Stafford Solutions LLC | Owner (2023–2024)

DRC Emergency Services | VP, CEO, COO, Director (2005–2022)

Allied Waste/Republic Services | District Manager, Louisiana (2002–2005)

DRC, Inc. | Regional Manager (2000–2002)

Waste Management, Inc. | GM & Division President (1987–1996)





JOHN WARD

Quality Assurance Director



EDUCATION

B.S. Emergency & Disaster Management

American Public University

EXPERTISE

- Emergency Management Operations
- Incident Command Systems (ICS)
- Grant & Budget Oversight
- Multi-Jurisdictional Exercises
- FEMA-PA
- Emergency Communications
- Quality Assurance & Program Compliance
- Community Outreach & Preparedness

CERTIFICATIONS

- Florida Professional Emergency Manager (FPEM) – Certified since 2010
- FEMA Advanced Professional Series
- All-Hazards Incident Management Team (IMT) Certification
- ICS Train-the-Trainer (Instructor Certified)
- Emergency Medical Technician (EMT)
- Firefighter Minimum Standards

OVERVIEW

Mr. Ward is a decorated and mission-driven emergency management professional with over 15 years of public sector leadership in disaster response, emergency operations, and quality program development. As the former Director of Emergency Management for Clay County, Florida, he led the county's response to 15 federally declared disasters, managed multi-million-dollar budgets and FEMA grants, and directed one of the most successful Emergency Operations Center transitions in the state. He also served as the Incident Commander for statewide deployments of Florida's Disaster Incident Management Team (IMT), supporting jurisdictions across the nation during catastrophic events. His dedication to excellence in service, safety, and preparedness earned him Florida's Firefighter of the Year award and numerous state and federal recognitions. At SDR, Mr. Ward ensures high standards of performance, compliance, and client satisfaction across all field and administrative operations.

WORK EXPERIENCE

Southern Disaster Recovery, LLC

Quality Assurance Director | August 2023 – Present

- Leads quality control initiatives across all SDR disaster operations
- Ensures performance and compliance align with FEMA, DOT, and client requirements
- Provides training and mentorship to staff on QA/QC standards and documentation best practices

Clay County Division of Emergency Management – FL Director | 2015 – 2023

- Directed emergency operations for all phases of disaster preparedness, response, and recovery
- Oversaw \$10M+ in FEMA grants and budgeted programs across 15 federally declared disasters
- Acted as Incident Commander for Florida's Disaster IMT, deploying to support national recovery efforts

Deputy Director, Public Safety | 2010 – 2015

- Built and maintained interagency partnerships across city, county, and state emergency stakeholders
- Developed training plans and exercise programs for county staff and partner agencies
- Supported EOC activations and assumed lead duties in absence of the Director





JOHN "SONNY" SIMS

Sr. Project Manager



EDUCATION

A.A.S., Ornamental Horticulture – 1992

EXPERTISE

- Disaster Debris Removal
- Debris Site Operations
- Arborist Supervision
- Field Crew Management
- Client Coordination
- Environmental Compliance
- PPDR & ROW Debris Clearance

CERTIFICATIONS

- ISA Board Certified Arborist
- HAZWOPER 40-Hour
- IS-00632.a – Introduction to Debris Operations
- IS-00633 – Debris Management Plan Development
- IS-00100.PWc / ICS-100
- ICS-200
- IS-00253.a – FEMA Env. & Historic Preservation Review
- Landfills & Land Application Sites (2020)
- Maintenance of Traffic for Supervisors

OVERVIEW

Mr. Sims is a certified arborist with extraordinary experience in managing large-scale contractor deployments. Mr. Sims is a highly experienced project manager who has managed critical projects involving over 300 tradespersons and a substantial amount of heavy equipment. He is known for being mission-focused and experienced in engaging the right resources at the correct times for the project. In addition to FEMA training, he has completed training and certification in OSHA 30-hour, MOT, and NPDES Stormwater and HAZWOPER.

WORK EXPERIENCE

Southern Disaster Recovery, LLC **Senior Project Manager | 2014 – Present**

- Directs all day-to-day field operations for disaster recovery missions across the Southeastern U.S.
- Oversees contractor performance, equipment deployment, productivity tracking, and field safety compliance
- Coordinates with local governments, DOTs, and property owners to ensure FEMA-eligible removal and documentation
- Manages arborist work, hazardous tree removal, and vegetative debris clearance in urban and rural environments
- Leads and mentors field crews during PPDR, C&D, white goods, and electronic debris removal efforts
- Implements jobsite safety procedures and drives quality control during active disaster recovery missions

Notable Disaster Events:

- Hurricane Ian (2022) – Cape Coral, FL (PPDR)
- Hurricane Idalia (2023) – Georgia and Florida
- Tornadoes (2020–2023) – NC & SC; includes Elkin, Newton, Landis, Spartanburg, Hampton, and Oconee Counties
- Hurricane Isaias (2020) – Brunswick Co., NC (Holden Beach, Oak Island, Caswell Beach, etc.)
- Hurricane Florence (2018) – New Bern, NC
- Hurricane Irma (2017) – City of Miami & City of Deltona, FL
- Hurricane Matthew (2016) – Marion Co. & Lumberton, NC
- 2009 Ice Storm – Dunklin County, MO
- 2005–2008 Hurricanes (Katrina, Wilma, Rita, Ike) – Multiple contracts across FL, AL, LA, and TX
- 2002 Ice Storm – Raleigh, NC





ROBERT D. SAMAAN



Sr. Director, Federal & State Development

EDUCATION

M.A. Political Management
George Washington University

B.A. Political Science
Lee University

EXPERTISE

- FEMA Program Administration
- Federal & State Government Relations
- Strategic Policy & Preparedness
- Public Assistance, IA, HMGP Programs
- National Response Framework
- Crisis Leadership & Recovery Planning
- FCO-Level Coordination
- Disaster Grants & Funding

CERTIFICATIONS

- FEMA FQS Certified Federal Coordination Officer (FCO)
- National Emergency Management Executive Academy
- Vanguard Executive Crisis Leaders Fellowship
- FEMA Executive Academy, Executive Crisis Leadership, REP Program

OVERVIEW

Mr. Samaan brings over 20 years of emergency management experience, including executive leadership roles at FEMA Region 4 and DHS. As a FEMA-certified FCO, he has led over 200 declared disasters. His focus at SDR is building relationships and enhancing company operations at the federal and state levels.

WORK EXPERIENCE

SDR | Senior Director, Federal and State Development | 2025–Present: Oversees SDR’s engagement with federal and state partners, leveraging his FEMA leadership background to guide strategic initiatives, support compliance, and strengthen government relationships.

FEMA Region 4 | Regional Administrator (2023–2025) | Deputy Regional Administrator (2014–2023): Led one of FEMA’s largest and most active regions, directing over 200 major disaster responses, including hurricanes, floods, and pandemic operations, and managing a staff of 600+ across eight states. Responsible for implementing FEMA programs, administering grants, and coordinating with senior officials at all levels of government.

FEMA Region 4 – National Preparedness Division Director | 2012–2014: Managed preparedness programs and readiness strategies across multiple offices and states, implementing the National Preparedness System at the regional level.

FEMA Headquarters | Senior Policy Advisor, Protection and National Preparedness | 2010–2012: Provided executive policy support for FEMA’s preparedness and non-disaster grant programs and served as Acting Director of the National Preparedness Assessments Division.

California Office of Emergency Services (Cal OES) Deputy Undersecretary | 2009–2010: Directed emergency management operations and coordinated statewide programs and federal partnerships for Cal OES.

California Governor’s Office of Homeland Security Deputy Director | 2005–2009: Led statewide planning and preparedness, including California’s Homeland Security Strategy and federal coordination with DHS.

U.S. Department of Homeland Security Coordination Officer for State Governments | 2003–2005: Supported policy implementation and coordination with all U.S. states and territories for homeland security planning and programs.





CHRIS JOHNSON

Senior Project Manager



EDUCATION

B.S. Public & Social Service, Criminal Justice
Kennesaw State University (1992)

A.S. Criminal Justice
Reinhardt University (1987)

EXPERTISE

- Disaster Debris Project Management
- FEMA Public Assistance Programs
- Environmental Services & Landfill Operations
- Safety Management & OSHA Compliance
- Erosion Control & Site Stabilization
- Multi-Agency Coordination
- Public Engagement & Stakeholder Relations

CERTIFICATIONS

- 20+ FEMA Certifications
- Landfill Manager – Georgia SWA
- POST Certified – GA Peace Officer
- Soil & Erosion Inspector, Level 1-B – GA SWCC
- GA Dept. of Agriculture – Pesticide Applicator
- GA DNR – Professional Nuisance Animal Trapper

OVERVIEW

Mr. Johnson is a seasoned emergency management and public service professional with over 30 years of experience in disaster recovery, solid waste operations, and environmental compliance. As a Senior Project Manager at SDR, he has led FEMA-PA debris operations in more than a dozen states, managing field crews, compliance, and stakeholder coordination. With a background in law enforcement, landfill operations, and regulatory enforcement, he brings a practical, safety-first mindset to every deployment. Mr. Johnson also serves as an instructor for the Georgia Landfill Operators Training Program and is known for his ability to build trust across agencies, contractors, and communities.

WORK EXPERIENCE

Southern Disaster Recovery, LLC - Greer, SC **Senior Project Manager | February 2018 – Present**

- Manages debris operations across the U.S. with experience in GA, FL, SC, NC, AL, KY, IA, CT, LA, MT, ME, TN, MA, and OR
- Oversees field crews, contract compliance, and FEMA PA documentation for disaster recovery projects

BBRAC Farms, LLC – Fairmount, GA **Project Manager | 2017 – Present**

- Provides support for FEMA, NRCS, and USDA-funded storm recovery and agricultural response programs

Enviro-friendly Outdoors – Fairmount, GA **Owner/Operator | 1997 – Present**

- Specializes in erosion control, heavy equipment operations, and wildlife nuisance management

Santek/Waste Services – Cleveland, TN **Safety Manager / Multi-Site Manager | 2005 – 2015**

- Managed landfill operations and company-wide safety programs; led OSHA compliance efforts and facility audits

Fairmount Police Department – Fairmount, GA **Police Chief | 2002 – 2005**

- Led all law enforcement operations for the city, overseeing personnel, training, and community safety initiatives

Gordon County Board of Commissioners – GA **Director, Environmental Services & Compliance | 1998 – 2002**

- Oversaw county landfill, recycling, convenience centers, and land disturbance permit enforcement





ALVIE MCCLARAN III, P.E.

Vice President, Civil Division



EDUCATION

B.S., Civil Engineering
Clemson University (2011)

EXPERTISE

- Civil Site Design & Permitting
- Stormwater Management Systems
- Disaster Infrastructure Projects
- Engineering for Debris Reduction & TDMS
- Earthwork & Utility Design
- NPDES & Environmental Compliance
- Federal & Military Facility Design
- Project Management & Technical Leadership
- Disaster Debris Operations
- Emergency Response Leadership
- Field Operations Oversight

CERTIFICATIONS

- Registered Professional Engineer (P.E.)
- Licensed General Contractor – NC, SC, MS, LA

OVERVIEW

Mr. McClaran is a licensed civil engineer and general contractor with over a decade of experience in infrastructure design, environmental compliance, and project execution for both public and private sector clients. As Vice President of SDR's Civil Division, he leads technical development, engineering oversight, and design-build support across all civil-related recovery projects. His experience includes FEMA-eligible civil site work, permitting, and stormwater systems for debris management operations, temporary infrastructure, and long-term recovery initiatives.

Before joining SDR, Mr. McClaran served as a Lead Civil Engineer for Fluor where he managed large-scale grading, drainage, utility, and NPDES design packages for critical infrastructure sites, including mines, steel mills, carbon fiber facilities, and military bases. He is well-versed in the regulations and technical requirements of FEMA, USACE, EPA, and state DOTs, and consistently delivers projects with precision, compliance, and innovation.

WORK EXPERIENCE

Southern Disaster Recovery, LLC - Greer, SC **Vice President, Civil Division | 2021 – Present**

- Leads business development and technical execution for SDR's civil infrastructure and engineering services
- Oversees design and permitting for stormwater, debris management sites, and public works recovery initiatives

Fluor Corporation – Greenville, SC **Design/Lead Civil Engineer | 2017 – 2021**

- Managed multi-disciplinary civil teams on industrial and federal projects across the U.S.
- Served as Engineer of Record for 160-acre mine facility and led environmental retrofit of 100+ year-old steel mill site
- Designed infrastructure layouts for carbon fiber, pharmaceutical, and military construction

Land Planning Associates – Easley, SC **Staff Engineer | 2011 – 2017**

- Designed site layouts, water systems, and grading plans; managed permitting with federal, state, and local agencies
- Represented firm before clients and regulatory bodies on land development and utility projects





JOSH PATTERSON

Senior Project Manager



EXPERTISE

- Disaster Debris Operations
- Waterway & ROW Debris Clearance
- GIS & Photogrammetry Mapping
- Drone Operations (FAA Part 107)
- Emergency Response & De-escalation
- FEMA PA Documentation
- Public Safety & Law Enforcement

CERTIFICATIONS

- FAA Part 107 Drone Pilot
- FDLE General Instructor & Advanced Patrol Medic
- G-191, G-300, G-400 – ICS / EOC Interface
- IS-632 & IS-633 – FEMA Debris Management Courses
- IS-100, IS-200, IS-700, IS-800 – NIMS/ICS
- IS-230, IS-235, IS-240, IS-241, IS-242, IS-244 – FEMA Emergency Management Series
- IS-5, IS-15, IS-201, IS-2200, IS-703, IS-320 – Additional FEMA Certifications
- USACE Contractor Quality Control

OVERVIEW

Mr. Patterson is an accomplished project manager with a background in disaster recovery, drone operations, and public safety. He has led and managed disaster debris projects involving over 600,000 cubic yards of material and more than 900,000 feet of waterway clearance. Known for his innovation in field technology, he has developed GPS tagging and GIS mapping systems that have significantly improved debris tracking and recovery operations. Before joining SDR, Mr. Patterson supported both Nassau and Jacksonville, Florida, where he developed critical incident response, drone mapping, and de-escalation skills. His combined field experience and technical expertise make him an asset in both emergency response and long-term recovery environments.

WORK EXPERIENCE

Southern Disaster Recovery, LLC

Project Manager | October 2024 – Present

- Led 11 debris recovery projects, including 9 TDMS setups and over 900,000 feet of cleared waterways
- Developed GIS-based ROW mapping systems and photogrammetry survey methods that identified over \$1.75M in additional project revenue

Jacksonville Sheriff's Office

Deputy Sheriff | May 2019 – October 2024

- Completed 400+ flight hours with drone unit for GIS mapping, disaster response, and cinematography
- Handled critical incident response, reporting, and public safety duties

Nassau County Sheriff's Office

Deputy Sheriff | November 2015 – August 2018

- Conducted patrols and incident response across the county

JB Coxwell

Program Manager | June 2014 – November 2015

- Supported trade show outreach and contract development with local governments
- Assisted with hauling crew oversight and FEMA compliance in SC flood recovery

Hurricane Michael Response (Self-Employed Subcontractor) Owner / Tier-2 Subcontractor

- Managed response logistics and field documentation for debris cleanup operations





JOHN SUTTON

Safety Manager



EDUCATION

Paramedic

University of South Alabama (1989)

Related coursework:

- Extrication
- Confined Space Rescue
- Wilderness First Aid

Bachelor Of Science in General Business |

University of New York (1992)

Master of Science in Occupational Safety and Health

Columbia Southern University (2011)

Related coursework:

- Safety and health related theory and technology

EXPERTISE

- Safety Program Leadership
- OSHA & USACE Compliance Expertise
- Risk Assessment & Root Cause Analysis
- Emergency Response Planning
- Workforce Safety Training

CERTIFICATIONS

- Certified Firefighter and Paramedic

OVERVIEW

Mr. Sutton brings more than 25 years of experience in environmental health and safety management supporting large-scale construction, infrastructure, and disaster recovery operations. He holds a Master of Science in Occupational Safety and Health, a Bachelor of Science in Business Management, and is a certified firefighter and paramedic. Throughout his career, Mr. Sutton has led safety programs for complex projects including large right-of-way clearing operations and multi-contractor infrastructure projects, ensuring compliance with OSHA regulations, USACE EM 385-1-1 safety standards, and industry best practices. At Southern Disaster Recovery, Mr. Sutton serves as Site Safety Health Officer, where he develops and enforces site-specific safety protocols, conducts risk assessments and training, and oversees safety compliance across disaster recovery operations to protect personnel, equipment, and the communities served.

WORK EXPERIENCE

Southern Disaster Recovery, LLC – Site Safety Health Officer | 2024 – Present

Develops and enforces safety protocols across disaster recovery sites, ensuring compliance with federal, state, and local regulations while conducting risk assessments, training personnel, and overseeing site safety inspections.

Merit First – EH&S Manager | Nov 2022 – Apr 2024

Managed safety and project oversight for clearing operations at PNAS, including subcontractor coordination, risk assessments, safety audits, regulatory documentation, permit compliance, and emergency response planning.

Phillips & Jordan, Inc. – EH&S Manager | Aug 2017 – Oct 2022

Oversaw safety compliance for large right-of-way clearing projects, including the 176-mile NFRC transmission line and Gateway West Project, conducting field safety observations, enforcing OSHA and Z-133 standards, and evaluating crew competency.

Safety Guidance Specialist / Project Safety Manager | Feb 2010 – Aug 2017

Supervised project safety personnel, performed contractor safety inspections, ensured OSHA and Cal OSHA compliance, and developed corrective action plans, emergency action plans, and project safety programs.



TRAINING & CERTIFICATIONS SUMMARY

Summary

Type	Employee
Professional Engineer (PE)	Alvie McClaran (SC, NV)
ISA Certified Arborist	Sonny Sims
Certified Emergency Manager	Randy Thompson Roger Dail
FEMA Qualified Federal Coordination Officer (FCO)	Robert Samaan
Licensed Landfill Operator	Chris Johnson (GA)
NPDES Certifications	Sonny Sims Chris Johnson Chip Patterson
MOT for Supervisors (ASHTO)	Chip Patterson Sonny Sims Chris Johnson Randy Thompson
USACE Contractor Quality Control	Chip Patterson
Quality and Safety Manager	John Ward John Sutton Bryce Fletcher CQC Tim Black CQC Joshua Patterson CQC



It is the extraordinary experience of our people that enables SDR to deliver rapid response, dependable operations, and peace of mind to our clients.

*Al McClaran
SDR CEO*

PRIOR TEAM COLLABORATION

SDR's proposed team for the City of Key West is an established working unit, not an arrangement assembled for this proposal. Each member of the proposed team — the Project Manager, key field supervisors, and the three primary production subcontractors (Pride Contracting / Trucking, Good Hope Recovery, and LCS Restoration Services) — has collaborated on prior SDR activations. Most recently, every member of the proposed team participated in SDR's 2024 Hurricane Helene response, the largest and most complex debris mission in SDR's history.

The same team executed Helene operations across 35 jurisdictions in four states, where SDR mobilized 700+ pieces of equipment, stood up 74+ permitted debris management sites, deployed 530+ crews, and removed more than 10 million cubic yards of debris. Select projects with team collaboration:

- **Coffee County, Georgia Debris Removal** — 4.3 million cubic yards (Helene, 2024–2025)
- **Hurricane Ian PPDR** — Lee County, Florida and Florida Division of Emergency Management (47,414 CY, 2022–2023)
- **Hurricane Ida Response** — Plaquemines Parish and South Lafourche Levee District, Louisiana (831,390 CY, 2022)
- **Iowa Derecho Debris Removal** — Over 1 million CY of vegetative and waterway debris (2021)

Pride Contracting has 13 years in operation, Good Hope Recovery was founded in 1995, and LCS Restoration has more than 30 years in operation. Combined, these three firms represent over 80 years of disaster debris experience in the Southeast.

BUILDING A QUALITY TEAM

Consistent quality execution begins before the task order is issued. SDR holds an annual subcontractor summit that brings together every member of the SDR project team alongside key committed debris removal, hauling, and specialty subcontractors. The summit refreshes documentation standards, ADMS procedures, safety requirements, and operational expectations before each storm season. Every subcontractor enters an SDR activation current on SDR's CQC standards and FEMA PA compliance posture, eliminating the orientation lag that commonly degrades quality in the first critical days of a debris mission.

SDR has never failed to pay a subcontractor — even at a loss. That record sustains the depth and loyalty of a network that shows up, performs, and resolves field issues as partners rather than adversaries. It is the single most important driver of subcontractor availability when the next storm activates the Key West contract.



SUPPORTING KEY WEST

SDR has executed disaster debris operations across Florida's Atlantic Coast, Gulf Coast, and barrier island communities in more than two dozen counties following Hurricanes Irma, Michael, Ian, Nicole, Idalia, Helene, and Milton. The conditions that govern Key West operations — single-road access via U.S. 1, sub-acre TDMS sites, 130-plus mile haul to mainland disposal, hurricane and storm surge exposure, and a dense historic urban core — are conditions SDR has navigated in prior real-event execution, not concepts proposed in the abstract.

Past project experience. SDR's directly relevant Florida coastal and barrier island work includes:

- **Hurricane Ian PPDR:** Lee County and FDEM (47,414 CY, 2022–2023). Operations covered the Fort Myers / Sanibel / Captiva landfall corridor, where barrier island causeway damage severed ground access and post-surge debris streams included marine and waterway material requiring specialized handling.
- **Hurricane Irma:** Nassau, Clay, and Putnam counties (\$10.2 million combined, 944,600 CY). Atlantic-side coastal Florida debris operations under the FEMA PA program.
- **Emergency Beach and Dune Restoration:** Brevard and St. Lucie counties. Post-storm beach screening, sand replacement, and FEMA-eligibility documentation for coastal restoration work.
- **Hurricane Ida:** Plaquemines Parish and South Lafourche Levee District, Louisiana (831,390 CY, 2022). Coastal and marsh terrain with constrained ground access and waterway debris recovery.

Proposed plan adapted to Key West conditions. SDR's plan reflects the specific operational realities of the four-mile by 1.5-mile island footprint:

- **U.S. 1 dependency.** SDR pre-stages Keys-adjacent resources at Homestead and Florida City prior to projected landfall, with weather-forward monitoring activated 72 to 96 hours ahead of forecasted impact. Equipment is staged on the mainland before U.S. 1 closes to non-emergency traffic, then pushed forward the moment the corridor reopens. SDR maintains marine access capability as a backup when ground access is unavailable post-storm.
- **Sub-acre TDMS staging.** The City's 11 designated TDMS sites — most under one acre — require disciplined site sequencing rather than parallel operation across all sites. SDR rotates between primary reduction sites (Truman Waterfront, 5701 College Road, Rockland Key) and the secondary overflow sites based on debris density and daily reduction throughput.
- **130-plus mile haul to Miami-Dade.** SDR's haul route library covers Florida's primary corridors with bridge weight limits, flood-prone segments, and contraflow activation history pre-loaded. For the Keys-to-Miami-Dade corridor, SDR pre-negotiates extended-hours arrangements with destination disposal facilities and stages relief crews to maintain haul cycle continuity over the long-distance route.
- **Bridge and weight constraints.** FDOT-posted load restrictions on U.S. 1 bridges and connector roads are loaded into SDR's GIS prior to first-day operations, enabling sector leads to route around restrictions without field reconnaissance delays.
- **Communications resilience.** SDR maintains Starlink-based protocols for areas where cellular infrastructure is compromised by storm impact — directly relevant to a single-island jurisdiction where mainland infrastructure failures could otherwise sever coordination with the City and FDEM.
- **Historic core sensitivity.** Key West's dense historic core requires the same operational discipline SDR applies to historic urban core sectors elsewhere in coastal Florida, including narrow-lane equipment configuration, debris stream segregation at source, and FDEP coastal zone restrictions for any work within the Coastal Construction Control Line.

Mobilization approach. SDR deploys 50 percent of resources within 24 hours and 100 percent within 48 hours per Section 3.4.2, with weather-forward intelligence triggering pre-positioning before a NTP is issued — so resources arrive in advance of access closure, not after. During Hurricane Helene in 2024, SDR mobilized 700-plus pieces of equipment with trained operators across four states within 72 hours, demonstrating the surge capacity available to Key West in the event of a major activation.

AVAILABLE EQUIPMENT

What equipment do you own that is available for work?

SDR owns and operates a \$20 million equipment fleet available for immediate deployment to the City of Key West, with no current Florida commitments encumbering this fleet. A complete categorized inventory of SDR's owned equipment and partner-network resources — including more than 3,100 pieces of total team equipment across aerial/bucket trucks, excavators, skid steers, grapple trucks, chippers, grinders, haul trailers, dozers, and marine assets — is provided in Tab 3 (Equipment Resources and Scalability) of this proposal. Owned equipment is identified separately from subcontractor-network equipment in that section so the City can verify SDR's direct-asset capacity.

What equipment will you purchase for the project/work?

SDR does not anticipate purchasing equipment specifically for this contract. SDR's existing \$20 million owned fleet and 75+ vetted subcontractor network provide the full equipment capacity required to execute every scope item in RFP No. 26-008, from emergency road clearance through final TDMS remediation. If specialized equipment becomes necessary for an event-driven scope item — for example, marine debris recovery requiring vessel types not in the standing fleet — SDR will procure or rent through established vendor relationships rather than make capital purchases on the City's account.

What equipment will you rent for the proposed work?

SDR's standard operating model relies on owned and pre-committed subcontractor equipment, not rental. Rentals are reserved for event-driven specialty needs that fall outside the team's standing inventory, such as oversized crane work for vessel salvage, atypical waterway access vessels, or short-duration specialty equipment when local availability makes rental more efficient than long-haul deployment. Any rental costs incurred under this contract will be billed at actual cost, supported by rental invoices and load tickets, in compliance with FEMA Public Assistance Program documentation requirements and Section 2.16 of the RFP.





TAB 3

General Operations Plan

GENERAL OPERATIONS PLAN

UNDERSTANDING OF SCOPE & REQUIREMENTS

The City of Key West's four-mile-by-1.5-mile island is accessible only via U.S. Highway 1, making the corridor a chokepoint for evacuation traffic before landfall and for contractor mobilization after. Hurricanes, tropical storms, storm surge, and coastal flooding are the City's primary disaster risks, and each event can damage infrastructure, block transportation routes, and create public safety hazards across a tourism-dependent economy. In the aftermath, the City must restore safe access, eliminate threats to life and property, and conduct debris operations in strict alignment with FEMA-PA Program requirements, FHWA Emergency Relief guidelines, and Florida environmental standards, including FDEP coastal zone requirements, to protect reimbursement eligibility.

SCOPE OF SERVICES

SDR's proposed approach aligns directly with the services outlined in RFP No. 26-008, including:

- **Emergency Road Clearance**, reopening priority routes for first responders and essential services within the 70-hour window
- **Right-of-Way (ROW) Debris Removal**, eliminating hazards and restoring mobility across all City rights-of-way and locally-owned facilities
- **Debris Management Site (TDMS) Operations**, including staging, segregation, reduction (grinding, chipping, or air-curtain incineration when approved), and final closure across the City's 11 designated TDMS sites in compliance with FDEP Rule 62-701
- **Hazardous Tree, Stump, and Household Hazardous Waste (HHW) Removal**, mitigating health and safety risks across the City's dense historic core and residential neighborhoods
- **Final Disposal Operations** at approved Florida landfills, including the Miami-Dade C&D facility approximately 130 miles north of Key West
- **Beach and Dune Restoration**, including post-storm sand screening and replacement
- **Canal and Waterway Debris Removal**, addressing vegetative and C&D debris affecting drainage and navigation
- **Damaged Vessel Removal**, addressing boats abandoned in canals, marinas, and beaches following the event

COMPLIANCE COMMITMENT

SDR executes all operations in accordance with:

- The Stafford Act (42 U.S.C. § 5121 et seq.)
- 44 CFR § 206.224 (Debris Removal Eligibility)
- 2 CFR §§ 200.317–200.327 (Procurement Standards)
- FEMA's Public Assistance Program and Policy Guide (PAPPG)
- FEMA 325 Debris Management Guide and 327 Debris Monitoring Guide
- FDEP Rule 62-701 and Coastal Construction Control Line requirements
- FDOT Rule 14-90 and MUTCD traffic control standards
- FDEM Recovery Obligation Calculation (F-ROC) reimbursement framework
- Applicable safety and labor standards under OSHA

Any debris work not meeting these standards is ineligible for reimbursement and is the contractor's responsibility. **SDR has never experienced a FEMA deobligation on any contract**, demonstrating SDR's ability to protect the City's eligibility and maintain documentation integrity throughout the recovery cycle.

CAPACITY TO DELIVER

SDR has completed more than 210 debris contracts, managed over 100 million cubic yards of debris, and owns \$20 million in equipment supported by a network of 75+ vetted subcontractors with 3,100 combined pieces of equipment. SDR will mobilize 50 percent of resources within 24 hours of Notice to Proceed and 100 percent within 48 hours per Section 3.4.2, ensuring a rapid, safe, and fully compliant recovery for the City of Key West.

STRATEGIC PHILOSOPHY: PREPARED, PRECISE, AND PROVEN

PREPARED.

SDR brings proven FEMA expertise to the City of Key West. SDR's team includes FEMA Public Assistance specialists, engineers, and project managers trained in the latest federal guidance on debris collection, removal, reduction, and disposal. SDR operations comply with the Stafford Act (42 U.S.C. § 5121 et seq.), 44 CFR Parts 13 and 206, and all applicable FEMA policies, with documentation discipline that ensures reimbursement eligibility by verifying every load is eligible, properly documented, and performed in accordance with federal standards and F-ROC compliance. SDR also maintains compliance with **NEPA**, the **Endangered Species Act**, the **National Historic Preservation Act**, the **Clean Air Act**, the **Clean Water Act**, and the additional **FDEP** coastal zone and **Florida Keys National Marine Sanctuary** requirements that govern operations across the island.

PRECISE.

SDR understands that debris removal must be performed **the right way, in the right place, at the right time**. The City of Key West's coastal and marine environment — including mangrove systems, stormwater canals, and waters within the Florida Keys National Marine Sanctuary — requires careful debris management to prevent ecological harm and protect sensitive resources. SDR teams coordinate closely with Key West Emergency Management, Public Works, and Building Department personnel, along with FDEP, FWC, and NOAA's Florida Keys National Marine Sanctuary office where applicable, to preserve environmental quality, protect public health, and minimize legal or reputational risks while executing debris operations.

PROVEN.

SDR has a track record of delivering on every commitment. With \$20 million in owned equipment, a pre-qualified network of 75+ subcontractors, and the financial strength to manage multiple concurrent activations — including the simultaneous Hurricane Helene and Hurricane Milton response in 2024 — SDR ensures the City of Key West receives uninterrupted service even during regional or statewide events. SDR's past performance demonstrates that the firm mobilizes rapidly, executes operations as planned, and remains fully engaged until recovery is complete.



APPROACH OVERVIEW

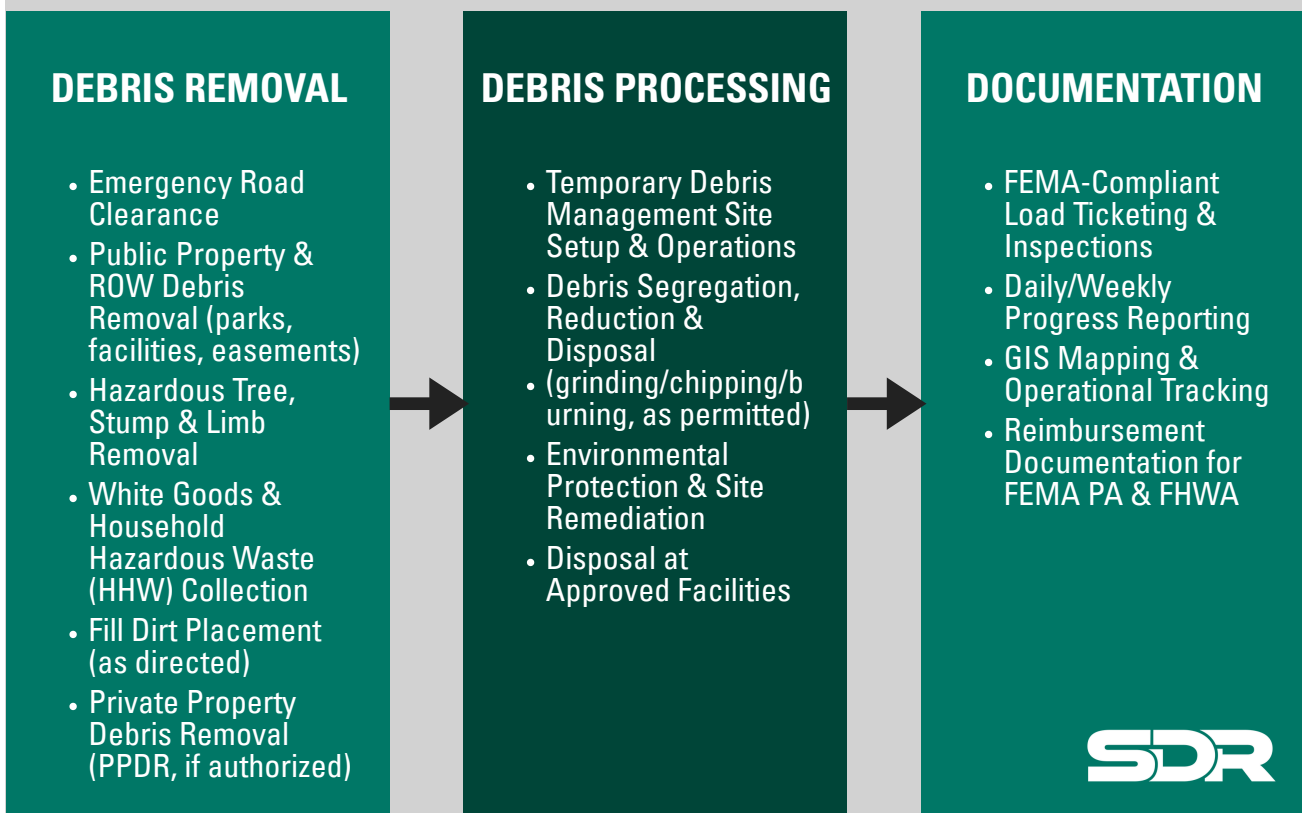
Key West's position as the southernmost incorporated city in the continental United States, with a four-mile-by-1.5-mile footprint accessible only via U.S. Highway 1, makes the City vulnerable to hurricanes, tropical storms, storm surge, and coastal flooding. Following such events, the City must rapidly restore access, eliminate public safety hazards, and conduct debris operations in strict compliance with FEMA Public Assistance and FHWA Emergency Relief requirements to protect reimbursement eligibility.

SDR provides a proven, scalable debris management capability built on more than 210 contracts and experience across hurricanes, floods, wildfires, and tornadoes. SDR's approach is defined by:

- **Rapid Mobilization:** Deployment of 50 percent of personnel and equipment within 24 hours of Notice to Proceed and 100 percent within 48 hours per Section 3.4.2, scaling operations as conditions demand.
- **Full-Spectrum Services:** Emergency road clearance, ROW debris removal, hazardous tree and stump extraction, HHW management, demolition support, and TDMS operations.
- **Regulatory Precision:** FEMA and FHWA requirements are embedded into every phase to ensure compliance and reimbursement eligibility.
- **Local Integration:** Direct coordination with City of Key West Emergency Management, Public Works, and law enforcement to ensure coordinated operations across the City and its supporting agencies.

Dedicated SDR project management teams establish clear chains of communication and implement site-specific work plans that prioritize safety, environmental stewardship, and federal compliance. SDR's operational model scales from localized storm impacts to multi-jurisdictional disasters, ensuring the City of Key West receives disciplined execution, transparent documentation, and surge-ready support — even during regional, multi-client activations.

INTEGRATED DEBRIS REMOVAL AND RECOVERY PROCESS



DETAILED OPERATIONS PLAN

SDR's operational objective is to restore the City's roadway access, eliminate immediate threats to public health and safety, and process all eligible debris in full compliance with the FEMA-PA Program, FHWA Emergency Relief Program, and FDEP standards. SDR's methods are designed to meet or exceed the City's production expectations under any contract activation scenario.

METHODOLOGY FOR MEETING PRODUCTION RATES

1. Pre-Event Readiness

- Maintain dedicated standby resources regionally across the Southeast, enabling mobilization of 50 percent of resources within 24 hours of NTP and 100 percent within 48 hours
- When authorized, pre-stage equipment, fuel, and personnel at Homestead and Florida City staging hubs 72 to 96 hours ahead of projected landfall, with forward deployment to the City's primary TDMS sites (Truman Waterfront, 5701 College Road, Rockland Key) the moment U.S. 1 reopens to non-emergency traffic
- Confirm site readiness, traffic control measures, and communications with City of Key West Emergency Management, Public Works, and the City's designated debris monitoring contractor

2. Emergency Road Clearance – First Operational Period

- Deploy push crews (loaders, skid steers, and haul trucks) to reopen priority transportation corridors identified by City of Key West Emergency Management and Public Works within the 70-hour window
- Coordinate with the Key West Police Department for traffic control and access to restricted areas
- Clear routes to critical facilities including the City of Key West Emergency Operations Center, Lower Keys Medical Center, Key West International Airport, City fire stations and shelters, Florida Keys Aqueduct Authority (FKAA) water and wastewater facilities, and U.S. 1 evacuation and re-entry corridors

3. Right-of-Way (ROW) Debris Removal

- Operate multiple concurrent collection zones with haul routes to approved TDMS sites or final disposal facilities, including the Miami-Dade C&D facility approximately 130 miles north of Key West
- Use mechanical loading to maximize efficiency and ensure segregation of vegetative debris, construction and demolition (C&D) debris, white goods, household hazardous waste (HHW), and other debris streams at the point of collection
- Track daily production through ADMS-integrated load tickets to confirm alignment with cubic yard-per-day targets and to support weekly reconciliation with the City under Section 3.6.3

4. Temporary Debris Management Site (TDMS) Operations

- Manage all site functions: inbound load ticket verification at the inspection tower, debris segregation by stream, reduction by grinding, chipping, or air-curtain incineration where authorized, and loadout for final disposal under Section 3.2.6
- Ensure all site operations comply with FDEP Rule 62-701 emergency authorization and Coastal Construction Control Line requirements where applicable, with pre-use video documentation and surveyed final-closure restoration to pre-use elevation

5. Hazardous Tree, Limb, and Stump Removal

- Conduct FEMA-eligible hazard tree assessments in coordination with the City's debris monitoring contractor, applying the most current FEMA PAPPG Disaster Specific Guidelines on leaners, hangers, and stumps
- Remove, haul, and dispose of hazardous trees, hangers, and stumps in accordance with Section 3.2.8 scope requirements and FEMA eligibility rules, with stump backfill where the City directs

6. Final Disposal & Closeout

- Transport reduced debris to permitted final disposal facilities approved by FDEP and the City
- Complete TDMS site remediation under Section 3.2.6 closure standards and provide comprehensive documentation packages to support FEMA Public Assistance and FHWA Emergency Relief closeout, ensuring full reimbursement eligibility for the City of Key West

PRE-EVENT PLANNING & READINESS

Coordination & Planning

- Maintain open communication with City Emergency Management, Public Works, the City Manager's office, and Police Department command staff
- Participate in City- and FDEM-led planning meetings, hazard mitigation exercises, and pre-season readiness workshops to align operational protocols with the City's incident command structure
- Coordinate with SDR's regional subcontractor partners to confirm surge capacity and scalability before storm season

Staging & TDMS Preparedness

- Identify potential Temporary Debris Management Site (TDMS) locations in advance, assessing access, environmental considerations, and permitting requirements across the City's 11 designated TDMS sites identified in Attachment W
- Prepare site layout plans including ingress and egress routes, traffic control, stormwater management, fire prevention, and environmental safeguards aligned with FDEP Rule 62-701 emergency authorization, the Florida Coastal Construction Control Line, and Florida Keys National Marine Sanctuary requirements where applicable

Resource Readiness

- Maintain a fleet of SDR-owned equipment ready for deployment upon NTP
- Retain a network of 75+ vetted subcontractor partners to provide hauling, grinding, and specialty recovery assets as needed, with priority given to Florida-based resources for rapid mobilization to the Keys
- Maintain \$300 million in bonding capacity and a \$500 million credit line to ensure uninterrupted financial capability for large-scale, sustained recovery operations

Training & Compliance Alignment

- Provide debris operations training to City of Key West staff and stakeholders upon request, to support coordinated execution and FEMA documentation discipline
- Embed the FEMA Public Assistance Program and Policy Guide (PAPPG, 2023) and FHWA Emergency Relief compliance standards into all operational and training materials provided to the City

Pre-Event Readiness

Built for speed, compliance, and control

1

City Coordination

- ✓ Align plans, roles, and compliance standards.

2

Resource Readiness

- ✓ Stage equipment, crews, and disposal partners.

3

TDMS Preparation

- ✓ Identify sites, plan layouts, secure permits.

4

Trained Workforce

- ✓ Ready crews with FEMA and OSHA protocols.

5

Supply Chain Ready

- ✓ Fuel, maintenance, and support secured.

6

Comms Systems Check

- ✓ Test radios, GIS tools, and contact rosters.

7

Activation Protocol

- ✓ Deploy within 24 hours of NTP

MOBILIZATION PLAN

SDR's mobilization procedures are designed to meet the City of Key West's contractual requirements and ensure a rapid, organized start to debris operations. Per Section 3.4.2 of RFP No. 26-008, SDR will mobilize 50 percent of resources within 24 hours of NTP and 100% within 48 hours.

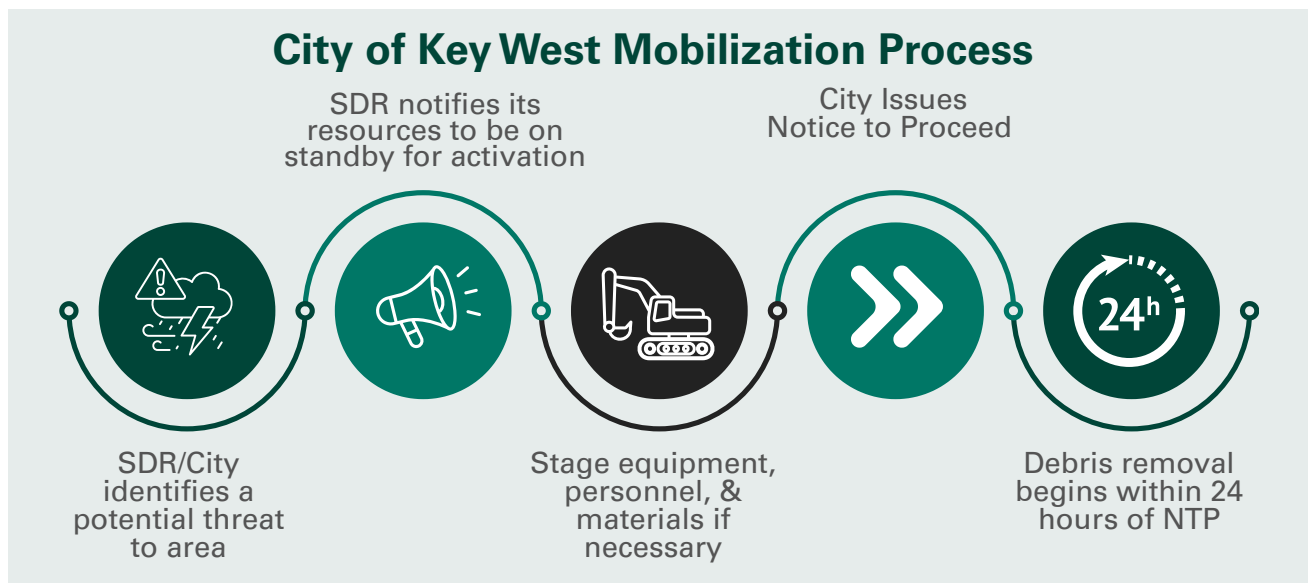
When advance notice is provided, SDR will coordinate with the City of Key West to prepare and, if authorized, pre-stage equipment, materials, and crews at approved TDMS or other designated staging areas, with primary forward staging at Homestead and Florida City 72 to 96 hours ahead of projected landfall. Pre-event preparation accelerates deployment, secures site readiness, and positions assets for immediate operations once work is authorized.

Upon NTP, SDR's assigned Project Manager will embed in the City of Key West EOC as the primary liaison with City leadership, consistent with the Disaster Recovery Technical Assistance scope under Section 3.2.11. This ensures immediate integration into the City's incident management structure, alignment on operational priorities, and coordination with the City's debris monitoring contractor.

PHASED ROLLOUT

- **Standby & Pre-Staging (if authorized):** Prepare and, when permitted, position equipment, personnel, and materials at approved staging areas, including Homestead and Florida City forward hubs; confirm TDMS site readiness across the City's 11 designated sites; coordinate with City of Key West Emergency Management, Public Works, and the designated debris monitoring firm.
- **Initial Activation (0-48 hours post-NTP):** Begin emergency road clearance and hazard mitigation in priority corridors identified by the City within the 70-hour Section 3.2.1 window, including access to critical facilities such as the City Emergency Operations Center, Lower Keys Medical Center, Key West International Airport, City fire stations and shelters, Florida Keys Aqueduct Authority (FKAA) water and wastewater facilities, and U.S. 1 evacuation and re-entry corridors
- **Sustained Operations:** Expand debris removal across assigned zones, manage TDMS site activities at the City's primary sites (Truman Waterfront, 5701 College Road, Rockland Key) with overflow to the eight secondary sites as needed, perform hazardous tree and stump removal, and transport reduced debris to permitted final disposal facilities in compliance with FDEP regulations, with barge transport available as an alternative when U.S. 1 ground-haul access is constrained.
- **Documentation & Closeout:** Maintain FEMA-compliant documentation from the first load, reconcile load tickets daily through ADMS-integrated tracking, submit weekly progress reports, and support City staff through final closeout to safeguard reimbursement eligibility

Throughout mobilization, SDR will maintain real-time communication among the City EOC, field supervisors, and SDR, while activating pre-qualified Florida-based subcontractor resources to provide surge capacity and ensure production goals are achieved without compromising safety or compliance.



OPERATIONAL EXECUTION

Operations begin with emergency road clearance to restore access to **critical facilities, hospitals, and priority routes** identified by City of Key West. SDR documents all actions in real time using **GPS-enabled tracking** and **ADMS-compatible systems** to ensure transparency and audit readiness. Once access is restored, SDR conducts sector sweeps, hauling debris to designated TDMS. Load tickets are verified by monitors and processed digitally to maintain **FEMA compliance**. **Daily Incident Action Plans (IAPs)** define crew assignments, safety briefings, and documentation workflows, ensuring **safe, efficient, and fully reimbursable** operations for City of Key West.

Throughout mobilization, SDR will maintain real-time communication among the City EOC, field supervisors, and SDR, while activating pre-qualified Florida-based subcontractor resources to provide surge capacity and ensure production goals are achieved without compromising safety or compliance.

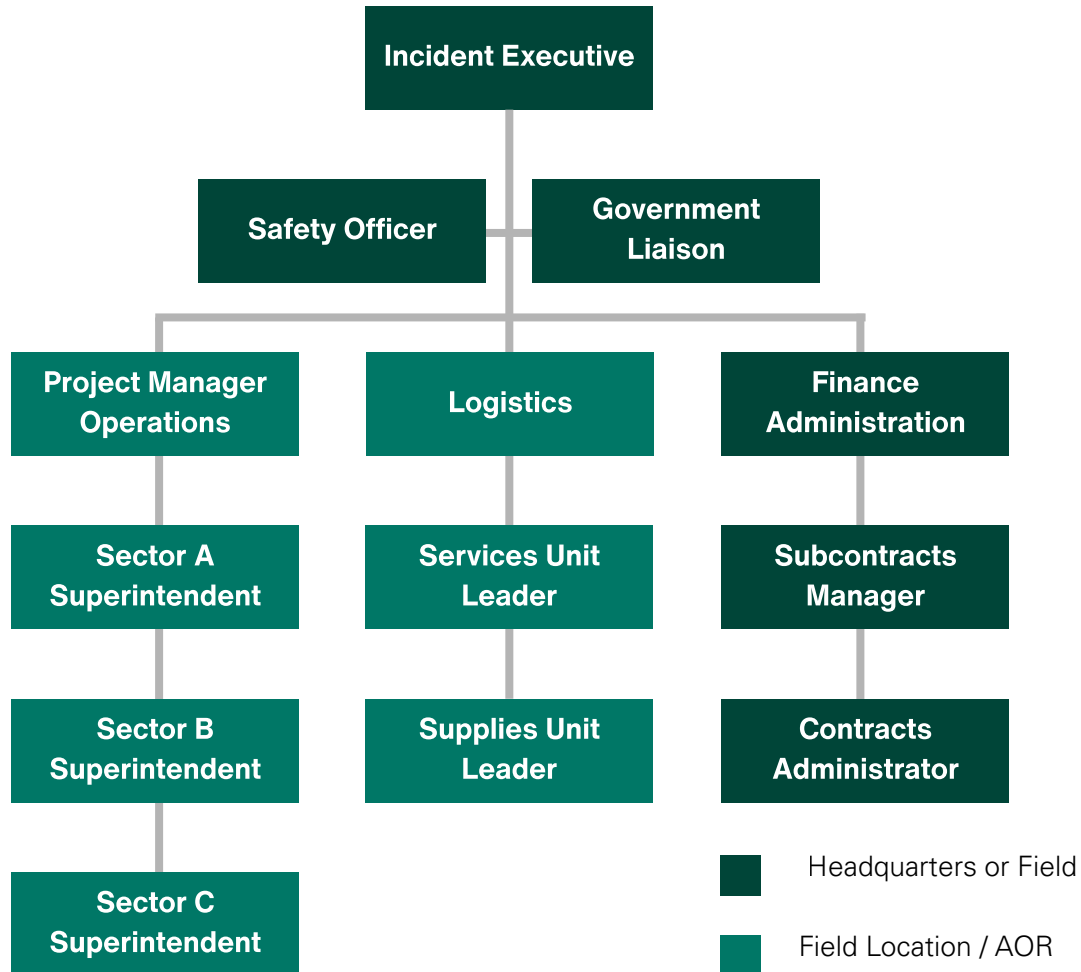


Field Management & Communications

Each project is led by an SDR **Project Manager**, who reports directly to City officials. Site supervisors oversee field teams under a scalable command structure with a defined span of control consistent with ICS/NIMS principles. Field operations are supported by:

- **Mobile Command Units** with satellite uplinks
- **Daily reporting dashboards** (zone progress, safety, documentation)
- **Encrypted radio systems** with cellular fallback

SDR DEBRIS OPERATIONS COMMAND STRUCTURE



Integration with City of Key West

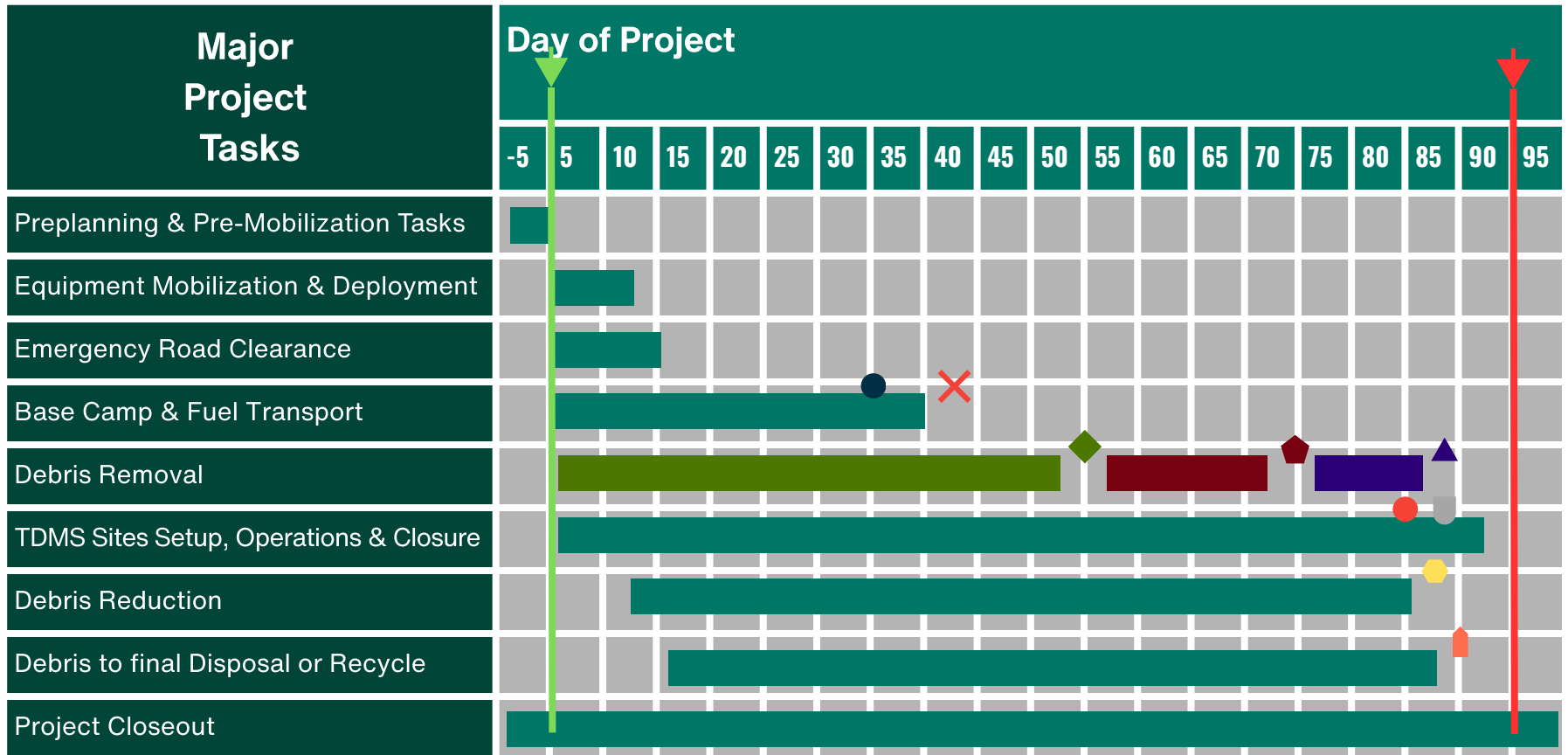
Coordination with the City is continuous throughout the project lifecycle. SDR will:

- Attend daily coordination briefings
- Provide daily status updates and volume reports
- Share **GIS-based mapping** of completed zones
- Support public communication strategies with schedule updates and FAQs

SDR also maintains a roster of vetted subcontractors, with **priority given to Florida-based firms**. These partners provide rapid mobilization, surge staffing, and local economic impact while ensuring full integration into SDR's operational framework.

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 City of Key West will dictate the actual length of the disaster debris removal mission.



	First Pass Work	Day 0		Notice to Proceed	Day 70		2 nd Pass Complete	Day 82		TDMS Clear of Debris
	Second Pass Work	Day 30		Fuel Available Locally	Day 80		3 rd Pass Complete	Day 83		TDMS Final Inspection
	Third Pass Work	Day 35		Base Camp Closes	Day 82		TDMS Closure for Receiving	Day 92		Project Completion
		Day 50		First Pass Complete	Day 82		Debris Reduction Complete	Day 104		Closeout Complete

COORDINATION WITH FEDERAL, STATE, AND LOCAL AGENCIES

SDR brings unmatched expertise in coordinating disaster recovery operations with federal, state, and local agencies. Our team has successfully executed over 200 debris removal contracts, many under the **FEMA Public Assistance Program**, and managed more than 100 million cubic yards of debris in compliance with FEMA, **FHWA Emergency Relief**, and **NRCS** program requirements.

Our leadership team includes former FEMA executives, engineers, project managers, and compliance specialists who are trained in the latest guidance on debris collection, removal, reduction, and disposal. We understand the statutes, regulations, and policies that govern eligibility, cost reasonableness, and documentation, ensuring debris operations are executed correctly and avoiding costly delays or de-obligations.

Our compliance framework aligns with:

- Stafford Act (42 U.S.C. § 5121 et seq.)
- 44 CFR Parts 13 and 206
- FEMA Public Assistance Program & Policy Guide (PAPPG)
- FEMA 325 Debris Management Guide
- FHWA Emergency Relief Program Guidelines
- NRCS Emergency Watershed Protection Program Requirements
- NEPA, ESA, NHPA, Clean Air Act, Clean Water Act
- F-ROC documentation standards

OUR FEMA LEADERSHIP ADVANTAGE

SDR's compliance program is led by **Robert Samaan**, our Senior Director of State and Federal Programs and a FEMA Qualification System–certified Federal Coordinating Officer (FCO). As former **Regional Administrator** for **FEMA Region IV**, he directed recovery for over 200 federally declared disasters across the Southeast. Mr. Samaan works directly with our project managers, the City, and FEMA field staff to ensure:

- Strict adherence to FEMA, FHWA, and NRCS program requirements
- Early resolution of eligibility or compliance questions
- Complete, accurate documentation for maximum eligible reimbursement

This proven ability to work seamlessly with all levels of government enables SDR to integrate quickly into the City's disaster response framework and deliver compliant, federally reimbursable results.



Every piece of debris we remove is tracked, verified, and documented in real time, because speed restores communities, but compliance protects reimbursement.

DOCUMENTATION, TRACKING & AUDIT READINESS

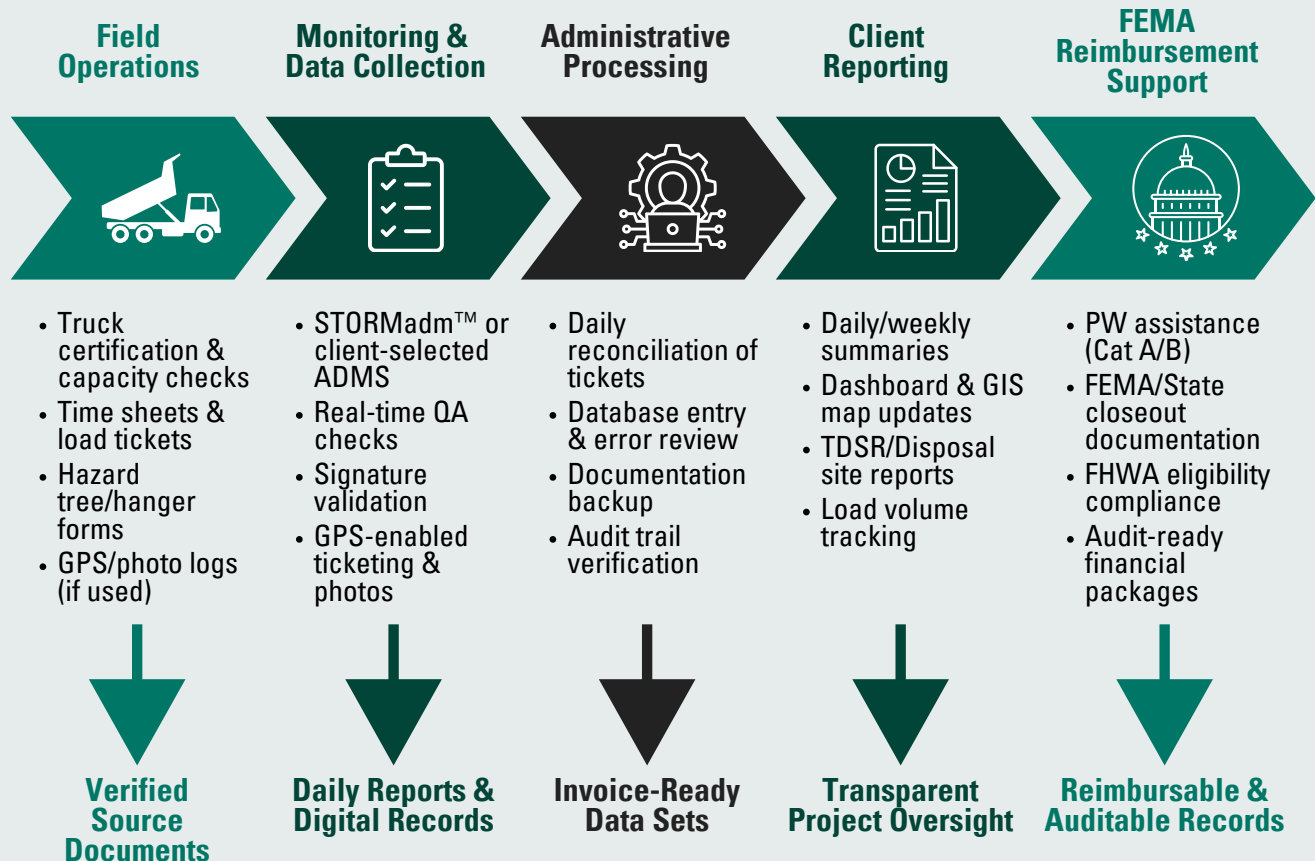
SDR maintains a comprehensive documentation and reporting system that meets the rigorous requirements of **FEMA Public Assistance (PA), FHWA Emergency Relief (ER), and federal/state auditing entities**. Every debris load, site activity, and operational decision is recorded, verified, and archived to ensure City of Key West receives full, timely reimbursement without risk of de-obligation. **SDR has never experienced a FEMA de-obligation on any of its contracts.**

Our process includes:

- **Field-Level Documentation:** GPS-enabled load tickets, truck certifications, time sheets, and hazard tree/hanger forms.
- **Digital Monitoring Integration:** Compatibility with industry-standard systems such as **STORMadm™** and client-selected **ADMS systems**, including GPS and photo validation.
- **Daily & Weekly Reporting:** Zone maps, dashboard updates, progress summaries, and reconciled load counts.
- **Invoice-Ready Data Sets:** Reconciled tickets, database entries, and audit-ready financial packages.
- **Reimbursement Support:** FEMA PA specialists ensure compliance with the **Stafford Act, 44 CFR, and PAPPG (2023)** guidance.

This integrated workflow ensures **complete transparency**, accurate production tracking, and fully auditable records to support federal reimbursement. SDR's clients consistently confirm that our documentation protects eligibility and reduces administrative burden during project closeout.

SDR'S DOCUMENTATION & REPORTING WORKFLOW



Integrated Documentation Systems

When a monitoring firm is engaged, SDR integrates seamlessly with their **Automated Debris Management System (ADMS)**. Our team has extensive experience with **STORMadms™** and other industry-standard platforms, enabling FEMA-compliant **data collection, load ticketing, verification, and invoicing**. These systems interface directly with SDR's internal accounting and project management tools to ensure **accuracy, audit readiness, and efficient reporting**.

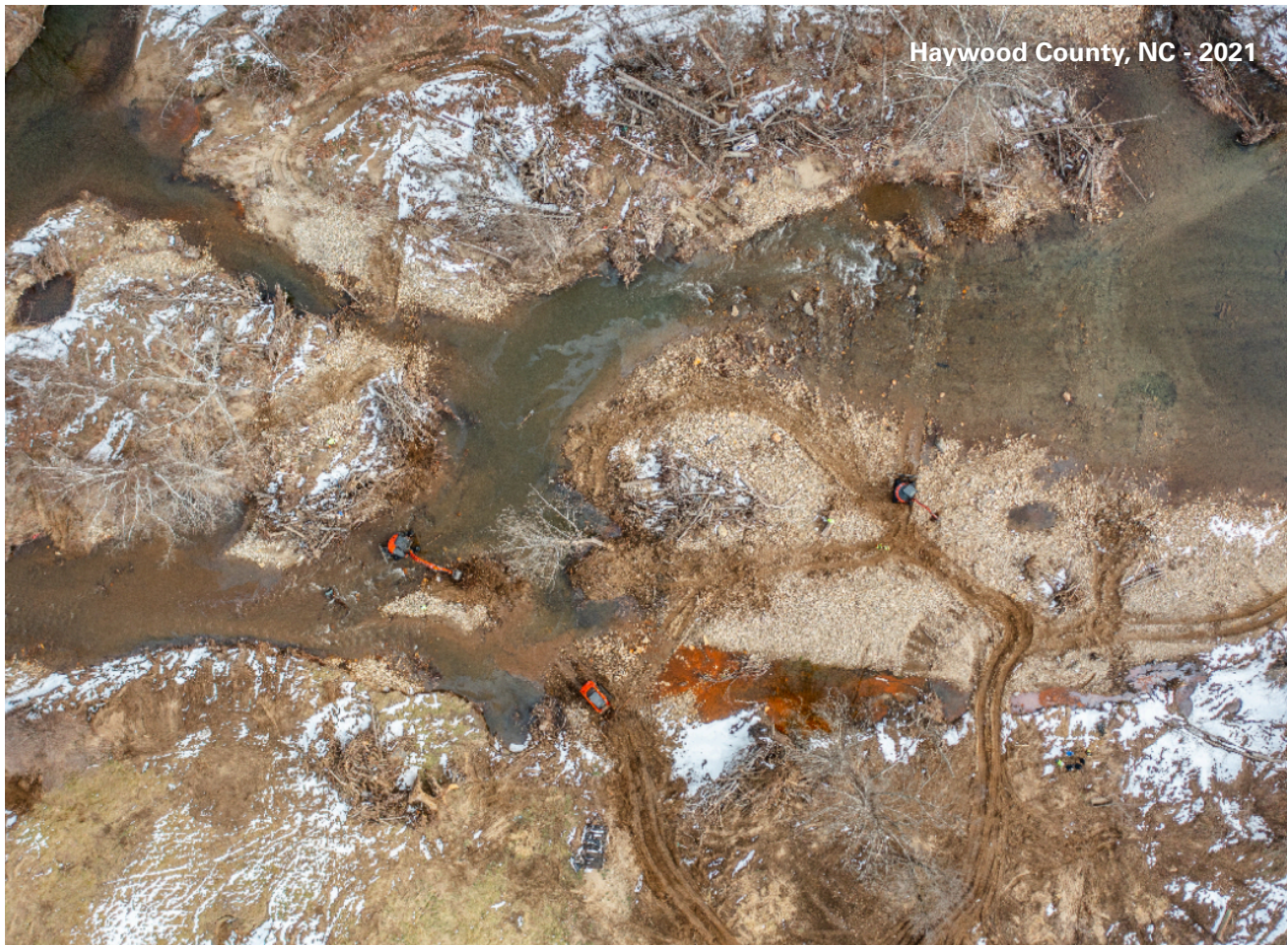
Reconciliation and Reporting

All documentation is **centrally managed, reviewed, and reconciled** by SDR's project management and accounting teams. SDR provides:

- **Daily Situation Reports (SitReps)**
- **Weekly reconciled load databases**
- **Final FEMA submittals**, including invoice packages, project ledgers, and closeout documentation

SDR's **Federal Grants & Reimbursement Team** works directly with City staff to prepare documentation for **Category A (Debris Removal)** and **Category B (Emergency Protective Measures)**. Services include **Project Worksheet (PW) development, payment requests, closeout support, and appeals assistance**.

Result: SDR's integrated documentation system ensures City of Key West's operations remain **FEMA- and FHWA-compliant, audit-ready, and eligible for maximum reimbursement**, all while reducing administrative burden for local staff.



SDR UNDERSTANDS F-ROC

The Florida Division of Emergency Management (FDEM) developed the Florida Recovery Obligation Calculation (F-ROC) system to standardize documentation and reduce reimbursement risk within the FEMA Public Assistance process. As a state-managed, federally funded initiative, F-ROC emphasizes standardized forms, procurement compliance, transparent documentation, and proactive risk assessment to improve reimbursement outcomes for applicants.

SDR understands that successful debris operations in Florida must align not only with FEMA Public Assistance guidance and 2 CFR Part 200, but also with FDEM's F-ROC documentation and reporting requirements. SDR's operational framework is built around standardized load ticket reconciliation, production tracking, debris segregation documentation, and audit-ready recordkeeping — all of which directly support F-ROC's pillars of standardization, procurement integrity, procedural compliance, and risk mitigation.

While F-ROC continues to evolve, SDR maintains close awareness of FDEM guidance and incorporates state-specific documentation protocols into Florida operations. SDR works collaboratively with debris-monitoring consultants and City staff to ensure all required forms, certifications, and production records are completed accurately and submitted in accordance with F-ROC expectations.

SDR's disciplined documentation practices, transparent reporting structure, and FEMA compliance expertise position the firm to support the City of Key West in navigating the F-ROC system efficiently and protecting full reimbursement eligibility.



COMPARABLE EXPERIENCE UNDER F-ROC AND FLORIDA REIMBURSEMENT CONTROLS

All of SDR's recent disaster recovery engagements in Florida have required documentation controls, procurement integrity, and reimbursement oversight comparable to F-ROC standards under the State's existing requirements. As communities transition to the F-ROC process, SDR stands ready to support them throughout implementation.

During Hurricane Ian, SDR performed Private Property Debris Removal (PPDR) operations under contract with FDEM, supporting Lee County under FEMA-4673-DR-FL. The assignment required strict right-of-entry validation, multi-stream debris segregation, TDMS load reconciliation, and detailed documentation packages designed to withstand both state and federal review. The project included 520+ rights-of-entry, vessel recovery, demolitions, and 47,414 cubic yards of debris removal — all performed under direct state oversight, in conditions directly comparable to a future Key West activation.

During Hurricane Idalia, SDR executed FEMA-funded debris removal and TDMS operations for Gilchrist County, Florida. The work required standardized load-ticket reconciliation, hazardous-tree documentation, and coordinated monitoring processes consistent with Florida's evolving reimbursement controls.

SDR's 2024 Hurricane Helene operations across North Carolina, South Carolina, Florida, and Georgia included large-scale ROW, PPDR, and waterway debris removal under FEMA Public Assistance oversight. These operations required structured documentation systems, real-time production tracking, and proactive eligibility validation — core principles aligned with F-ROC's pillars of standardization, procurement compliance, procedural discipline, and risk mitigation.

Collectively, these projects demonstrate SDR's ability to operate within highly structured reimbursement environments, coordinate with state agencies and debris monitoring contractors, and produce audit-ready documentation packages that protect federal funding eligibility for the City of Key West throughout every phase of debris recovery.



INTEGRATED TECHNOLOGY & REAL-TIME PROJECT INTELLIGENCE

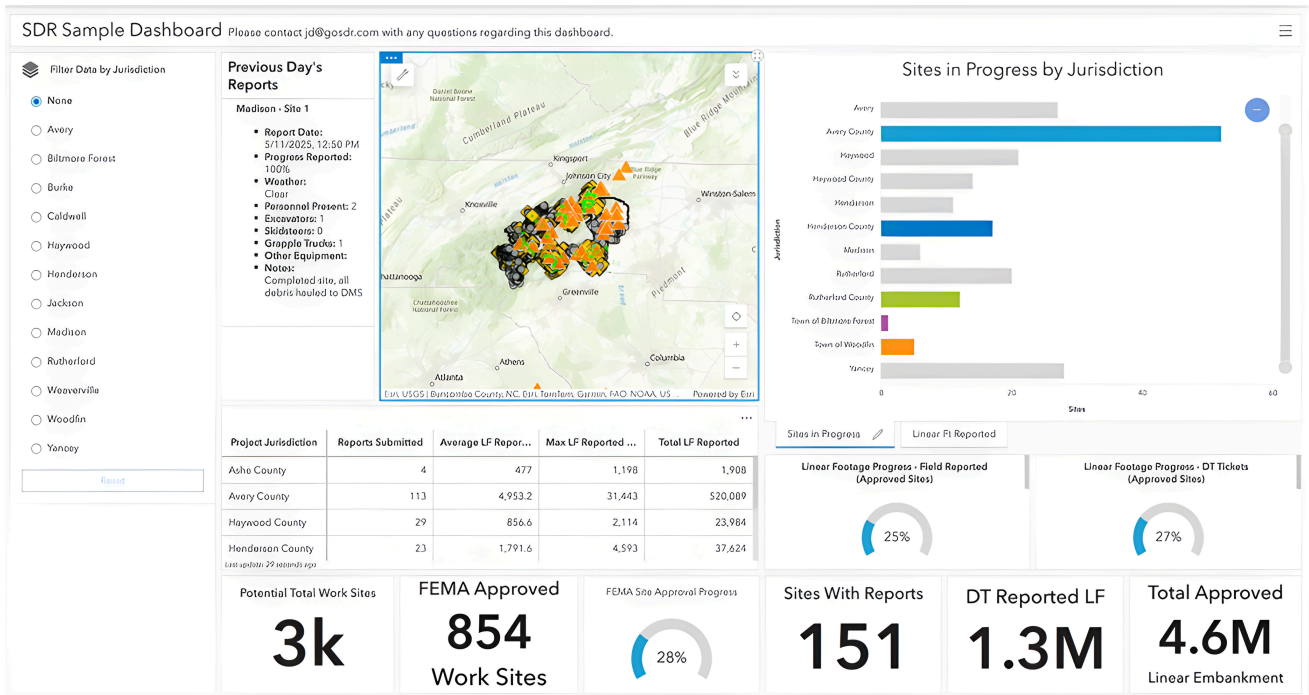
SDR integrates advanced geospatial technology into every phase of debris operations to deliver real-time visibility, documentation integrity, and transparent stakeholder communication. Our technology framework strengthens decision-making, accelerates reporting, and protects FEMA reimbursement eligibility.

INTERACTIVE GIS DASHBOARDS & STAKEHOLDER VISIBILITY

SDR develops secure, web-based GIS dashboards that centralize all project data in one dynamic interface. These dashboards display:

- Live zone progress tracking
- Key performance indicators (KPIs)
- Load volume summaries
- Debris type segregation data
- GIS-mapped collection routes and completed areas

Authorized stakeholders can access current information at any time, review mapped progress by sector, and generate exportable reports for internal leadership or public communication. By delivering structured, visualized data through dashboards, SDR enhances oversight, improves coordination, and ensures leadership maintains continuous operational awareness.



Linear Footage Progress - Field Reported (Approved Sites)

25%

Linear Footage Progress - DT Tickets (Approved Sites)

27%

Potential Total Work Sites

3k

FEMA Approved Work Sites

854

FEMA Site Approval Progress

28%

Sites With Reports

151

DT Reported LF

1.3M

Total Approved Linear Embankment

4.6M

ADVANCED FIELD DATA COLLECTION: SURVEY123 & FIELD MAPS

SDR equips field teams with Esri Survey123 and Field Maps to capture standardized, GPS-verified data directly from the project site.

Using mobile devices, our crews:

- Record points, lines, and polygons with precise geolocation
- Upload photo documentation tied to each record
- Complete customized digital forms aligned with FEMA requirements
- Edit map layers in real time

We design each form specifically for the project scope to ensure the required eligibility documentation is captured systematically and consistently.

Field data syncs directly to the project dashboard, providing near real-time updates and a defensible, verifiable record of site conditions and daily activities.

HIGH-RESOLUTION DRONE IMAGERY & SITE ANALYTICS

SDR deploys Unmanned Aerial Vehicles (UAVs) to capture high-resolution aerial imagery for:

- Initial damage assessment
- Debris volume estimation
- DMS/TDSR site monitoring
- Progress verification
- Change-over-time documentation

We process imagery into orthomosaic maps and site models that support operational planning, validate production, and enhance reporting accuracy.

Drone-derived data integrates directly into SDR's GIS platform and dashboards, providing stakeholders with a clear, comprehensive visual understanding of field conditions and recovery progress.

TECHNOLOGY THAT DRIVES ACCOUNTABILITY

By integrating dashboards, mobile field tools, GPS tracking, and drone analytics, SDR creates a unified digital environment that supports:

- Proactive project management
- Transparent stakeholder communication
- Accurate production tracking
- Audit-ready documentation
- FEMA and FHWA reimbursement protection

Our technology platform ensures every load, location, and operational decision is documented, visualized, and defensible.

The screenshot shows the 'Waterway Sites Reporting Form' mobile application interface. At the top, there is a green header with a close button (X), the title 'Waterway Sites Reporting Form', and a menu icon (three horizontal lines). Below the header, the form is organized into sections:

- Date & Time of Report ***: Includes a date field set to 'Monday, May 12, 2025' and a time field set to '4:00 PM', both with clear (X) buttons.
- Type of Report**: Features three radio button options: 'Daily Report' (selected), 'Start of Work', and 'Closeout'.
- Daily Report**: A sub-section containing:
 - Project Jurisdiction ***: A dropdown menu.
 - Basin ***: A dropdown menu with a note: 'This information is critical as the site numbers repeat between basins!'.
 - Site Number ***: A search field with a magnifying glass icon and an upward arrow. Below it is a list of radio button options: 'B1_0_5', 'B1_0_7', 'B1_1', 'B1_1_5', and 'B1_1_0'.
- Name/Company of Individual Completing Form ***: A text input field at the bottom.



**CITY OF KEY WEST DISASTER DEBRIS RESPONSE:
APPROACH AT A GLANCE**

Activity	Equipment Deployed	Key Crews	Compliance Controls
ROW Debris Removal	Grapple trucks, self-loaders, bucket trucks, skid steers, chainsaws	Foreman, CDL operators, FEMA-qualified spotters	Daily ticket reconciliation, curbside separation logs, FEMA PAPPG (2023) adherence
DMS/TDSR Establishment & Management	Dozers, loaders, grinders, air curtain burners, scale houses	Site managers, scale operators, environmental inspectors	FDEP permits, daily environmental logs, site restoration plan
Load Ticketing & Monitoring	ADMS tablets/scanners, weigh scales	Load inspectors, data managers	Real-time QA/QC checks, GIS mapping, coordination with monitoring contractor
Household Hazardous Waste (HHW)	Lined containers, HAZMAT trailers	HAZWOPER-certified crews	EPA, OSHA, and FDEP standards; disposal manifests
White Goods	Flatbed trucks, refrigerant recovery equipment	Certified appliance technicians	Refrigerant recovery logs, recycling manifests
Waterway Debris (if applicable)	Barges, cranes, workboats	Marine recovery crews	USCG coordination, vessel recovery logs
Private Property Debris Removal (PPDR, if directed)	Skid steers, small haul trucks	PPDR crews, ROE coordinators	Signed ROEs, GPS/photo documentation, FEMA authorization
Demolition Debris	Excavators, haul trucks	Demolition teams, safety officers	OSHA demolition standards, FDEP asbestos/abatement compliance

SCALABLE OPERATIONS FOR ALL EVENT TYPES

SDR's operational framework adapts to the size and scope of any debris event in City of Key West, from localized incidents to countywide disaster recovery. Our **owned resources, pre-vetted subcontractor network, and proven management systems** enable us to scale operations rapidly while maintaining compliance with **FEMA, FHWA, and FDEP** regulations. The following examples illustrate how operations expand by event severity and are tailored to meet City of Key West's needs:

Event Type 1: Spot Jobs – Localized Woody Debris

- Resources: 2–3 grapple trucks, 1 bucket truck, 1 skid steer, 1 foreman, 1 FEMA-qualified coordinator
- Compliance: GIS-tracked spot job forms, daily ticket reconciliation.

Event Type 2: Small Event – Countywide, No Reduction

- Resources: 8–12 haul trucks, 2–3 self-loaders, 1 project manager, 1 safety officer
- Compliance: ADMS-integrated load tickets; debris segregation for FEMA eligibility

Event Type 3: Significant Event – Woody Debris Only

- Resources: 12–18 grapple trucks, 2–3 grinders, 1–2 DMS/TDSR teams, GPS-equipped fleet
- Compliance: Grinder logs; dust/runoff controls; FDEP site restoration standards

Event Type 4: Significant Event – Mixed Debris

- Resources: 15–20 collection trucks, 1 white goods crew, 1–2 HAZWOPER spotters, 2–3 documentation staff
- Compliance: Segregation logs, refrigerant recovery documentation, HHW manifests.

Event Type 5: Catastrophic Event – Mixed Debris, Full Scope

- Resources: 20–30+ debris crews, 2–3 DMS/TDSR sites, 4–5 grinders, 1–2 HHW containment cells, 1 FEMA compliance officer
- Compliance: Real-time QA/QC; FDEP environmental controls; FEMA/FHWA reimbursement standards

Event Type 6: Catastrophic Event – Site Management

- Resources: 1–3 site management teams, 1–2 air curtain incinerators (if FDEP approved), 1–2 scale house staff, 1–2 environmental inspectors
- Compliance: Permit tracking, daily environmental logs, site remediation and closure reporting.



SITE HEALTH & SAFETY STRATEGY

SDR's health and safety program is built on the principle that **no task is so urgent it cannot be done safely**. All operations are planned and executed in compliance with **OSHA standards, FEMA Public Assistance guidelines, FHWA requirements, and all applicable local, state, and federal regulations**. Safety begins at mobilization, with each crew receiving a site-specific orientation covering PPE requirements, hazard recognition, and safe work practices.

Accident Prevention & Incident Reporting

SDR's Accident Prevention Plan governs all field operations. Protocols include hazard identification, near-miss reporting, and root cause analysis for every safety event. All incidents, regardless of severity, are logged, reviewed by SDR's Safety Director, and reported transparently to City of Key West. Weekly safety scorecards and trend analyses are generated to track performance and proactively address risks.

Environmental and Public Safety Controls

Public safety and environmental protection are central to SDR's work. Measures include clear site signage, controlled site access, certified traffic flaggers, and dust suppression using water trucks and misting systems. During grinding or incineration, on-site fire suppression equipment is maintained. SDR coordinates with law enforcement as needed for site security. At all TDMS sites, controls such as silt fencing and stormwater runoff prevention are installed immediately to safeguard surrounding communities and ecosystems.

A Culture of Safety and Accountability

Safety is a core value at SDR. Every crew member is empowered to identify hazards and intervene, ensuring risks are addressed immediately. Leadership is personally invested in incident-free operations that uphold the City's trust, protect FEMA/FHWA reimbursement eligibility, and ensure every worker and community member remains safe.



QUALITY CONTROL PLAN

SDR maintains a rigorous Quality Control Plan (QCP) to ensure all debris operations are performed safely, efficiently, and in full compliance with **FEMA, FHWA, FDEP, and City of Key West** requirements. Our QCP integrates operational oversight with field-level accountability, ensuring that every truckload, ticket, and task meets the standards necessary for documentation integrity, cost recovery, and environmental compliance.

Dedicated Quality Control Team

Each project is assigned a **Quality Control Manager (QCM)** who directs inspectors responsible for:

- Monitoring daily crew performance
- Verifying equipment functionality and cleanliness
- Reviewing documentation for accuracy and completeness
- Coordinating with City of Key West's monitoring contractor to align workflows

Documentation Accuracy & Digital Integration

SDR uses **GPS-enabled tracking, photographic documentation, and an ADMS-compatible workflow** for real-time load ticket validation. Field supervisors upload data directly via tablets or handheld devices. QC protocols include:

- **10% random daily audits** of load tickets
- Timestamp and geolocation review of haul data
- Reconciliation of contractor and monitor records
- Eligibility review of debris type and source location

Corrective Action & Continuous Improvement

If discrepancies are identified, the QCM initiates corrective action:

- Immediate field notification and documentation pause
- Root cause review and re-training if needed
- Verification of resolution and post-correction audit
- Integration of lessons learned into daily safety briefings and future training

Final Reporting & Audit Readiness

At closeout, SDR compiles a complete package including:

- Load ticket summary logs
- GIS maps of completed zones
- Before/after ROW photos
- Subcontractor equipment and volume logs
- Environmental and safety compliance records

This documentation is provided to City staff in real time and prepared for **audit-ready FEMA/FHWA submittals**.

A Culture of Quality & Compliance

Quality is embedded in SDR's operations. From the first haul to final closeout, our teams are trained to prioritize accuracy, transparency, and compliance, safeguarding City of Key West's full reimbursement eligibility.

SUBCONTRACTING PLAN

SDR is deeply committed to the communities we serve. As part of our mission to accelerate both the **physical and economic recovery** following a disaster, we prioritize subcontracting opportunities for **local businesses**, particularly **MBE, WBE, DBE**, and **labor surplus area firms**. Utilizing local subcontractors is not only efficient, it also injects capital directly into the affected economy and supports long-term community resilience.

SDR maintains a network of over 75 fully vetted subcontractors within a deployable distance of Key West. These partners have standing agreements with SDR to support debris clearance and removal operations and are trained in **FEMA-compliant documentation, safety protocols, and invoicing procedures**. Their resources, combined with SDR's in-house capabilities, form a **scalable, flexible response team** capable of meeting the needs of any event.

Whenever local resources are available and qualified, SDR makes every effort to **onboard and mobilize area subcontractors**. Upon award, we publicly advertise subcontracting opportunities and initiate our **vetting and onboarding process**. If local capacity is limited, SDR supplements with experienced regional subcontractors who have successfully completed work with us on federally funded debris projects.

All SDR subcontractors:

- Meet federal and contractual safety standards
- Hold required liability and workers' compensation insurance
- Adhere to SDR's strict safety and drug-free work zone policies
- Operate under a signed subcontractor agreement that aligns with SDR's prime contract responsibilities

COMPLIANCE WITH 2 C.F.R. § 200.321(B)

SDR complies with the affirmative steps outlined in federal procurement regulations to ensure inclusion of small, minority-owned, and women-owned businesses. These include:

1. Maintaining solicitation lists of qualified firms
2. Actively soliciting MBE, WBE, and local firms when they are potential sources
3. Dividing work into economically feasible packages to increase participation
4. Establishing delivery schedules that allow for maximum inclusion
5. Using the support of the Small Business Administration and the Minority Business Development Agency

ENSURING PERFORMANCE

We recognize that subcontractor performance directly impacts client satisfaction. To ensure seamless operations, SDR provides:

- On-site quality control and oversight
- Proactive coordination with monitoring firms
- Clear communication protocols between subcontractors, SDR leadership, and City staff

This proven subcontracting framework ensures City of Key West benefits from a rapid, scalable recovery effort while maximizing the engagement of local businesses.

EQUIPMENT RESOURCES & SCALABILITY

SDR maintains a large, deployable equipment fleet composed of both company-owned assets and pre-qualified subcontractor resources. This combined fleet supports every phase of debris operations, from emergency roadway clearance through final disposal, and allows SDR to scale quickly based on event size and operational demand.

Our subcontractor network includes more than 75 vetted firms located throughout the Southeast and Gulf Coast, each under established agreements and prepared to support debris removal operations in Key West. These resources are integrated into SDR's operational planning and mobilization strategy, ensuring equipment availability, operator readiness, and compliance with all contract requirements.

In the event of a major or catastrophic disaster, SDR supplements local resources with additional equipment and personnel from our broader regional network. This approach allows us to rapidly expand operations without delays, while maintaining safe production rates, consistent supervision, and full compliance with FEMA documentation and eligibility requirements.

3,100+	Total Team Equipment Fleet Equipment available from SDR and its partner network, spanning every phase of the debris removal cycle from emergency road clearance through final disposal.
300+	Aerial / Bucket Trucks All boom types: standard, forestry-package, and tracked configurations. Boom heights from 50 to 100+ feet. Largest aerial fleet in any competing team configuration
400+	Excavators (All Sizes & Configurations) Mini through JD300/CAT 336 class. Bucket/thumb, grapple, mulcher/flail, Rotobec, and long-reach 65-ft configurations. Available for ROW clearing, DMS operations, demolition, and waterway debris
300+	Skid Steers / Compact Track Loaders Configured with grapples, forestry mulchers, buckets, and forks. Provides high-density coverage for residential/parks operations, DMS site management, and tight-access clearance.
185+	Grapple / Self-Loader / Knuckleboom Trucks Primary debris collection vehicles. Capacities range from 65 to 150+ CY. Includes dedicated pup trailer combinations and waterway-capable debris barge/loader units.
160+	Wood Debris Chippers (All Types) Tow-behind (120+), tracked whole-tree, and drum chippers. In-field and DMS-site reduction capability for vegetative debris. Eliminates haul distance for reducible material.
60+	Industrial Grinders Tub grinders and large horizontal grinders, including CBI 1,000+ HP high-throughput units. Continuous processing for stumps, large timber, and mixed vegetative/C&D debris.
265+	Walking Floor / HYD RAM Haul Trailers Walking floor / HYD RAM trailers (140+) combined with 100+ dump trucks of varying class. Sustains truck-to-loader ratios required for uninterrupted debris flow between collection routes, TDSR sites, and final disposal facilities.
120+	Dozers (D5-Class and Above) D6, D7, and D8T class CAT dozers plus JD 850K/700K crawlers. DMS site management, pile shaping, roadway clearance, and access route maintenance.
230+	Marine Assets (Barges, Vessels, Flexifloats) 55+ named barges (spud/deck/hopper/crane), 107+ Flexifloat modular sections, 27+ vessels (tugs, workboats, pushboats). Full waterway debris removal capability from headwaters to navigable channels.

PUBLIC ANNOUNCEMENTS & NOTICES

SDR supports transparency, local engagement, and compliance with federal contracting standards through proactive communication. We maintain a standing network of vetted subcontractors ready to support recovery operations when local capacity is limited. This ensures both rapid mobilization and local participation in disaster recovery efforts. Upon contract award, SDR will:

- Issue public announcements to notify local contractors of subcontracting opportunities, using local publications, County coordination channels, and outreach to small/minority-owned businesses.
- Ensure these efforts align with 2 C.F.R. § 200.321 and other applicable federal and state procurement standards.

During active debris removal operations, SDR will coordinate with City of Key West to provide weekly public notices to residents. These may include:

- Debris placement guidelines
- Definitions of eligible vs. ineligible debris
- Collection zone schedules and updates

Notices are typically distributed through **local newspapers, radio stations, municipal websites, and social media platforms** as authorized by City of Key West. All public communications are submitted to the client for approval prior to release.

FINANCIAL STRENGTH & CAPACITY TO PERFORM

SDR has over **\$20 million in owned equipment** assets and a trusted network of subcontractors, which enables us to mobilize rapidly and manage multiple large-scale federal contracts simultaneously. Our financial strength includes **\$300 million aggregate bonding capacity** with a **\$125 million single-project limit**, supported by a **\$500 million credit line**.

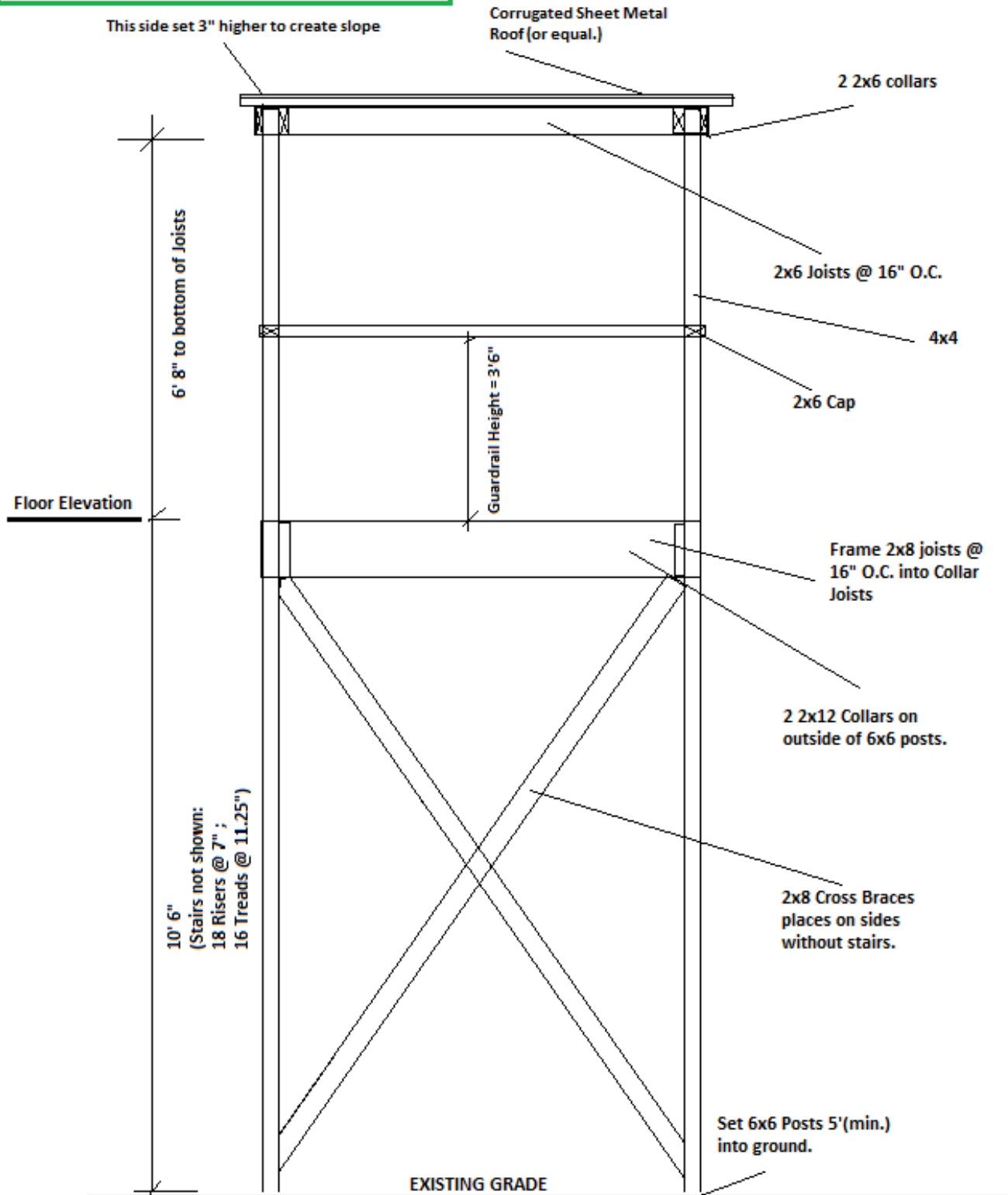
This combination of operational readiness and financial capacity ensures City of Key West that SDR can staff, equip, and sustain prolonged recovery operations without delay or disruption. Our record of **210+ completed debris removal contracts**, many executed under FEMA Public Assistance, demonstrates our ability to stay on the job until the mission is complete.

CONSTRUCTION DRAWINGS FOR TEMPORARY INSPECTION TOWERS

SDR may be requested to construct an inspection tower at each debris storage site to monitor loads on truck ingress and egress. The tower will be built using pressure-treated wood or metal scaffolding. The floor elevation of the tower shall be 13 feet above the existing ground elevation, as coordinated with the Owner, to afford a complete view of the load bed of each truck while allowing for the easy transfer of the debris removal load ticket between the Tower Monitor and the vehicle driver.

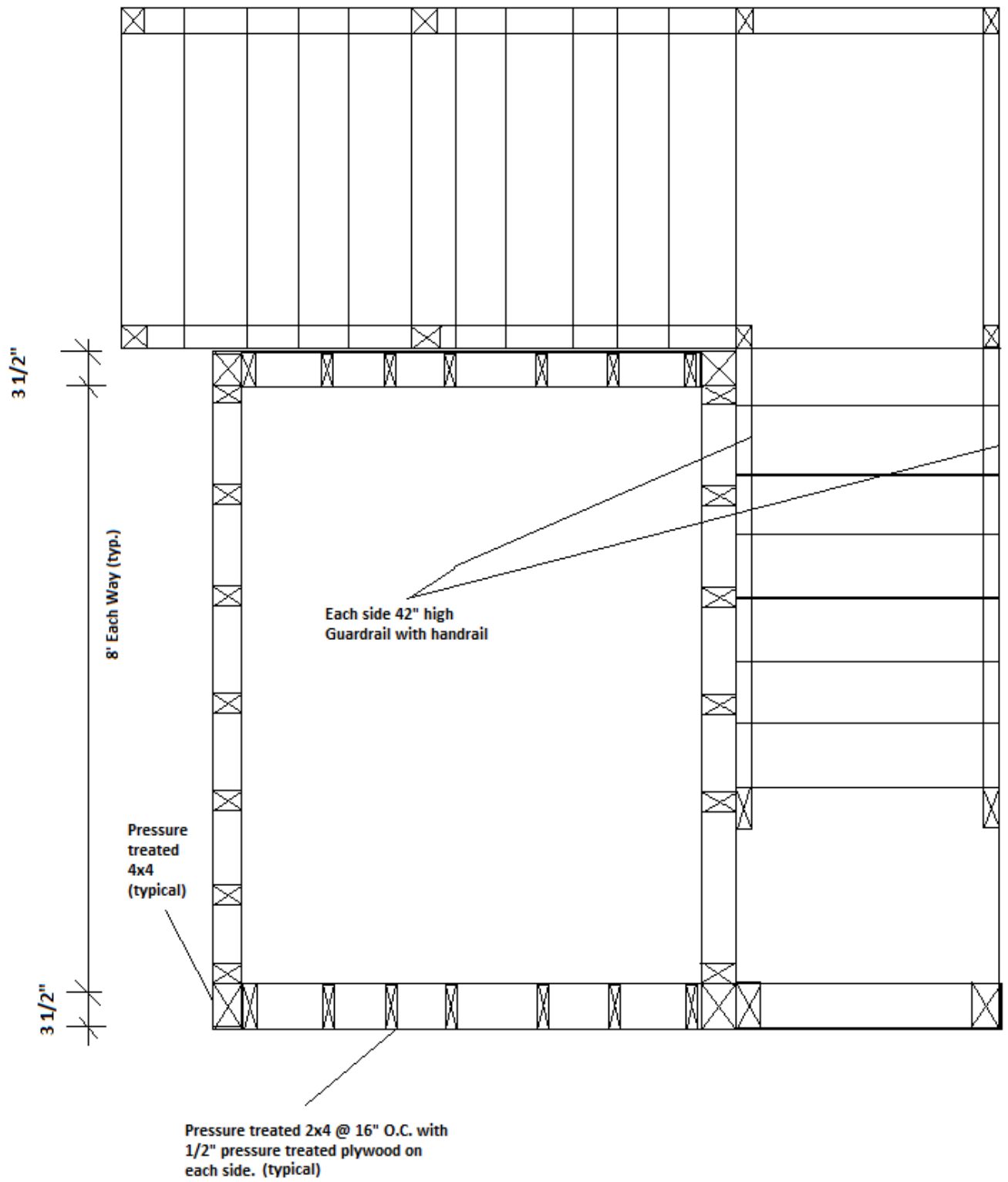
The floor area shall be a minimum of 8' x 8', constructed of 2" x 8" joists, 16" O.C., with ¾" Plywood supported by a minimum of four 6" x 6" posts. A 4-foot-high wall constructed of 2" x 4" studs and ½" plywood shall protect the perimeter of the floor area. A roof shall cover the floor area. The roof shall provide a minimum of 6'-6" of headroom below the support beams. Steps with a handrail shall give access to the tower. SDR will build the tower in accordance with local building code requirements.

Section View - Standard Inspection Tower



Note:
All wood to be pressure treated.

Plan View - Standard Inspection Tower



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
- 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

TRUCK CERTIFICATION

SDR's 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.



TAB 4

Financial Stability

FINANCIAL STABILITY

SDR enters the City of Key West contract with the financial discipline and operating record required to sustain a multi-year activation under FEMA audit. Since its founding in 2012, SDR has completed more than 210 disaster debris contracts, managed over 100 million cubic yards of debris, and delivered projects valued at more than \$960 million. SDR holds \$300 million in aggregate bonding capacity, a \$500 million credit line, and \$20 million in owned equipment — financial capacity that supports concurrent multi-jurisdictional activations and sustained recovery operations without reliance on event-driven financing. SDR has never delayed or withheld payment from a subcontractor in the firm's history.

The City's evaluation includes three quantitative measures that map directly to SDR's audit record and operational scale:

- **Total dollar amount of rejected reimbursements (FEMA audit): \$0.** SDR has never experienced a FEMA deobligation across 210+ completed contracts and over \$960 million in delivered project value.
- **Number of rejected reimbursements (FEMA audit): 0.** SDR has closed out every contract in the firm's history without a single non-compliance finding, deobligation, or FEMA Public Assistance reimbursement dispute.
- **Total cubic yards of debris managed in the last five years: more than 15 million cubic yards** across municipal, county, and state contracts in Florida, Georgia, North Carolina, South Carolina, Iowa, and Kentucky. SDR's 2024 Hurricane Helene response alone accounted for more than 10 million cubic yards processed across 35 jurisdictions in four states.

The audited financial statement that follows demonstrates SDR's balance sheet strength, working capital position, and the financial capacity that supports the bonding and credit lines referenced above.

May 7, 2026

Re: Southern Disaster Recovery, LLC
93 Sonia Drive
Greer, SC 29650

To Whom it May Concern:

Please be advised that Southern Disaster Recovery, LLC is a highly regarded and valued client of Smith Brothers Insurance, LLC. We have established a bond program for single projects of \$125,000,000 as part of a \$300,000,000 aggregate program. We anticipate no difficulties in providing the Performance and Payment bonds for projects that fall within those parameters. They have an impeccable record of performance and continue to demonstrate excellence in all facets of their business.

Naturally, the execution of any bonds is subject to our normal underwriting review, including, but not limited to, review of bond forms, contract terms, conditions and evidence on the adequacy of financing for the project by the owner.

Should you require additional assurances, please do not hesitate to contact us via phone at 860-430-3206, or via email at jnelson@smithbrothersusa.com.

Sincerely,

James Nelson
Director of Surety

Insurance | Surety | Risk Management | Benefits | Financial

68 National Drive, Glastonbury, CT 06033 | PHONE 860-652-3235 FAX 860-652-3236 TOLL FREE 800-426-6946 | www.SmithBrothersUSA.com

Offices throughout Connecticut, Massachusetts, New Jersey, and New York
Please refer to our website for details on our Privacy Policy and Compensation Disclosure





TAB 5

Past Performance

PAST PERFORMANCE

INTRODUCTION

SDR brings unmatched experience in disaster debris management, with more than 14 years of continuous operations since the firm's founding in 2012, over 210 completed contracts, more than 100 million cubic yards of debris processed, and over \$960 million in recovery projects delivered across 25 states. SDR's portfolio spans every major disaster type, including hurricanes, tornadoes, floods, wildfires, and winter storms, each requiring rapid mobilization, high-production debris clearance, and strict adherence to FEMA Public Assistance (PA) and FHWA Emergency Relief (ER) reimbursement protocols.

SDR's working knowledge of FEMA-PA reimbursement procedures is reflected in the firm's audit record: **zero FEMA de-obligations across 210+ contracts and over \$960 million in delivered project value.** SDR's documentation discipline is built around the FEMA-PA Program and Policy Guide (PAPPG), 2 CFR Part 200, 44 CFR § 206.224 eligibility standards, FEMA 325 Debris Management Guide, and FEMA 327 Debris Monitoring Guide, with GIS-enabled load tickets, ADMS, and Federal-Coordinating-Officer-led compliance review applied to every activation. The firm's technical staff includes a former FEMA Region 4 Regional Administrator, certified emergency managers, a Federal Coordinating Officer, licensed Professional Engineers, ISA-certified arborists, licensed landfill operators, and a full-time Certified Public Accountant, providing direct in-house FEMA PA expertise from initial mobilization through final closeout.

SDR has supported clients ranging from small municipalities to statewide agencies. Comparable jurisdictions with populations exceeding 30,000 where SDR has performed services similar to those required by the City of Key West include Lee County, Florida (Hurricane Ian PPDR, population ~760,000), Nassau County, Florida (Hurricane Irma debris removal, population ~90,000), Coffee County, Georgia (Hurricane Helene debris removal, population ~43,000), Henderson County, North Carolina (Hurricane Helene debris removal, population ~120,000), and Marion, Iowa (Derecho debris removal, population ~41,000). SDR's work in these and other jurisdictions has covered the full spectrum of debris streams — vegetative, construction and demolition (C&D), white goods, household hazardous waste (HHW), waterway and marine debris, and private property debris removal (PPDR) — in close coordination with state emergency management agencies, environmental regulators, and local Emergency Operations Centers.

Key accomplishments include:

- 10+ million CY removed across 35 jurisdictions during Hurricane Helene (2024–2025)
- 1.8 million CY processed during Hurricanes Irma and Florence (2017–2018)
- Nearly 1 million CY managed across Georgia tornado events (2021 and 2023)
- Simultaneous beach restoration, wildfire cleanup, and ROW utility projects
- Strong local response during Tropical Storm Fred, Hurricane Ian, Hurricane Dorian, and the Iowa Derecho

This proven record demonstrates SDR's reliability, scalability, and readiness to support the City of Key West with the same professionalism and precision that has made SDR a trusted recovery partner nationwide.



MULTI-STATE HURRICANE HELENE DISASTER RECOVERY

Client

Simultaneous contracts across four states & 35 jurisdictions

Location

Multiple across NC, SC, GA, & FL

Contract Value

\$393 Million (to date)

Period of Performance

2024 - 2025

Project Type

Right of Way Debris
Waterway Debris
PPDR



Project Overview:

Hurricane Helene struck in 2024, causing severe wind and flood damage across four states. SDR executed one of its largest coordinated operations under FEMA Declarations FEMA-4830-DR-GA, FEMA-4828-DR-FL, FEMA-4829-DR-SC, and FEMA-4827-DR-NC.

In compliance with FEMA Public Assistance guidelines, SDR removed **over 10 million cubic yards of debris**, managed **74 Debris Management Sites**, and deployed **530+ debris collection crews**. Operations included right-of-way collection, waterway debris removal, and private property debris removal (PPDR), supported by advanced tracking, environmental controls, and rigorous safety management.

Key Project Elements

- **ROW Debris:** 10M+ cubic yards processed via incineration, grinding/mulching, and reuse. Hazardous tree work with Sennebogen equipment in mountainous terrain.
- **Waterway Debris:** Cleared 1,200+ miles of streams, tributaries, and rivers; managed vegetative, C&D, vessels, and HHW debris; secured ROEs; deployed drones for surveys.
- **PPDR:** Assisted thousands of residents in Western NC with debris removal from private property, securing ROEs and minimizing property impact.
- **Safety:** Full-time safety lead, Job Safety Analyses before each task, specialized protocols for debris impacting structures.
- **Financial Capacity:** Financed/bonded \$500M in work, 100% Payment & Performance bonding, \$5M+ weekly subcontractor payroll maintained on schedule.

SDR supported one of the **largest multi-state hurricane recoveries in recent history**, rapidly scaling operations, maintaining flawless FEMA compliance, restoring critical infrastructure, and protecting communities while keeping safety, environmental stewardship, and subcontractor support at the forefront.



HURRICANE HELENE DEBRIS REMOVAL

Client

Coffee County Board of Commissioners

Location

Coffee County, Georgia

Contract Value

\$68 Million

Period of Performance

10.01.24 - 06.30.2025

Project Type

FEMA-PA
Debris Removal
Waterway Debris



Project Overview:

After Hurricane Helene's 2024 landfall, Coffee County faced massive wind and flood damage, blocked roadways, and waterways choked with debris. Under a **FEMA Public Assistance** mission, SDR executed a full-scale debris removal program covering right-of-way collection and waterway debris clearance.

SDR **removed 4,385,267 cubic yards of debris**, including:

- 3,116,716 CY vegetative debris
- 366,893 CY waterway debris
- 893,836 CY processed wood chips
- 7,821 CY construction & demolition debris

Key Project Elements

- **Emergency Road Clearance:** Opened critical routes alongside the National Guard, Urban Search and Rescue, Georgia Forestry, Georgia DNR, firefighters, and local volunteers.
- **ROW Debris Removal:** Large-scale processing with grinders, wheel loaders, dozers, and tractor trailers.
- **Waterway Clearance:** Restored flow across hundreds of miles of streams, tributaries, and rivers to reduce flood risk.
- **Heavy Equipment Deployment:** Mobilized ~100 units, including self-load trucks, skid steers, excavators, and specialized debris processing equipment.

SDR's rapid mobilization, seamless coordination with multiple agencies, and large-scale debris operations restored access, reduced hazards, and supported Coffee County's recovery — all in full FEMA compliance.

Reference:

Wesley Vickers, County Administrator
Wesley.vickers@coffeecounty-ga.gov | 912-384-4799



HURRICANE HELENE DEBRIS REMOVAL

Client

Atkinson County, GA

Location

Atkinson County, GA

Contract Value

\$13.75 Million

Period of Performance

10.02.24 - 3.31.25

Project Type

FEMA-PA
Debris Removal



Project Overview:

Following Hurricane Helene's 2025 landfall, Atkinson County experienced widespread wind damage, fallen trees, and heavy debris accumulation across residential and rural areas. SDR was engaged under the FEMA Public Assistance (PA) program to manage countywide debris removal operations, ensuring full documentation compliance for FEMA reimbursement.

Over the course of the project, SDR **removed approximately 888,500 cubic yards of vegetative and construction & demolition (C&D) debris from public rights-of-way**. Work included collection, reduction, and final disposal of debris, restoring road access and public safety throughout the county.

Key Project Elements

- **Right-of-Way Debris Removal:** Collected and processed mixed vegetative and C&D debris from public property and transportation routes.
- **Debris Reduction & Processing:** Grinding and mulching for volume reduction and environmentally responsible disposal.
- **Traffic & Safety Management:** Operated under county-approved MOT plans to maintain safe public access.
- **Equipment Deployed:** Bucket trucks, debris trucks, skid steers, wheel loaders, and excavators with grapple saws.
- **FEMA Compliance:** All load tickets, truck certifications, and monitoring managed through FEMA-approved documentation protocols.

SDR's rapid mobilization, experienced debris crews, and proven FEMA compliance processes enabled Atkinson County to clear storm debris efficiently and safely, restoring public access and community stability.

Reference:

Robbie Stone, Emergency Management Director
r.stone@atkinson-ga.org | 912.422.7541



HURRICANE HELENE DEBRIS REMOVAL

Client

Yancey County

Location

Yancey County, NC

Contract Value

\$55.5 Million

Period of Performance

10.24.24 - Present

Project Type

FEMA-PA
Debris Removal
PPDR



Project Overview:

Following Hurricane Helene's 2024 landfall, Yancey County sustained widespread wind and flooding damage across residential, commercial, and rural areas. SDR was engaged under the FEMA Public Assistance (PA) program to lead multi-scope debris removal operations, including Right-of-Way (ROW), Private Property Debris Removal (PPDR), and Waterway Debris Removal. To date, **SDR has removed 598,515 cubic yards and 660,368 linear feet of disaster debris.**

Key Project Elements

- **ROW Debris Removal:** Collected and processed vegetative and C&D debris from public rights-of-way
- **PPDR:** Issued 286 work orders and completed 209 private properties to date, restoring habitability and safety.
- **Waterway Debris Removal:** Cleared vegetative and C&D debris from streams, rivers, and tributaries to reduce flood hazards.
- **Debris Processing:** Operated temporary sites with grinding, mulching, and chip hauling for beneficial reuse.
- **Equipment Deployed:** Grapple trucks, dump trucks, walking floor chip trucks, wheel loaders, excavators, skid steers, bulldozers, Sennebogen units, bucket trucks, grapple saws, horizontal grinders, climbing crews, saw crews, and hand crews.

Debris Totals:

- Vegetative Debris (ROW + PPDR): 453,735 CY
- C&D, Sand Debris (ROW + PPDR): 140,093 CY
- Waterway Debris: 4,687 CY, 660,38 LF

SDR's rapid mobilization, expertise, and strict FEMA compliance are helping Yancey County restore access, clear waterways, and return storm-impacted properties to safe, livable conditions.

Reference:

Lynn Austin, County Manager
lynn.austin@yanceycountync.gov | 828.682.1801



HURRICANE IAN PRIVATE PROPERTY DEBRIS REMOVAL

Client

Florida Division of
Emergency Management

Location

Lee County, FL

Contract Value

\$5.97 Million

Period of Performance

11.2022 - 11.2023

Project Type

FEMA-Funded PPDR
TDMS
Waste Streams



Project Overview:

Following Hurricane Ian's 2022 landfall, Lee County suffered extensive wind and storm surge damage. Under FEMA Disaster Declaration FEMA-4673-DR-FL, SDR executed a large-scale **Private Property Debris Removal (PPDR)** program in North Fort Myers and Cape Coral.

SDR managed **520+ Rights of Entry (ROEs)** and removed **47,414 cubic yards of debris**, including vegetative material, C&D debris, white goods, household hazardous waste, vessels, and titled property. Operations also included **23 full structure demolitions with site restoration** to local code.

Key Project Elements

- **Vessel Recovery:** Removed 35 upland vessels from lawns, docks, seawalls, and structures; stabilized, staged, and disposed per regulations.
- **Demolitions:** Obtained permits, coordinated utility disconnections, demolished structures/slabs, and restored sites.
- **Debris Removal:** Deployed PPDR-certified crews to collect and dispose of multiple waste streams via TDMS sites.

SDR's targeted, compliant, and community-focused recovery operations restored safety and habitability for hundreds of storm-impacted properties while maintaining FEMA compliance and operational efficiency, performed under Florida reimbursement controls comparable to F-ROC standards

Reference:

Kevin Guthrie, Executive Director
kevin.guthrie@em.myflorida.com | 850-298-8250
2555 Shumard Oak Blvd., Tallahassee, FL 32399



2023 GEORGIA TORNADOES: SPALDING BUTTS COUNTIES

Client

Butts & Spalding County
City of Griffin

Location

Spalding County
City of Griffin

Contract Value

\$14.62 Million

Period of Performance

01.18.23 - 09.01.23

Project Type

FEMA-PA
Debris Removal
Debris Management



Project Overview:

On January 12, 2023, a severe tornado outbreak struck the Southeast, including two tornadoes in **Spalding County, GA**, an EF-3 and an EF-2, that caused significant damage to homes, businesses, utilities, and public infrastructure. Under a pre-positioned contract in **Butts County**, SDR mobilized immediately, deploying additional crews to assist **Spalding County** and the **City of Griffin**.

Initial operations focused on clearing emergency routes to restore access for first responders, followed by full-scale debris removal, hazard tree mitigation, utility ROW debris clearance, and TDMS operations. Under FEMA Disaster Declaration FEMA-4685-DR-GA, SDR removed **919,527 cubic yards of vegetative, C&D, HHW, and white goods debris**.

Key Project Elements

- **Emergency Road Clearance:** Restored critical transportation corridors in coordination with local emergency management.
- **Debris Removal & Processing:** Collected and disposed of multiple waste streams in compliance with FEMA PA requirements.
- **Hazard Tree Mitigation:** Removed dangerous leaners, hangers, and stumps posing public safety hazards.
- **Equipment Deployed:**
 - 22 Bucket Trucks
 - 28 Self-Loaders
 - 12 Skid Steers
 - 4 Horizontal Grinders

SDR's rapid mobilization, disciplined incident action planning, and coordinated multi-jurisdictional operations restored access, reduced hazards, and accelerated recovery for communities across central Georgia.

Reference:

Glenn Polk, Spalding County EMG
gpolk@spaldingcounty.com | 770.228.2129

Mariza Eller, City of Griffin Public Works Director
meller@cityofgriffin.com | 770.229.6603



WINTER STORM URI DEBRIS REMOVAL

Client

Various Kentucky Counties

Location

Carter, Elliott, Lawrence, and Boyd Counties

Contract Value

\$18.57 Million

Period of Performance

03.04.21 - 08.30.21

Project Type

FEMA-PA
Debris Removal
Hazardous Tree Removal



Project Overview:

In early 2021, a severe winter storm brought heavy icing and flooding to eastern Kentucky, causing widespread damage to infrastructure, roadways, and trees across **four counties**. Under emergency contracts, SDR led debris removal and hazardous tree mitigation operations in full compliance with **FEMA Public Assistance (PA) requirements**.

SDR deployed **65+ crews**, removed **641,800 cubic yards** of storm debris, and mitigated over **24,000 hazardous trees and hanging limbs**. Operations were challenged by narrow, hilly roadways and flood-compromised routes, necessitating advanced traffic control and route planning to maintain safe and efficient production.

Key Project Elements

- **Debris Removal:** Collected, hauled, and processed vegetative debris across four counties.
- **Hazardous Tree Mitigation:** Removed 24,000+ leaning or hanging trees threatening public safety.
- **Site Management:** Operated Temporary Debris Management Sites (TDMS) with burning, ash haul-out, and environmental compliance.
- **Specialized Equipment:**
 - 60 Bucket Trucks
 - 86 Self-Loaders (Doubles)
 - 40 Dump Trailers
 - 10 Trackhoes
 - 9 Dump Trailers (80–100 CYD)

SDR's structured, zone-based operations, rapid mobilization, and coordinated multi-county effort restored safe access, mitigated long-term public safety hazards, and enabled critical recovery operations to proceed without delay across eastern Kentucky.

Reference:

Mike Malone | Judge/Executive
cartercountyky@gmail.com | 606-474-5366
300 W Main Street, Suite 227, Grayson, KY 41143



DERECHO DEBRIS REMOVAL

Client

City of Marion

Location

Marion, IA

Contract Value

\$24.37 Million (Combined)

Period of Performance

08.2020 - 6.2021

Project Type

FEMA-PA
Debris Removal
Waterway Debris



Project Overview:

In August 2020, a rare and destructive **derecho** struck central and eastern Iowa, producing sustained straight-line winds exceeding 100 mph. The storm caused catastrophic tree loss, with over 90% of Marion’s urban tree canopy damaged, and significant impacts on infrastructure across public rights-of-way, parks, and waterways.

Under the **FEMA Public Assistance (PA)** program, SDR was engaged to lead large-scale debris removal across two coordinated recovery phases: public ROW/structural debris operations and waterway debris clearance.

SDR removed **1,019,088 cubic yards of debris**, including:

- 729,900 CY vegetative & structural debris from public property
- 289,188 CY waterway debris

Key Project Elements

- **ROW Debris Removal:** Cleared and processed vegetative and structural debris from streets, parks, and public property.
- **Waterway Debris Removal:** Cleared storm-impacted waterways to restore flow and reduce flood risk.
- **Hazard Tree Removal:** Mitigated dangerous leaning and hanging trees citywide.
- **Debris Processing:** Operated TDMS sites with grinding, mulching for beneficial reuse, and environmental compliance measures.
- **Equipment Deployed:** ~55 units, including bucket trucks, self-loaders with hauling units, horizontal grinders, dump trailers (80–100 CYD), trackhoes, excavators with grapple saws, a high-tip wheel loader, tracked skid steers, and Ponsse hauling trucks.

SDR’s rapid mobilization, precise operational control, and compliance-driven execution restored safe access, cleared waterways, and accelerated Marion’s recovery from one of the most destructive inland wind events in U.S. history.

Reference:

Ryan Miller – Public Services Department Director
rmiller@cityofmarion.org | 319-377-6367
1225 6th Avenue, Suite 170, Marion, IA 52302



2021 GEORGIA TORNADOES: WOODY/VEG, C&D, HHW, WHITE GOODS DEBRIS REMOVAL

Client

City of Newnan, GA

Location

Newnan, GA

Contract Value

\$5,481,300

Period of Performance

03.09.21 - 08.06.21

Project Type

FEMA-PA
Debris Removal
Debris Management

Key Personnel

Sonny Sims



Project Overview:

Following a series of destructive tornadoes across the Southeast, an EF-4 tornado struck the City of Newnan, Georgia, causing widespread damage to homes, infrastructure, and public rights-of-way. SDR responded immediately to support Newnan's emergency operations and full-scale recovery efforts.

Under FEMA Disaster Declaration FEMA-4600-DR-GA, SDR led emergency road clearance and the **removal of over 388,000 cubic yards of disaster debris**. Removal included vegetative debris, construction and demolition materials, household hazardous waste, and white goods. SDR also addressed dangerous leaners, hangers, and stumps, and managed operations at the Temporary Debris Management Site (TDMS), including debris reduction through grinding and beneficial reuse.

Throughout this two-month FEMA PA-funded project, SDR deployed:

- 14 Bucket Trucks
- 23 Self-Loaders
- 11 Skidsteers
- 2 Horizontal Grinders

Our rapid mobilization and integrated recovery approach helped Newnan restore critical infrastructure and return to normalcy after one of the most devastating tornado events in its history.

Reference:

Ray Norton, Public Works Director
rnorton@cityofnewnan.org | 404.606.8140
25 Lagrange Street, Newnan, GA 30263



HURRICANE ZETA DEBRIS REMOVAL

Client

White County

Location

White County, GA

Contract Value

\$107,500

Period of Performance

11.2020 - 12.2020

Project Type

FEMA-PA
Debris Removal
Debris Management

Key Personnel

Chris Johnson



Project Overview:

Following Hurricane Zeta's landfall in Georgia in late 2020, White County experienced widespread tree damage and blocked public rights-of-way due to high winds and saturated ground conditions. SDR was selected to lead the County's emergency debris operations, including the removal of vegetative debris and hazardous leaners and hangers.

Under FEMA Disaster Declaration FEMA-4579-DR-GA, SDR cleared more than **56,200 cubic yards of storm debris** and over **450 hazard trees** in less than one month. Work included emergency road clearance, hazard tree mitigation, and debris reduction at approved sites using air curtain burners.

Throughout this FEMA PA-funded operation, SDR deployed:

- 2 Bucket Trucks
- 2 Self-Loaders
- 1 Skidsteer
- 1 Air Curtain Burner

This efficient and focused recovery effort helped White County quickly restore safe access to public infrastructure following the storm.

Reference:

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



TROPICAL STORM FRED FLOODING DEBRI REMOVAL



Client

Haywood County, NC
Town of Canton, NC
Town of Clyde, NC
Buncombe County, NC

Location

Various North Carolina

Contract Value

\$3 M

Period of Performance

08.27.21 - 04.01.22

Project Type

FEMA-PA
Debris Removal
PPDR
Waterway Removal



Project Overview:

Following the severe flooding caused by Tropical Storm Fred in August 2021, communities across Haywood and Buncombe Counties in North Carolina experienced widespread flooding, damaged infrastructure, and heavy debris accumulation along roadways and waterways. SDR was activated under the State of North Carolina disaster debris removal contract to support Haywood County, the Town of Canton, the Town of Clyde, and Buncombe County with emergency debris removal operations.

Extraordinary rainfall caused the West Fork of the Pigeon River to rise nearly 20 feet above normal levels, resulting in catastrophic flooding, six fatalities, and more than \$300 million in regional damage. SDR mobilized rapidly to clear debris from transportation routes and waterways, restoring access and protecting public safety.

Over the course of the project, **SDR removed approximately 77,220 cubic yards of vegetative, construction and demolition (C&D), and flood-related debris from public rights-of-way and waterways.** All debris collection, reduction, and disposal activities were documented using FEMA-compliant monitoring systems to support Public Assistance (PA) reimbursement.

Key Project Elements

- **Right-of-Way Debris Removal:** Collected and removed mixed vegetative and C&D debris from roadways and public property impacted by flooding.
- **Waterway Debris Removal:** Performed FEMA-funded emergency debris removal from the Pigeon River and surrounding waterways to eliminate hazards and restore water flow.
- **Debris Reduction & Processing:** Managed debris reduction operations through grinding, burning, and haul-out to reduce volume and ensure efficient disposal.
- **Equipment Deployed:** Bucket trucks, self-loading debris trucks, dump trailers, trackhoes, and large-capacity dump trailers.
- **FEMA Compliance:** Debris source locations, types, and volumes were documented using ADMS monitoring systems to ensure accurate invoicing and FEMA reimbursement.

Reference:

Kris Boyd, Deputy County Manager
kris.boyd@haywoodcountync.gov | 828.507.9081



WHAT OUR CLIENTS ARE SAYING

At SDR, we are driven by a deep commitment to our clients and a passion for helping communities rebuild stronger after disaster strikes. Every project we undertake is rooted in partnership, accountability, and a shared mission to restore safety and normalcy. These testimonials reflect our unwavering dedication to delivering exceptional service when it matters most.



I can't say enough about the support we received, especially from Chris Johnson, who was the SDR representative on our project. Mr. Johnson was professional and honest in all respects. **I can say without a shadow of a doubt, we made the right decision when we selected SDR.**

- Wesley Vickers, Coffee County, GA - County Administrator

LEADING DISASTER RECOVERY

“ SDR has come in and helped us tremendously. They're the experts and know how to get the job done quickly and efficiently.
- Jonathan Kanipe, Biltmore Forest Town Manager

“ Every community in our county was affected by debris. Some bridges and streams were completely blocked, creating massive obstacles. SDR's help in removing that debris has been critical. If we had waited for other partners, we would be far behind where we are today.
- Paula Roach, Rutherford County Finance Director

“ Working with SDR has been a relief. This was the first disaster I've ever managed at this scale, and I needed guidance. The SDR team has been there every step of the way in the field, making sure we could keep recovery efforts moving.
- Jeff Whitson, Yancey County Chairman, Board of Commissioners

“ The crews and equipment you brought to bear on this project enabled us to recover from this disaster much faster than we could have ever believed would have been possible.
- J. Clay Killian, Aiken County Administrator



COFFEE COUNTY BOARD OF COMMISSIONERS

JOHNNY WAYNE JOWERS, CHAIRMAN
OSCAR PAULK, VICE-CHAIRMAN
AJ DOVERS, COMMISSIONER
JIMMY KITCHENS, COMMISSIONER
TED O'STEEN, COMMISSIONER

**224 West Ashley Street
DOUGLAS, GEORGIA 31533**

(912) 384-4799
Fax (912) 384-0291

WESLEY VICKERS, COUNTY ADMINISTRATOR
TRACIE VICKERS, COUNTY CLERK
TONY ROWELL, COUNTY ATTORNEY
PRINCESS ZACHERY, HR DIRECTOR
ABBY PAULK, DEPUTY CLERK
GWEN SANDERS, ADMINISTRATIVE ASSISTANT

July 30, 2025

Mr. Chip Patterson
SDR
93 Sonia Drive
Greer, SC 29650

RE: Letter of Recommendation

Dear Mr. Patterson:

I am writing this letter to recommend SDR for disaster removal services. Coffee County, Georgia had a very positive relationship with SDR during the Hurricane Helene disaster. Our county was overwhelmed with devastation after the hurricane. SDR was on the ground literally within hours after the hurricane and provided all debris removal and disposal services until work was completed nine months later. During the whole process, SDR was able to deliver all that was promised, in a timely manner. I can't say enough about the support we received, especially from Chris Johnson, who was the SDR representative on our project. Mr. Johnson was professional and honest in all respects. I can say without a shadow of a doubt, we made the right decision when we selected SDR.

Sincerely,




Wesley Vickers, County Administrator

Coffee County Board of Commissioners is an equal opportunity employer and service provider.



ATTACHMENT A: PAST PERFORMANCE QUESTIONNAIRE (PPQ)
REVISED FEBRUARY 20, 2026

USACE PAST PERFORMANCE QUESTIONNAIRE (Form PPQ-0)	
CONTRACT INFORMATION (Contractor to complete Blocks 1-4)	
1. Contractor Information	
Firm Name: Southern Disaster Recovery, LLC	CAGE Code: 6TXC1
Address: 93 Sonia Drive, Greer, SC 29650	UEI: WL8JR2CJ4HV1
Phone #: 864.469.9776	
Email Address: bids@gosdr.com	
Point of Contact (POC): Al McClaran	POC Phone #: 864.469.9776
2. Work Performed as:	
<input checked="" type="checkbox"/> Prime Contractor <input type="checkbox"/> Subcontractor <input type="checkbox"/> Joint Venture <input type="checkbox"/> Other (Explain) _____	
Percent of project work performed: 100%	
If subcontractor, who was the prime (Name/Phone #): N/A	
3. Contract Information	
Contract #: N/A	DO/TO # (if applicable): N/A
Contract Type: <input checked="" type="checkbox"/> Firm Fixed Price <input type="checkbox"/> Cost Reimbursement <input type="checkbox"/> Other (Explain)	
Contract Title: Hurricane Helene Debris Removal – FEMA DR 4830 (GA) PA Category A	
Contract Location: Atkinson, Bulloch, Clinch, Coffee, Statesboro, and Washington Counties – This PPQ is for Coffee County specifically.	
Award Date (mm/dd/yyyy): 10.01.2024	
Contract Completion Date (mm/dd/yyyy): 06.30.2025	
Actual/Projected Completion Date (mm/dd/yyyy): 06.30.2025	
Explain Differences: N/A	
Original Contract Price (Award Amount): \$81,000,000.00	
Final Contract Price (to include all modifications, if applicable): \$103,725,697.00	
Coffee County Total: \$68,084,702.00	
Explain Differences: Value added to address additional debris removal.	
4. Project Description:	
Complexity of Work <input checked="" type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Routine	
How is this project relevant to project of submission? (Provide details such as similar equipment, requirements, conditions, etc.)	
The State of Georgia faced widespread debris left by Hurricane Helene. SDR was contracted to provide debris removal and processing in various impacted counties in Georgia under the major disaster declaration FEMA DR-4830-GA . On this project, SDR managed 6,646,932.70 total cubic yards (CY) of debris throughout the State following Hurricane Helene.	
Coffee County Total: 4,450,535.40 cubic yards	
CLIENT INFORMATION (Client to complete Blocks 5-8)	
5. Client Information	
Name: Wesley Vickers	
Title: County Administrator	
Phone Number: 912-384-4799	
Email Address: wesley.vickers@coffee-county-ga.gov	
6. Describe the client's role in the project:	
POC for disaster clean up	
7. Date Questionnaire was completed (mm/dd/yyyy): 3/2/2026	
8. Client's Signature: 	

Formatting: Offerors may expand the fields in this form as necessary to ensure all information is included.

Primary Submission Method: The client completes the questionnaire and submits it directly to the Offeror. The Offeror will include the completed form with their proposal submission to USACE.

Alternative Submission Method: The client may submit the questionnaire directly to USACE. To do so, the client must contact the Offeror to obtain the correct USACE Point of Contact Information.



TO BE COMPLETED BY CLIENT

PLEASE CIRCLE THE ADJECTIVE RATING WHICH BEST REFLECTS YOUR EVALUATION OF THE CONTRACTOR'S PERFORMANCE.	
1. QUALITY:	
a) Quality of technical data/report preparation efforts	<input checked="" type="radio"/> E VG S M U N
b) Ability to meet quality standards specified for technical performance	<input checked="" type="radio"/> E VG S M U N
c) Timeliness/effectiveness of contract problem resolution without extensive customer guidance	<input checked="" type="radio"/> E VG S M U N
d) Adequacy/effectiveness of quality control program and adherence to contract quality assurance requirements (without adverse effect on performance)	<input checked="" type="radio"/> E VG S M U N
2. SCHEDULE/TIMELINESS OF PERFORMANCE:	
a) Compliance with contract delivery/completion schedules including any significant intermediate milestones. <i>(If liquidated damages were assessed or the schedule was not met, please address below)</i>	E <input checked="" type="radio"/> VG S M U N
b) Rate the contractor's use of available resources to accomplish tasks identified in the contract	E <input checked="" type="radio"/> VG S M U N
3. CUSTOMER SATISFACTION:	
a) To what extent were the end users satisfied with the project?	<input checked="" type="radio"/> E VG S M U N
b) Contractor was reasonable and cooperative in dealing with your staff (including the ability to successfully resolve disagreements/disputes; responsiveness to administrative reports, businesslike and communication)	<input checked="" type="radio"/> E VG S M U N
c) To what extent was the contractor cooperative, businesslike, and concerned with the interests of the customer?	<input checked="" type="radio"/> E VG S M U N
d) Overall customer satisfaction	<input checked="" type="radio"/> E VG S M U N
4. MANAGEMENT/ PERSONNEL/LABOR	
a) Effectiveness of on-site management, including management of subcontractors, suppliers, materials, and/or labor force?	E <input checked="" type="radio"/> VG S M U N
b) Ability to hire, apply, and retain a qualified workforce to this effort	E <input checked="" type="radio"/> VG S M U N
c) Government Property Control	E VG S M U <input checked="" type="radio"/> N
d) Knowledge/expertise demonstrated by contractor personnel	<input checked="" type="radio"/> E VG S M U N
e) Utilization of Small Business concerns	E <input checked="" type="radio"/> VG S M U N
f) Ability to simultaneously manage multiple projects with multiple disciplines	E <input checked="" type="radio"/> VG S M U N
g) Ability to assimilate and incorporate changes in requirements and/or priority, including planning, execution and response to Government changes	<input checked="" type="radio"/> E VG S M U N
h) Effectiveness of overall management (including ability to effectively lead, manage and control the program)	<input checked="" type="radio"/> E VG S M U N

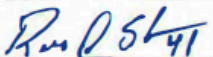
5. COST/FINANCIAL MANAGEMENT						
a) Ability to meet the terms and conditions within the contractually agreed price(s)?	<input checked="" type="radio"/> E	VG	S	M	U	N
b) Contractor proposed innovative alternative methods/processes that reduced cost, improved maintainability or other factors that benefited the client	<input checked="" type="radio"/> E	VG	S	M	U	N
c) If this is/was a Government cost type contract, please rate the Contractor's timeliness and accuracy in submitting monthly invoices with appropriate back-up documentation, monthly status reports/budget variance reports, compliance with established budgets and avoidance of significant and/or unexplained variances (under runs or overruns)	E	VG	S	M	U	<input checked="" type="radio"/> N
d) Is the Contractor's accounting system adequate for management and tracking of costs? If no, please explain in Remarks section.	E	VG	S	M	U	<input checked="" type="radio"/> N
e) If this is/was a Government contract, has/was this contract been partially or completely terminated for default or convenience or are there any pending terminations? Indicate if show cause or cure notices were issued, or any default action in comment section below.	E	VG	S	M	U	<input checked="" type="radio"/> N
f) Have there been any indications that the contractor has had any financial problems? If yes, please explain below.	E	VG	S	M	U	<input checked="" type="radio"/> N
6. SAFETY/SECURITY						
a) To what extent was the contractor able to maintain an environment of safety, adhere to its approved safety plan, and respond to safety issues? (Includes: following the users rules, regulations, and requirements regarding housekeeping, safety, correction of noted deficiencies, etc.)	E	<input checked="" type="radio"/> VG	S	M	U	N
b) Contractor complied with all security requirements for the project and personnel security requirements.	E	<input checked="" type="radio"/> VG	S	M	U	N
7. GENERAL						
a) Ability to successfully respond to emergency and/or surge situations (including notifying COR, PM or Contracting Officer in a timely manner regarding urgent contractual issues).	<input checked="" type="radio"/> E	VG	S	M	U	N
b) Compliance with contractual terms/provisions (explain if specific issues)	<input checked="" type="radio"/> E	VG	S	M	U	N
c) Would you hire or work with this firm again? (If no, please explain below)	<input checked="" type="radio"/> E	VG	S	M	U	N
d) In summary, provide an overall rating for the work performed by this contractor.	<input checked="" type="radio"/> E	VG	S	M	U	N

Please provide responses to the above questions (if applicable) and/or additional remarks. Furthermore, please provide a brief narrative addressing specific strengths, weaknesses, deficiencies, or other comments which may assist our office in evaluating performance risk (please attach additional pages if necessary):

SDR was an excellent contractor to work with during hurricane Helene clean up. They performed all contract requirements as expected and met all deadlines. I would not hesitate to use them again should we ever need their services in the future.

ATTACHMENT A: PAST PERFORMANCE QUESTIONNAIRE (PPQ)

REVISED FEBRUARY 20, 2026

USACE PAST PERFORMANCE QUESTIONNAIRE (Form PPQ-0)	
CONTRACT INFORMATION (Contractor to complete Blocks 1-4)	
1. Contractor Information	
Firm Name: Southern Disaster Recovery, LLC	CAGE Code: 6TXC1
Address: 93 Sonia Drive, Greer, SC 29650	UEI: WL8JR2CJ4HV1
Phone #: 864.469.9776	
Email Address: bids@gosdr.com	
Point of Contact (POC): Al McClaran	POC Phone #: 864.469.9776
2. Work Performed as:	
<input checked="" type="checkbox"/> Prime Contractor <input type="checkbox"/> Subcontractor <input type="checkbox"/> Joint Venture <input type="checkbox"/> Other (Explain) _____	
Percent of project work performed: 100%	
If subcontractor, who was the prime (Name/Phone #): N/A	
3. Contract Information	
Contract #: N/A	DO/TO # (if applicable): N/A
Contract Type: <input checked="" type="checkbox"/> Firm Fixed Price <input type="checkbox"/> Cost Reimbursement <input type="checkbox"/> Other (Explain)	
Contract Title: Hurricane Helene Debris Removal – FEMA DR 4830 (GA) PA Category A	
Contract Location: Atkinson, Bulloch, Clinch, Coffee, Statesboro, and Washington Counties – This PPQ is for Atkinson County specifically.	
Award Date (mm/dd/yyyy): 10.01.2024	
Contract Completion Date (mm/dd/yyyy): 06.30.2025	
Actual/Projected Completion Date (mm/dd/yyyy): 06.30.2025	
Explain Differences: N/A	
Original Contract Price (Award Amount): \$81,000,000.00	
Final Contract Price (to include all modifications, if applicable): \$103,725,697.00	
Atkinson County Total: \$13,750,713.00	
Explain Differences: Value added to address additional debris removal.	
4. Project Description:	
Complexity of Work <input checked="" type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Routine	
How is this project relevant to project of submission? (Provide details such as similar equipment, requirements, conditions, etc.)	
The State of Georgia faced widespread debris left by Hurricane Helene. SDR was contracted to provide debris removal and processing in various impacted counties in Georgia under the major disaster declaration FEMA DR-4830-GA . On this project, SDR managed 6,646,932.70 total cubic yards (CY) of debris throughout the State following Hurricane Helene.	
Atkinson County Total: 888,500 cubic yards	
CLIENT INFORMATION (Client to complete Blocks 5-8)	
5. Client Information	
Name: Atkinson County Board of Commissioners, Robbie Stone	
Title: EM Director	
Phone Number: 912.422.4538	
Email Address: r.stone@atkinson-ga.org	
6. Describe the client's role in the project: Point of Contact for Atkinson County Board of Commissioners	
7. Date Questionnaire was completed (03/01/2026):	
8. Client's Signature: 	

Formatting: Offerors may expand the fields in this form as necessary to ensure all information is included.

Primary Submission Method: The client completes the questionnaire and submits it directly to the Offeror. The Offeror will include the completed form with their proposal submission to USACE.

Alternative Submission Method: The client may submit the questionnaire directly to USACE. To do so, the client must contact the Offeror to obtain the correct USACE Point of Contact Information.



TO BE COMPLETED BY CLIENT

PLEASE CIRCLE THE ADJECTIVE RATING WHICH BEST REFLECTS YOUR EVALUATION OF THE CONTRACTOR'S PERFORMANCE.	
1. QUALITY:	
a) Quality of technical data/report preparation efforts	E VG S M U N
b) Ability to meet quality standards specified for technical performance	E VG S M U N
c) Timeliness/effectiveness of contract problem resolution without extensive customer guidance	E VG S M U N
d) Adequacy/effectiveness of quality control program and adherence to contract quality assurance requirements (without adverse effect on performance)	E VG S M U N
2. SCHEDULE/TIMELINESS OF PERFORMANCE:	
a) Compliance with contract delivery/completion schedules including any significant intermediate milestones. <i>(If liquidated damages were assessed or the schedule was not met, please address below)</i>	E VG S M U N
b) Rate the contractor's use of available resources to accomplish tasks identified in the contract	E VG S M U N
3. CUSTOMER SATISFACTION:	
a) To what extent were the end users satisfied with the project?	E VG S M U N
b) Contractor was reasonable and cooperative in dealing with your staff (including the ability to successfully resolve disagreements/disputes; responsiveness to administrative reports, businesslike and communication)	E VG S M U N
c) To what extent was the contractor cooperative, businesslike, and concerned with the interests of the customer?	E VG S M U N
d) Overall customer satisfaction	E VG S M U N
4. MANAGEMENT/ PERSONNEL/LABOR	
a) Effectiveness of on-site management, including management of subcontractors, suppliers, materials, and/or labor force?	E VG S M U N
b) Ability to hire, apply, and retain a qualified workforce to this effort	E VG S M U N
c) Government Property Control	E VG S M U N
d) Knowledge/expertise demonstrated by contractor personnel	E VG S M U N
e) Utilization of Small Business concerns	E VG S M U N
f) Ability to simultaneously manage multiple projects with multiple disciplines	E VG S M U N
g) Ability to assimilate and incorporate changes in requirements and/or priority, including planning, execution and response to Government changes	E VG S M U N
h) Effectiveness of overall management (including ability to effectively lead, manage and control the program)	E VG S M U N

5. COST/FINANCIAL MANAGEMENT						
a) Ability to meet the terms and conditions within the contractually agreed price(s)?	E	VG	S	M	U	N
b) Contractor proposed innovative alternative methods/processes that reduced cost, improved maintainability or other factors that benefited the client	E	VG	S	M	U	N
c) If this is/was a Government cost type contract, please rate the Contractor's timeliness and accuracy in submitting monthly invoices with appropriate back-up documentation, monthly status reports/budget variance reports, compliance with established budgets and avoidance of significant and/or unexplained variances (under runs or overruns)	E	VG	S	M	U	N
d) Is the Contractor's accounting system adequate for management and tracking of costs? If no, please explain in Remarks section.	E	VG	S	M	U	N
e) If this is/was a Government contract, has/was this contract been partially or completely terminated for default or convenience or are there any pending terminations? Indicate if show cause or cure notices were issued, or any default action in comment section below.	E	VG	S	M	U	N
f) Have there been any indications that the contractor has had any financial problems? If yes, please explain below.	E	VG	S	M	U	N
6. SAFETY/SECURITY						
a) To what extent was the contractor able to maintain an environment of safety, adhere to its approved safety plan, and respond to safety issues? (Includes: following the users rules, regulations, and requirements regarding housekeeping, safety, correction of noted deficiencies, etc.)	E	VG	S	M	U	N
b) Contractor complied with all security requirements for the project and personnel security requirements.	E	VG	S	M	U	N
7. GENERAL						
a) Ability to successfully respond to emergency and/or surge situations (including notifying COR, PM or Contracting Officer in a timely manner regarding urgent contractual issues).	E	VG	S	M	U	N
b) Compliance with contractual terms/provisions (explain if specific issues)	E	VG	S	M	U	N
c) Would you hire or work with this firm again? (If no, please explain below)	E	VG	S	M	U	N
d) In summary, provide an overall rating for the work performed by this contractor.	E	VG	S	M	U	N

Please provide responses to the above questions (if applicable) and/or additional remarks. Furthermore, please provide a brief narrative addressing specific strengths, weaknesses, deficiencies, or other comments which may assist our office in evaluating performance risk (please attach additional pages if necessary):

SDR provided very professional support within our County. Before the contract was awarded, we met with several contractors who provided Debris Management Services, the project manager for SDR was a wealth of knowledge to our County Officials, he didn't have to explain things in detail but chose to do so. Our community had never had to deal with Storm debris of this magnitude. He was very well experienced in storm cleanup, explaining how to calculate yards of debris to what would happen if awarded the contract, once the contract was awarded and work began he had by-weekly meetings to weekly meetings to bi-monthly meeting then to monthly meeting, all they way through the process, SDR was a very professional contractor who done a timely job, engaged the community, public and private, work was completed within the time frame, the quality was great, sub-contractors were always professional and friendly, financial documents were professional and detailed, explaining all work and how the bill works, all problems with private land owners were addressed professionally, if damaged happened, it was corrected.

Our County experience with SDR was very appreciated. The project manager was very professional and went the extra mile to keep leadership informed. Our County Government would most definitely hire this company again if such a need was there. Stayed within timeline, great quality, managed personnel efficiently, finance was managed professionally, all with no injuries reported, a safety first company.

Robbie Stone

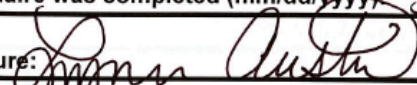
###

ATTACHMENT A: PAST PERFORMANCE QUESTIONNAIRE (PPQ)

REVISED FEBRUARY 20, 2026

USACE PAST PERFORMANCE QUESTIONNAIRE (Form PPQ-0)	
CONTRACT INFORMATION (Contractor to complete Blocks 1-4)	
1. Contractor Information	
Firm Name: Southern Disaster Recovery, LLC	CAGE Code: 6TXC1
Address: 93 Sonia Drive, Greer, SC 29650	UEI: WL8JR2CJ4HV1
Phone #: 864.469.9776	
Email Address: bids@gosdr.com	
Point of Contact (POC): Al McClaran	POC Phone #: 864.469.9776
2. Work Performed as:	
<input checked="" type="checkbox"/> Prime Contractor <input type="checkbox"/> Subcontractor <input type="checkbox"/> Joint Venture <input type="checkbox"/> Other (Explain) _____	
Percent of project work performed: 100%	
If subcontractor, who was the prime (Name/Phone #): N/A	
3. Contract Information	
Contract #: 19-IFB-015120-DAD	DO/TO # (if applicable): N/A
Contract Type: <input checked="" type="checkbox"/> Firm Fixed Price <input type="checkbox"/> Cost Reimbursement <input checked="" type="checkbox"/> Other (Explain) – T&M	
Contract Title: Regional Preposition Debris Hauling	
Contract Location: North Carolina (entire state, Regions 1-13)	
This PPQ is for Yancey County specifically.	
Award Date (mm/dd/yyyy): 09.24.2020	
Contract Completion Date (mm/dd/yyyy): 07.31.2025	
Actual/Projected Completion Date (mm/dd/yyyy): 03.27.2026	
Explain Differences: Contract extension reflects additional time needed for Yancey County cleanup from Hurricane Helene.	
Original Contract Price (Award Amount): \$54,500,000.00	
Final Contract Price (to include all modifications, if applicable): \$272,682,319.02 (through 12/31/2025)	
Yancey County Total: \$61,639,275.75	
Explain Differences: Value added to address additional debris removal from Hurricane Helene.	
4. Project Description:	
Complexity of Work <input checked="" type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Routine	
How is this project relevant to project of submission? (Provide details such as similar equipment, requirements, conditions, etc.)	
SDR was activated on its pre-positioned contract with the State of North Carolina following the historic devastation caused by Hurricane Helene. Work was performed throughout various counties in Western North Carolina under FEMA major disaster declaration FEMA-DR-4827 (NC) PA Category A. During the Hurricane Helene activation, SDR managed 5,515,508 total cubic yards (CY) and 3,794,102 linear feet of debris:	
<ul style="list-style-type: none"> • 22,133.33 CY – PPDR CD • 272,303.80 CY – PPDR Vegetative • 88,483.90 TONS – PPDR Sand • 12,357.51 CY – Waterway CD • 537,597.80 CY – Waterway Vegetation • 233,842.60 CY – CD ROW • 4,348,798.07 – Vegetative ROW • 825,000 – Bank Footage 	
Yancey County Total: 575,781.31 cubic yards	
In total, for Hurricane Helene, SDR managed 74 Debris Management Sites and deployed 530+ collection crews. Our team fully financed and bonded this work, including providing 100% payment and performance bonds. SDR coordinated with multiple public agencies on these projects, including USACE, the State of North Carolina Emergency Management, and multiple counties. The work on these contracts was performed in close coordination with USACE, with USACE providing oversight for the overall mission.	



CLIENT INFORMATION (Client to complete Blocks 5-8)	
5. Client Information	
Name:	Lynn Austin
Title:	County Manager
Phone Number:	828-682-3971
Email Address:	lynn.austin@yanceycountync.gov
6. Describe the client's role in the project:	
I have been the Counties point of contact for Debris Removal & FEMA Projects	
7. Date Questionnaire was completed (mm/dd/yyyy): 3/13/26	
8. Client's Signature: 	

Formatting: Offerors may expand the fields in this form as necessary to ensure all information is included.

Primary Submission Method: The client completes the questionnaire and submits it directly to the Offeror. The Offeror will include the completed form with their proposal submission to USACE.

Alternative Submission Method: The client may submit the questionnaire directly to USACE. To do so, the client must contact the Offeror to obtain the correct USACE Point of Contact Information.

Future Use: This completed questionnaire may be duplicated and reused by the Offeror for future proposals on other USACE solicitations.

Verification: The U.S. Government reserves the right to verify all information provided on this form.

ADJECTIVE RATINGS AND DEFINITIONS TO BE USED TO BEST REFLECT YOUR EVALUATION OF THE CONTRACTOR'S PERFORMANCE

RATING	DEFINITION	NOTE
(E) Exceptional	Performance meets contractual requirements and exceeds many to the Government/Owner's benefit. The contractual performance of the element or sub-element being assessed was accomplished with few minor problems for which corrective actions taken by the contractor was highly effective.	An Exceptional rating is appropriate when the Contractor successfully performed multiple significant events that were of benefit to the Government/Owner. A singular benefit, however, could be of such magnitude that it alone constitutes an Exceptional rating. Also, there should have been NO significant weaknesses identified.
(VG) Very Good	Performance meets contractual requirements and exceeds some to the Government's/Owner's benefit. The contractual performance of the element or sub-element being assessed was accomplished with some minor problems for which corrective actions taken by the contractor were effective.	A Very Good rating is appropriate when the Contractor successfully performed a significant event that was a benefit to the Government/Owner. There should have been no significant weaknesses identified.
(S) Satisfactory	Performance meets minimum contractual requirements. The contractual performance of the element or sub-element contains some minor problems for which corrective actions taken by the contractor appear or were satisfactory.	A Satisfactory rating is appropriate when there were only minor problems, or major problems that the contractor recovered from without impact to the contract. There should have been NO significant weaknesses identified. Per DOD policy, a fundamental principle of assigning ratings is that contractors will not be assessed a rating lower than Satisfactory solely for not performing beyond the requirements of the contract.
(M) Marginal	Performance does not meet some contractual requirements. The contractual performance of the element or sub-element being assessed reflects a serious problem for which the contractor has not yet identified corrective actions. The contractor's proposed actions appear only marginally effective or were not fully implemented.	A Marginal is appropriate when a significant event occurred that the contractor had trouble overcoming which impacted the Government/Owner.

TO BE COMPLETED BY CLIENT

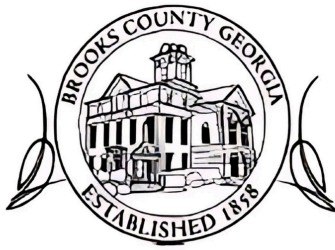
PLEASE CIRCLE THE ADJECTIVE RATING WHICH BEST REFLECTS YOUR EVALUATION OF THE CONTRACTOR'S PERFORMANCE.	
1. QUALITY:	
a) Quality of technical data/report preparation efforts	<input checked="" type="radio"/> E VG S M U N
b) Ability to meet quality standards specified for technical performance	<input checked="" type="radio"/> E VG S M U N
c) Timeliness/effectiveness of contract problem resolution without extensive customer guidance	<input checked="" type="radio"/> E VG S M U N
d) Adequacy/effectiveness of quality control program and adherence to contract quality assurance requirements (without adverse effect on performance)	<input checked="" type="radio"/> E VG S M U N
2. SCHEDULE/TIMELINESS OF PERFORMANCE:	
a) Compliance with contract delivery/completion schedules including any significant intermediate milestones. (If liquidated damages were assessed or the schedule was not met, please address below)	<input checked="" type="radio"/> E VG S M U N
b) Rate the contractor's use of available resources to accomplish tasks identified in the contract	<input checked="" type="radio"/> E VG S M U N
3. CUSTOMER SATISFACTION:	
a) To what extent were the end users satisfied with the project?	E <input checked="" type="radio"/> VG S M U N
b) Contractor was reasonable and cooperative in dealing with your staff (including the ability to successfully resolve disagreements/disputes; responsiveness to administrative reports, businesslike and communication)	<input checked="" type="radio"/> E VG S M U N
c) To what extent was the contractor cooperative, businesslike, and concerned with the interests of the customer?	<input checked="" type="radio"/> E VG S M U N
d) Overall customer satisfaction	<input checked="" type="radio"/> E VG S M U N
4. MANAGEMENT/ PERSONNEL/LABOR	
a) Effectiveness of on-site management, including management of subcontractors, suppliers, materials, and/or labor force?	<input checked="" type="radio"/> E VG S M U N
b) Ability to hire, apply, and retain a qualified workforce to this effort	<input checked="" type="radio"/> E VG S M U N
c) Government Property Control	<input checked="" type="radio"/> E VG S M U N
d) Knowledge/expertise demonstrated by contractor personnel	<input checked="" type="radio"/> E VG S M U N
e) Utilization of Small Business concerns	<input checked="" type="radio"/> E VG S M U N
f) Ability to simultaneously manage multiple projects with multiple disciplines	<input checked="" type="radio"/> E VG S M U N
g) Ability to assimilate and incorporate changes in requirements and/or priority, including planning, execution and response to Government changes	<input checked="" type="radio"/> E VG S M U N
h) Effectiveness of overall management (including ability to effectively lead, manage and control the program)	<input checked="" type="radio"/> E VG S M U N

5. COST/FINANCIAL MANAGEMENT						
a) Ability to meet the terms and conditions within the contractually agreed price(s)?	<input checked="" type="radio"/> E	VG	S	M	U	N
b) Contractor proposed innovative alternative methods/processes that reduced cost, improved maintainability or other factors that benefited the client	<input checked="" type="radio"/> E	VG	S	M	U	N
c) If this is/was a Government cost type contract, please rate the Contractor's timeliness and accuracy in submitting monthly invoices with appropriate back-up documentation, monthly status reports/budget variance reports, compliance with established budgets and avoidance of significant and/or unexplained variances (under runs or overruns)	<input checked="" type="radio"/> E	VG	S	M	U	N
d) Is the Contractor's accounting system adequate for management and tracking of costs? If no, please explain in Remarks section.	<input checked="" type="radio"/> E	VG	S	M	U	N
e) If this is/was a Government contract, has/was this contract been partially or completely terminated for default or convenience or are there any pending terminations? Indicate if show cause or cure notices were issued, or any default action in comment section below.	<input checked="" type="radio"/> E	VG	S	M	U	N
f) Have there been any indications that the contractor has had any financial problems? If yes, please explain below.	<input checked="" type="radio"/> E	VG	S	M	U	N
6. SAFETY/SECURITY						
a) To what extent was the contractor able to maintain an environment of safety, adhere to its approved safety plan, and respond to safety issues? (Includes: following the users rules, regulations, and requirements regarding housekeeping, safety, correction of noted deficiencies, etc.)	<input checked="" type="radio"/> E	VG	S	M	U	N
b) Contractor complied with all security requirements for the project and personnel security requirements.	<input checked="" type="radio"/> E	VG	S	M	U	N
7. GENERAL						
a) Ability to successfully respond to emergency and/or surge situations (including notifying COR, PM or Contracting Officer in a timely manner regarding urgent contractual issues).	<input checked="" type="radio"/> E	VG	S	M	U	N
b) Compliance with contractual terms/provisions (explain if specific issues)	<input checked="" type="radio"/> E	VG	S	M	U	N
c) Would you hire or work with this firm again? (If no, please explain below)	<input checked="" type="radio"/> E	VG	S	M	U	N
d) In summary, provide an overall rating for the work performed by this contractor. Excellent work by SDR	<input checked="" type="radio"/> E	VG	S	M	U	N

Please provide responses to the above questions (if applicable) and/or additional remarks. Furthermore, please provide a brief narrative addressing specific strengths, weaknesses, deficiencies, or other comments which may assist our office in evaluating performance risk (please attach additional pages if necessary):

SDR, have been great to work with. If we had any issues arise they worked through them in a timely manner. When we asked for proper documentation they always came thru with what we needed and quickly. Enviromental was spot on with our projects. Contract terms has been honored. Overall they are "Exceptional"





January 5, 2024

Al McClaran, CEO, SDR
319 Garlington Road
Greenville, SC 29615
Regarding: Reference Letter

Dear Mr. McClaran,

Hurricane Idalia was a Category 3 hurricane at landfall in Big Bend Florida and was still a Category 1 hurricane as it impacted our community. It was reported that portions of Brooks County experienced some of the worst Hurricane Idalia storm damage in Georgia.

The SDR team was very responsive to our needs up to and following the hurricane's passage. It was clear that your team is very storm experienced and without hesitation or doubt, knew the right thing to do, not just at the right time, but for the entire time.


With such a significant impact on Brooks County, we knew we needed to get roads opened and get the community's recovery started quickly. Our Road Department was broken with more than 85% of its positions vacant with stressed and limited resources. We also knew we needed to anticipate and adhere to all possible State and Federal grant funding requirements that might subsequently come our way as we are a small community with limited revenue streams primarily funded on taxpayers' dollars and a well-guarded reserve.

Your team provided expert advice and support all along the way to ensure we were accomplishing our goals of rapid recovery and balancing post-disaster grant funding requirements.

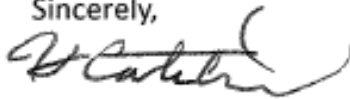
SDR responded rapidly with equipment and personnel to establish a debris removal operations plan, Temporary Debris Management Sites, and immediately began eliminating hazards in the community. We are very appreciative of the experience of SDR's Project Manager Sonny Sims and SDR's Quality Assurance Director John Ward throughout the debris removal process and the benefit to Brooks County. The team worked with precision, continuity, consistency and maintained fiduciary accountability and responsibility through the entire process.

Thank you for the work and the partnership that your team accomplished with our community during the debris removal process. SDR helped Brooks County accomplish a recovery with unprecedented swiftness that left an impressive impression on our citizens as well as our neighboring counties.

Best regards,


Jessica McKinney
County Administrator
Brooks County, Georgia

Sincerely,

A handwritten signature in black ink, appearing to read 'H. Carter Crawford', written in a cursive style.

H. Carter Crawford ICMA CM
Brooklet City Manager

CC: Bob Jackson

Clinch County Board of Commissioners

County Administrator

Jaclyn James

County Attorney

Chad Corlee

County Clerk

Pam Welch



Henry Moylan, Chairman

Chad Brown, Vice Chairman

Bob Johnson, Commissioner

Roger Metts, Commissioner

Debra Thomas, Commissioner

www.clinchcountyga.gov

November 13, 2023

To Whom It May Concern:

After Hurricane Idalia, Clinch County contracted with SDR to provide debris removal services to remove vegetative debris along the roadways caused by the hurricane. Clinch County was very satisfied with SDR's services, along with their knowledge and expertise when it comes to disaster cleanup. They did a wonderful job keeping the county office updated each day as to their location and the progression of the cleanup. They were always very quick to resolve any complaints from the public. Clinch County would highly recommend their services to other local governments in need of debris removal.

Sincerely,

Jaclyn T. James, County Administrator

22 Court Square
Suite B
Homerville, GA 31634

912.487.2667 P

912.487.3658 F

jjames@clinchcountyga.gov





Gilchrist County Emergency Management

3250 North U.S. Highway 129
Bell, Florida 32619
(386) 935-5400 (386) 935-0294 Fax
rsmith@gcfr.org



Ralph Smith, Director of Emergency Management

Al McClaran, CEO
SDR
319 Garlington Road
Greenville, SC 29615

Regarding: Reference Letter
Dear Mr. McClaran,

Southern Disaster Recovery LLC (SDR) has been under contract with Gilchrist County as a "pre-event" for disaster debris removal services for just over three (3) years. As a matter of increasing the County's readiness for major disaster, the County issued an RFP for disaster debris removal services and SDR was selected as a service provider to Gilchrist County

During that period, SDR has been a great partner with the County by conducting pre-planning with us and participating in any disaster debris removal training or briefings we conducted.

Gilchrist County recently impacted by Hurricane Idalia in the 2023 hurricane season. Hurricane Idalia made landfall as a Category 3 hurricane; first Major hurricane on record to make landfall in this portion of Big Bend Florida. The consequences of Hurricane Idalia caused extensive tree/structure damage in our County.

SDR was very responsive to our needs in Gilchrist County; making contact to check on our status and determine any needs for road opening support. Your team stayed in contact with us which allowed Gilchrist County to get started on disaster debris removal weeks prior to our neighboring counties. The contribution to our overall disaster recovery and the community perception of our recovery was tremendous.

Thank you for the work and the partnership that your team makes with our community.
Best regards,

A handwritten signature in blue ink, appearing to read "Ralph Smith".

Ralph Smith
Emergency Management Director
Gilchrist County Public Safety
3250 N. U. S. Highway 129
Bell, Florida 32619
Office: 386-935-5400
Cell: 352-317-1076
FAX: 386-935-0294
rsmith@gilchrist.fl.us

ACTIVE PROJECTS

Project Title & Brief Description	Customer / Government Agency	Contract Number & Task Order	Period of Performance	SDR Contract Value	Role
Avery County, NC SMART - Hurricane Helene Debris Removal	NCEM	IFB No. 19-IFB-015120-DAD	5/24/2025 - 9/28/2026	\$42M (ongoing)	Prime
Burke County, NC SMART - Hurricane Helene Debris Removal	NCEM	IFB No. 19-IFB-015120-DAD	6/1/2025 - 9/28/2026	\$25M + (ongoing)	Prime
Caldwell County, NC SMART - Hurricane Helene Debris Removal	NCEM	IFB No. 19-IFB-015120-DAD	6/14/2025 - 9/28/2026	\$25M+ (ongoing)	Prime
City of Asheville, NC SMART - Hurricane Helene Debris Removal	NCEM	IFB No. 19-IFB-015120-DAD	7/21/2025 - 9/28/2026	\$4M + (ongoing)	Prime
Haywood County, NC SMART - Hurricane Helene Debris Removal	NCEM	IFB No. 19-IFB-015120-DAD	5/24/2025 - 9/28/2026	\$27M + (ongoing)	Prime
Henderson County, NC SMART - Hurricane Helene Debris Removal	NCEM	IFB No. 19-IFB-015120-DAD	8/3/2025 - 9/28/2026	\$19M + (ongoing)	Prime
Jackson County, NC SMART - Hurricane Helene Debris Removal	NCEM	IFB No. 19-IFB-015120-DAD	6/27/2025 - 9/28/2026	\$34M + (ongoing)	Prime
Rutherford County, NC SMART - Hurricane Helene Debris Removal	NCEM	IFB No. 19-IFB-015120-DAD	5/24/2025 - 9/28/2026	\$39M + (ongoing)	Prime
Town of Weaverville, NC SMART - Hurricane Helene Debris Removal	NCEM	IFB No. 19-IFB-015120-DAD	7/22/2025 - 9/28/2026	\$500,000	Prime
Madison County, NC SMART - Hurricane Helene Debris Removal	NCEM	IFB No. 19-IFB-015120-DAD	6/3/2025 - 9/28/2026	\$22M + (ongoing)	Prime
Town of Woodfin, NC SMART - Hurricane Helene Debris Removal	NCEM	IFB No. 19-IFB-015120-DAD	7/6/2025 - 9/28/2026	\$3.7M + (ongoing)	Prime

Project Title & Brief Description	Customer / Government Agency	Contract Number & Task Order	Period of Performance	SDR Contract Value	Role
Right-of-Way Maintenance	Adams Rural Electric Cooperative	N/A	9.1.25 – 12.31.26	\$493,231.76+ (Ongoing)	Prime
SWEPCO Texas Resiliency	AEP - SWEPCO Texas	N/A	8.1.25 – 12.31.28	\$8,000,000+ (Ongoing)	Prime
2025 – 2026 Right-of-Way Maintenance	Blue Grass Energy	N/A	12.17.24 – 12.31.26	\$2,328,864+ (ongoing)	Prime
Right of Way Substation Circuit Clearing	Clark Electric Energy Cooperative	N/A	1.1.26 – 12.31.26	\$534,375 (Ongoing)	Prime
T&D Vegetation Management Non-Native Storm Contract	Duke Energy	N/A	5/31/2024-05/31/2026	\$69,800.00+ (Ongoing)	Prime
Vegetation Line Clearance	Fleming-Mason Energy Cooperative	N/A	1/01/2025 - 12/31/2025	\$2,870,661+ (Ongoing)	Prime
2024 Hurricane Helene / ROW, Waterway	Rutherford County, NC	N/A	10.03.24 - Present	\$33,350,000	Prime
2024 Hurricane Helene / ROW, Waterway	Henderson County, NC	N/A	10/03/2024 to Present	\$50,230,000	Prime
2024 Hurricane Helene / ROW, PPDR Waterway	Yancey County, NC	N/A	10/02/2024 to Present	\$35,762,900	Prime



TAB 6

Cost Proposal

ATTACHMENT O – UNIT PROPOSAL FORM

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

From (Company Name): Southern Disaster Recovery, LLC

Address (Principal Address): 93 Sonia Drive, Greer SC 29650

Phone: 864-469-9776

Email: bids@gosdr.com

Contractor to furnish all materials, equipment and labor and to perform all work in accordance with the Contract Documents for: Disaster Response Services, Provider RFP No.26-008, located at various locations within the City of Key West, Florida.

**To: City of Key West
ATTN: City Clerk
1300 White Street
Key West, FL 33040**

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

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

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

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

Addendum No: Addendum Date:

<u>addendum 1</u>	<u>4/24/2026</u>
<u>addendum 2</u>	<u>5/1/2026</u>
<u>addendum 3</u>	<u>5/4/2026</u>
<u> </u>	<u> </u>
<u> </u>	<u> </u>

- B. Contractor has visited the Site and become familiar with and is satisfied as to the general, local and Site conditions that may affect cost, progress, and performance of the Work.
 - C. Contractor is familiar with and is satisfied as to all federal, state and local Laws and Regulations that may affect cost, progress and performance of the Work.
 - D. Contractor has correlated the information known to Contractor, including location of City in relation to any proposed final disposal sites, information and observations for City's Debris Separation/Reduction and Temporary Debris Management Sites obtained from visits to the Site, any reports and drawings identified in the RFP Documents, and all additional examinations, investigations, and data provided with the RFP Documents.
 - E. Contractor has given the City written notice of all conflicts, errors, ambiguities, or discrepancies that Contractor has discovered in the RFP Documents, and the written resolution thereof by the City is acceptable to Contractor.
 - F. The RFP Documents are generally sufficient to indicate and convey understanding of all terms and conditions for the performance of the Work for which this RFP is submitted.
- 4.0 Contractor further represents that this Proposal is genuine and not made in the interest of or on behalf of any undisclosed individual or entity and is not submitted in conformity with any agreement or rules of any group, association, organization or corporation; Contractor has not directly or indirectly induced or solicited any other Contractor to submit a false proposal; Contractor has not solicited or induced any individual or entity to refrain from proposing; and Contractor has not sought by collusion to obtain for itself any advantage over any other Contractor or over City.
- 5.0 Contractor acknowledges that there are no quantities guaranteed, and Unit Cost information is solely for the purpose of comparison of Proposals, and final payment for all Unit Price Proposal items will be based on actual services provided, determined as provided in the Contract Documents.
- 6.0 Contractor acknowledges that all unit costs include any necessary insurance and bonds.

7.0 The Contractor 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
Skid Steer Loader	Bobcat	Hour	\$128.00
Backhoe	Cat 416	Hour	\$135.00
Wheel Loaders	Cat950	Hour	\$145.00
Wheel Loaders	Cat 966	Hour	\$165.00
Wheel Loaders	Cat 980	Hour	\$185.00
Tracked Loaders	Cat 955	Hour	\$168.00
Towed Loader w/ Tractor	Prentice 210	Hour	\$192.00
Self-Loading Knuckle boom Truck	25-35 CY Body	Hour	\$165.00
Self-Loading Knuckle boom Truck	35-45 CY Body	Hour	\$185.00
Dozer	Cat D4	Hour	\$118.00
Dozer	Cat D5	Hour	\$125.00
Dozer	Cat D6	Hour	\$135.00
Dozer	Cat D7	Hour	\$145.00
Dozer	Cat D8	Hour	\$160.00
Excavators	Cat 320	Hour	\$142.00
Excavators	Cat 325	Hour	\$165.00
Excavators	Cat330	Hour	\$176.00
Tractor w/ Box Blade	80 Hp	Hour	\$85.00
Motor Grader	Cat 120G	Hour	\$132.00
Crane	30 Ton	Hour	\$135.00
Bucket Truck	Up to 50' reach	Hour	\$172.00
Bucket Truck	50' to 75' reach	Hour	\$195.00
Trash Transfer Trailer w/ Tractor	110 yard	Hour	\$128.00
Street Sweeper	Vacuum Type	Hour	\$72.00
Water Truck	2000 gallon	Hour	\$77.00
Stump Grinder	Vermeer 252	Hour	\$126.00
Chipper w/ 2 man crew	Morbark Storm	Hour	\$119.00
12-Foot Tub Grinder	Morbark 1200	Hour	\$250.00
13-Foot Tub Grinder	Morbark 1300	Hour	\$380.00
Equipment Transport w/ Tractor	50 Ton	Hour	\$148.00
Personnel	Size or Type	U/M	Unit Price

Superintendent w/ Pickup Truck	Individual	Hour	\$82.00
Supervisor w/ Pickup Truck	Individual	Hour	\$79.00
Safety or QC Manager w/ Pickup Truck	Individual	Hour	\$77.00
Mechanic w/ Truck and Tools	Individual	Hour	\$94.00
Climber w/ Gear	Individual	Hour	\$96.00
Operator w/ Chainsaw	Individual	Hour	\$47.00
Laborer w/ Tools	Individual	Hour	\$42.00
Traffic Control Personnel	Individual	Hour	\$41.00
Ticket Writers	Individual	Hour	\$39.00
Clerical	Individual	Hour	\$38.00
Administrative Assistants	Individual	Hour	\$42.00

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TABLE B – DEBRIS COLLECTION AND REDUCTION SERVICES PRICE FORM

DESCRIPTION OF SERVICES	U/M	Unit Price \$
Collection and Processing		
Vegetative Debris Collection	Per Cubic Yard	\$7.75
Vegetative Debris Collection – Seaweed	Per Cubic Yard	\$13.95
Construction and Demolition Debris Collection	Per Cubic Yard	\$8.90
White Goods Collection	Each	\$48.00
Mixed Debris Collection	Per Cubic Yard	\$13.95
TDMS Management, Processing and Loading	Per Cubic Yard	\$2.15
Sand Screening and Placement	Per Cubic Yard	\$26.50
CFC Removal from Compressors	Each	\$49.50
Hazardous Waste Collection and Disposal	55 Gallon Drum	\$94.00
Hauling for Final Disposal		
Hauling from TDMS to Final Disposal Site <200 Miles	Per Cubic Yard	\$29.50
Dead Animal Carcass Hauling and Disposal	Per Pound	\$3.95
Tree Debris Removal		
Hangers Removal	Per Tree	\$96.00
Hazardous Tree Removal (Leaners)	Per Tree	
<12" to 24"	Per Tree	\$95.00
>25" to 48"	Per Tree	\$325.00
>49" to 72"	Per Tree	\$510.00
> 72"	Per Tree	\$710.00
Hazardous Stump Removal (Ground Not Less Than 8" Below Grade)		
<6" to 12"	Per Stump	\$145.00
>13" to 24"	Per Stump	\$240.00
>25" to 48"	Per Stump	\$390.00

>49" to 72"	Per Stump	\$565.00
> 72"	Per Stump	\$665.00
Stump Backfill	Per Hole	\$28.00
Hazardous Stump Removal- Total Stump Removal Including Root Ball	Per Stump	\$295.00
Miscellaneous Services		
Demolition of Structures Wood Structures	Per Square Foot	\$4.95
Demolition of Concrete Structures	Per Square Foot	\$6.15
Demolition of a RACM Structure	Per Square Foot	\$4.84
Demolition of a Non-RACM Structure	Per Square Foot	\$2.92
Video Record of pre-and post-TDMS site	Each	\$710.00
Phase I Environmental Audit	Each	\$3,850.00
TDMS Site Restoration Grading	Per Square Yard	\$1.45
Topsoil TDMS Site Restoration	Per Cubic Yard	\$88.40
Sod TDMS Site Restoration	Per Square Yard	\$14.85
Land Based Debris Removal from Canals and Waterways	Per Cubic Yard	\$43.00
Water Based Debris Removal from Canals and Waterways	Per Cubic Yard	\$89.50
- Restoration of Canal Banks and Slopes	Per Liner Foot	\$38.50
Sod Restoration of Canal banks and Slopes	Per Square Yard	\$18.95
Fire Suppression Support	Each Unit	\$285.00/hour
Motor Vehicles Removal (Towing right of way) including to TDMS	Each	\$375.00
Motor Vehicles Removal (from canal) Including Towing to TDMS	Each	\$1,650.00
Boat Removal (from right-of- way) Including Towing to TDMS	Linear Foot	\$92.50

Emergency Potable Bottled Water (Pallet of .5 Litter 24/Cases)	Cost Per Case	\$15.10
Emergency Delivery of Ice (Full Truck Load 10 lbs Bags)	Cost Per Truck Load	\$7,650.00
Mobile Kitchen Facility to provide 10-100 meals per day	Each Unit	\$2,075.00/day
Mobile Kitchen Facility to provide 101-200 meals per day	Each Unit	\$4,015.00/day
Mobile Kitchen Facility to provide 201-300 meals per day	Each Unit	\$7,235.00/day
Mobile Kitchen Facility to provide 301-400 meals per day	Each Unit	\$8,345.00/day
Mobile Laundry Facility	Each Unit	\$445.00/day
Mobile Restroom/Shower Facility	Each Unit	\$295.00/day
Mobile Fueling Facility	Each Unit	\$1,500.00/day
Mobile Satellite Communications Facility	Each Unit	\$145.00/day
Mobile Automated Ticket Issue and Tracking System (Hail Pass or Equivalent)	Each Unit	\$120.00/day
Debris Reduction – Compaction	Per Cubic Yard	\$1.72
Debris Reduction - Grinding	Per Cubic Yard	\$3.75
Debris Reduction - Burning	Per Cubic Yard	\$3.50
Emergency Portable Power Generators		
>25KW	Each Unit Per Day	\$38.00/hour
>50 KW	Each Unit Per Day	\$165.00/hour
>100KW	Each Unit Per Day	\$210.00/hour
>250KW	Each Unit Per Day	\$445.00/hour
>500KW	Each Unit Per Day	\$610.00/hour
Portable Dewater Pump 6"	Each Unit Per Day	\$295.00/hour
Manhole and Catch Basin Cleaning	Each Catch Basin	\$890.00
Storm Drain Piping Cleaning	Per Linear Foot	\$49.00

Southern Disaster Recovery, LLC
Name of Contractor

CEO
Title

 Al McClaran
Signature of Contractor

An Individual:

Name (Typed or Printed): _____

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

Doing Business As: _____

Business Address: _____

Phone number: _____

A Partnership:

Partnership Name (Typed or Printed): _____ (SEAL)

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

Name (Typed or Printed): _____

Business Address: _____

Phone Number: _____

LLC
A Corporation: Southern Disaster Recovery, LLC
Corporation Name: _____ (SEAL)

State of Incorporation: South Carolina

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

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

Name (Typed or Printed): Al McClaran

Title: CEO

(CORPORATE SEAL)

Attest: [Signature]
(Signature of Corporate Secretary)

Business Address: 93 Sonia Drive, Greer SC 29650

Phone Number: 864-469-9776





TAB 7

Required Attachments

ATTACHMENT A - ANTI-KICKBACK AFFIDAVIT

STATE OF South Carolina)

: SS

COUNTY OF Anderson)

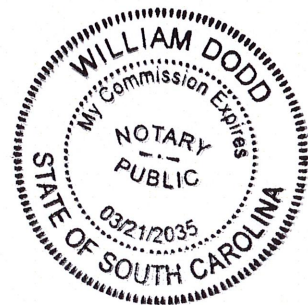
I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein Proposal will be paid to any employees of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

By: Al McClaran *AMC*

Sworn and subscribed before me this 30th day of April 2026.

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

My Commission Expires: 03/21/2035



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

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

1. This sworn statement is submitted with Proposal or Proposal for _____
City of Key West, FL

2. This sworn statement is submitted by Southern Disaster Recovery, LLC
(name of entity submitting sworn statement)
whose business address is 93 Sonia Drive, Greer SC 29650

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 _____)

3. My name is Al McClaran
(please print name of individual signing)

and my relationship to the entity named above is CEO

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

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

6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means

1. A predecessor or successor of a person convicted of a public entity crime; or
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

7. I understand that a "person" as defined in Paragraph 287.133(1)(8), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which Proposals or applies to Proposal on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

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

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

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

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

ATTACHMENT C - CITY OF KEY WEST INDEMNIFICATION FORM

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

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

CONTRACTOR: Southern Disaster Recovery, LLC

SEAL:

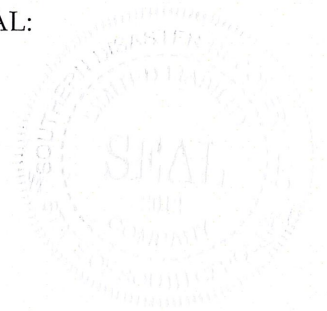
Address 93 Sonia Drive, Greer SC 29650


Signature

Al McClaran
Print Name

CEO
Title

DATE: 04/30/2026



**ATTACHMENT D - EQUAL BENEFITS FOR DOMESTIC PARTNERS
AFFIDAVIT**

STATE OF South Carolina)


: SS

COUNTY OF Anderson)


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

Southern Disaster Recovery, LLC

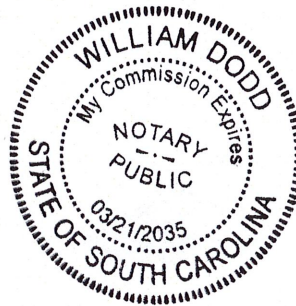
provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.

By: Al McClaran 

Sworn and subscribed before me this 30th day of April 20 26.


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

My Commission Expires: 3/21/35




ATTACHMENT E - CONE OF SILENCE AFFIDAVIT

STATE OF South Carolina)

: SS

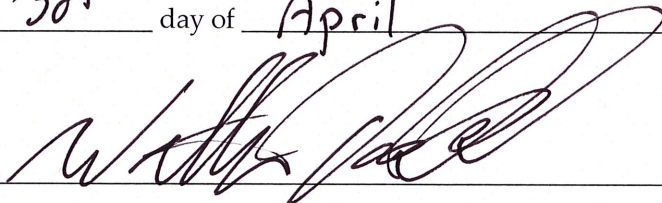
COUNTY OF Anderson)

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 

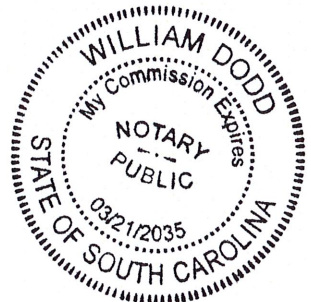
Sworn and subscribed before me this

30th day of April 20 26.



NOTARY PUBLIC, State of South Carolina at Large

My Commission Expires: 03/21/2035



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

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

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

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

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

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

04/30/2026
Date

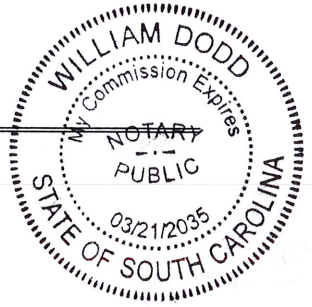
Al McClaran, CEO
(Signature of Authorized Representative)

State of South Carolina
County of Anderson

Personally Appeared Before Me, the undersigned authority, Alvie C McClaran who, being personally known or having produced his/her signature in the space provided above on this 30th day of April, 2026.

William Dodd
Signature, Notary Public
Stamp/Seal:

03/21/2025
Commission Expires



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

Entity/Vendor Name: Southern Disaster Recovery, LLC

Vendor FEIN: 45-5312400

Vendor's Authorized Representative: Al McClaran / CEO
(Name and Title)

Address: 93 Sonia Drive

City: Greer State: South Carolina Zip: 29650

Phone Number: 864-469-9776

Email Address: bids@gosdr.com

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

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

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

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

Certified By: Al McClaran, who is authorized to sign on behalf of the above referenced company.

Authorized Signature: 

Print Name: Al McClaran


Title: CEO

**ATTACHMENT I - VENDOR CERTIFICATION REGARDING
SCRUTINIZED COMPANIES LISTS**

Respondent Vendor Name: <u>Southern Disaster Recovery, LLC</u>		
Vendor FEIN: <u>45-5312400</u>		
Vendor's Authorized Representative Name and Title: <u>Al McClaran / CEO</u>		
Address: <u>93 Sonia Drive</u>		
City: <u>Greer</u>	State: <u>South Carolina</u>	Zip: <u>29650</u>
Phone Number: <u>864-469-9776</u>		
Email Address: <u>bids@gosdr.com</u>		

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

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

Certified By:	<u>Al McClaran</u>	<u>CEO</u>
	<i>Print Name</i>	<i>Print Title</i>
who is authorized to sign on behalf of the above referenced company.		
Authorized Signature:		

ATTACHMENT J - CONFLICT OF INTREST STATEMENT

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

Disclosure:

None

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

Respondent: Southern Disaster Recovery, LLC

By: 

Printed Name / Title: Al McClaran / CEO

Date: 04/30/2026

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

TO: City of Key West

Southern Disaster Recovery, LLC

Contractor's Name: _____, Hereby acknowledges and agrees that they have the sole responsibility for compliance with all requirements of the Federal Occupational Safety and Health Act of 1970, and all State and Local Safety and Health regulations, and agree to indemnify and hold harmless the City, its officers, employees, and Contractors against any and all legal liability or loss the City, its officers, Agents, employees, and Contractors may incur due to failure to comply with such act.



ATTEST

ATTEST

Southern Disaster Recovery, LLC

Contractor's Name

By: AI McClaran

Title: CEO

Date: 04/30/2026

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

2026 FOREIGN LIMITED LIABILITY COMPANY ANNUAL REPORT

DOCUMENT# M17000004656

Entity Name: SOUTHERN DISASTER RECOVERY, LLC

Current Principal Place of Business:

93 SONIA DRIVE
GREER, SC 29650

Current Mailing Address:

93 SONIA DRIVE
GREER, SC 29650 US

FEI Number: 45-5312400

Certificate of Status Desired: No

Name and Address of Current Registered Agent:

REGISTERED AGENTS INC.
7901 4TH ST N
STE 300
ST PETERSBURG, FL 33702 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:

Electronic Signature of Registered Agent

Date

Authorized Person(s) Detail :

Title MBR
Name MCCLARAN, AL
Address 1314 JONESVILLE RD
City-State-Zip: SIMPSONVILLE SC 29681

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: AL MCCLARAN

MBR

01/27/2026

Electronic Signature of Signing Authorized Person(s) Detail

Date

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, 2026, that its most recent annual report was filed on January 27, 2026, 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 Fourth day of February, 2026*




Secretary of State

Tracking Number: 9866411047CU

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

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

ATTACHMENT M – COPY OF DRAFT CONTRACT DOCUMENTS



CONTRACT AGREEMENT

THIS AGREEMENT made and entered into this **Enter Day** day of **Enter Month**, **Enter Year**, by and between **Enter Client Name**, hereinafter termed the "Owner", and **SDR**, hereinafter termed the "Contractor".

WITNESSETH

WHEREAS, the Owner has cause to be prepared, in accordance with law, the Contract Documents for the work herein described, and has approved and adopted the Contract Documents, and has received a proposal for furnishing materials, labor and equipment for, and in connection with, all work as indicated in the Contract Documents, and in accordance with the terms of this Contract; and

WHEREAS, the Contractor, in response to the Request for Proposals, has submitted to the Owner, in the manner and the time specified, a sealed Proposal in accordance with the terms of the Request for Proposals and Instructions to Bidders, all of which are incorporated in and become terms of this Agreement; and

WHEREAS, the Owner, in the manner prescribed by law, has publicly opened, examined and reviewed the Proposals submitted and, as a result of such review, has determined and declared the Contractor to be the successful bidder for said work, and has duly awarded to the said Contractor a Contract for and in consideration of the mutual covenants herein contained.

NOW, THEREFORE, the parties have agreed and do hereby agree, the Owner for itself and its successors, and the Contractor for itself, and its successors or executors and administrators, as follows:

SECTION A – SERVICES

The Contractor shall, from time to time, upon Notice to Proceed by the Owner, furnish Debris Removal and Management Services to the Owner, in accordance with the terms and conditions contained in the Request for Proposals attached hereto, and all addendums to the Request for Proposals.

SECTION B – COMPENSATION FOR SERVICES

The Contractor shall be compensated for services provided to the Owner under the terms of the Request for Proposals and in accordance to the attached Price Proposal Form. The Contractor shall provide to the Owner or the Owner's authorized representatives, access to any books, documents, papers, and



records, electronic or otherwise, which are directly pertinent to this Agreement for the purpose of making audits, examinations, excerpts, and transcriptions. The Contractor shall retain records relating to this Agreement for three years after termination and all other pending matters are closed.

SECTION C – TERMS AND CONDITIONS

1. **Permit Assistance:** To the extent applicable, the Owner shall assist the Contractor in obtaining all necessary governmental permits required for the performance of the Services. The Owner shall comply with all County, State, and Federal ordinances, rules and laws pertaining to the Contractor's work.
2. **Insurance:** The Contractor shall maintain all insurance requirements in accordance to the terms of the Request for Proposals throughout the term of this Agreement.
3. **Standard of Care, Hold Harmless, and Indemnity:** The Services shall be conducted by the Contractor consistent with the level of care and skill ordinarily exercised by providers of the same services acting under similar circumstances and conditions. The Contractor shall indemnify and hold the Owner harmless from all damages or suits or actions brought against the Owner as a result of any act or failure to act by the Contractor, its agents, servants, or employees.
4. **Force Majeure: Neither** party shall be responsible for damages or delays caused by Force Majeure or other events beyond the control of the other party and which could not reasonably have been anticipated or prevented. For purposes of this Agreement, Force Majeure includes, but is not limited to, adverse weather conditions, floods, epidemics, war, riot, strikes, lockouts, and other industrial disturbances; unknown site conditions, accidents, sabotage, fire loss, unavailability of labor, material, fuel, services; court orders; acts of God; acts, orders, laws, or regulations of the Government of the United States or the several states, or any foreign country, or any governmental agency. Should Force Majeure occur, the parties shall mutually agree on the terms and conditions upon which the Service may be continued.



5. **Term:** The term of this agreement shall be for **Enter Number of Years** year(s), beginning **Enter Date**, and ending on **Enter Date**, with the option to renew for up to **Enter Number** one-year renewals, on the same terms and conditions, for a total possible life of **Enter Number** years.
6. **Payment:** Upon proper invoicing by the Contractor to the Owner, prompt payment terms are Net 45 days. Delinquent payments may result in a 1.5% interest fee compounded monthly.
7. **Termination:** This Agreement may be terminated by either party upon thirty (30) days written notice to the other party. The Owner reserves the right to terminate this Agreement for either cause or convenience. Irrespective of which party terminates, or the cause thereof, the Owner shall, within thirty (30) days of termination, compensate the Contractor for services provided, if any, up to the time of termination.
8. **Entire Agreement:** This Agreement constitutes the entire agreement between the parties and supersedes any and all prior written or oral agreements existing between the parties. The contract documents which comprise and supplement the Contract between the County and Contractor consist of the following documents, which documents are made part of this Contract as fully as if disclosed and written at length and made a part hereof:
 - A. This Contract;
 - B. The Request for Proposals;
 - C. The Invitation to Request for Proposals;
 - D. General Conditions;
 - E. Scope of Services;
 - F. Contractor's Proposal;
 - G. Contractor's Insurance certifications;
 - H. Notice of Award;
 - I. Notice to Proceed; and
 - J. Any modifications, including Change Orders duly delivered after execution of this Contract.

This agreement may be amended only by written instrument signed by both parties.



9. **Precedence:** This Agreement shall take precedence over any inconsistent or contradictory provisions contained in any purchase order, requisition, notice to proceed, or like document regarding the Services.
10. **Survival:** All obligations arising prior to the termination of this Agreement and all provisions of this Agreement allocating responsibility or liability between the Owner and the Contractor shall survive the completion of Services hereunder and the termination of this Agreement

SECTION D – 2 CFR 200 CONTRACT PROVISIONS

1. TERMINATION FOR CONVENIENCE

A. Termination. The Jurisdiction may, when the interests of the Jurisdiction so require, terminate this Contract in whole or in part, for the convenience of the Jurisdiction. The Jurisdiction shall give written notice of the termination to Contractor specifying the part of the Contract terminated and when termination becomes effective.

B. Contractor's Obligations. Contractor shall incur no further obligations in connection with the terminated work and on the date set in the notice of termination, Contractor will stop work to the extent specified. Contractor shall also terminate outstanding orders and subcontracts as they relate to the terminated work. Contractor shall settle the liabilities and claims arising out of the termination of subcontracts and orders connected with the terminated work. The Jurisdiction may direct Contractor to assign Contractor's right, title, and interest under terminated orders or subcontracts to the Jurisdiction. Contractor must still complete the work not terminated by the notice of termination and may incur obligations as are necessary to do so.

2. TERMINATION FOR CAUSE

A. Cause. If Contractor refuses or fails to perform any of the provisions of this Contract with such diligence as will ensure its completion within the time specified in this Contract or any extension thereof, or otherwise fails to timely satisfy the Contract provisions, or commits any other substantial breach of this Contract, the Jurisdiction may notify Contractor in writing of the delay or nonperformance and if not cured in ten (10) days or any longer time specified in writing by the Jurisdiction, such officer may terminate Contractor's right to proceed with the Contract or such part of the Contract as to which there has been delay or a failure to properly perform. In the event of termination in whole or in part, the Jurisdiction may procure similar supplies or services in a manner and upon terms deemed appropriate by the Jurisdiction. Contractor shall continue performance of the Contract to the



extent it is not terminated and shall be liable for excess costs incurred in procuring similar goods or services.

B. Contractor's Duties. Notwithstanding termination of the Contract and subject to any directions from the Jurisdiction, Contractor shall take timely, reasonable, and necessary action to protect and preserve property in the possession of Contractor in which the Jurisdiction has an interest.

C. Compensation. Payment for completed services delivered and accepted by the Jurisdiction shall be at the Contract price. The Jurisdiction may withhold from amounts due Contractor such sums as the Jurisdiction deems to be necessary to protect the Jurisdiction against loss because of outstanding liens or claims of former lien holders and to reimburse the Jurisdiction for the excess costs incurred in procuring similar goods and services.

D. Excuse for Nonperformance or Delayed Performance. Except with respect to defaults of subcontractors, Contractor shall not be in default by reason of any failure in performance of this Contract in accordance with its terms (including any failure by Contractor to make progress in the prosecution of the work hereunder which endangers such performance) if Contractor has notified the Agency Head or designee within 15 days after the cause of the delay and the failure arises out of causes such as: acts of God; acts of the public enemy; acts of the State and any other governmental entity in its sovereign or contractual capacity; fires; floods; epidemics; quarantine restrictions; strikes or other labor disputes; freight embargoes; or unusually severe weather. If the failure to perform is caused by the failure of a subcontractor to perform or to make progress, and if such failure arises out of causes similar to those set forth above, Contractor shall not be deemed to be in default, unless the services to be furnished by the subcontractor were reasonably obtainable from other sources insufficient time to permit Contractor to meet the Contract requirements. Upon request of Contractor, the Jurisdiction shall ascertain the facts and extent of such failure, and, if such officer determines that any failure to perform was occasioned by any one or more of the excusable causes, and that, but for the excusable cause, Contractor's progress and performance would have met the terms of the Contract, the delivery schedule shall be revised accordingly, subject to the rights of the Jurisdiction under the clause entitled "Termination for Convenience. (As used in this paragraph of this clause, the term "subcontractor" means a subcontractor at any tier)

E. Erroneous Termination for Default. If, after notice of termination of Contractor's right to proceed under the provisions of this clause, it is determined for any reason that the Contract was not in default under the provisions of this clause, or that the delay was excusable under the provisions of Paragraph (D) (Excuse for Nonperformance or Delayed Performance) of this clause, the rights and obligations



of the parties shall, if the contract contains a clause providing for termination for convenience for the Jurisdiction, be the same as if the notice of termination had been issued pursuant to a termination for convenience.

3. EQUAL EMPLOYMENT OPPORTUNITY

During the performance of this contract, the contractor agrees as follows:

(1) The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

(2) The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.

(3) The contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the contractor's legal duty to furnish information.

(4) The contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.



(5) The contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.

(6) The contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.

(7) In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

(8) The contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance:

Provided, however, that in the event a contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

The applicant further agrees that it will be bound by the above equal opportunity clause with respect to its own employment practices when it participates in federally assisted construction work: Provided, That if the applicant so participating is a State or local government, the above equal opportunity clause is not applicable to any agency, instrumentality or subdivision of such government which does not participate in work on or under the contract.

The applicant agrees that it will assist and cooperate actively with the administering agency and the Secretary of Labor in obtaining the compliance of contractors and



subcontractors with the equal opportunity clause and the rules, regulations, and relevant orders of the Secretary of Labor, that it will furnish the administering agency and the Secretary of Labor such information as they may require for the supervision of such compliance, and that it will otherwise assist the administering agency in the discharge of the agency's primary responsibility for securing compliance.

The applicant further agrees that it will refrain from entering into any contract or contract modification subject to Executive Order 11246 of September 24, 1965, with a contractor debarred from, or who has not demonstrated eligibility for, Government contracts and federally assisted construction contracts pursuant to the Executive Order and will carry out such sanctions and penalties for violation of the equal opportunity clause as may be imposed upon contractors and subcontractors by the administering agency or the Secretary of Labor pursuant to Part II, Subpart D of the Executive Order. In addition, the applicant agrees that if it fails or refuses to comply with these undertakings, the administering agency may take any or all of the following actions: Cancel, terminate, or suspend in whole or in part this grant (contract, loan, insurance, guarantee); refrain from extending any further assistance to the applicant under the program with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from such applicant; and refer the case to the Department of Justice for appropriate legal proceedings.

4. COMPLIANCE WITH COPELAND "ANTI-KICKBACK" ACT

Contractor. The contractor shall comply with 18 U.S.C 874, 40 U.S.C. 3145, and the requirements of 29 C.F.R. Part 3 as many be applicable, which are incorporated by reference into this contract.

Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clause above and such other clauses as FEMA may be appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all of these contract clauses.

Breach. A breach of the contract clauses above may be grounds for termination of the contract, and for debarment as a contractor or subcontractor as provided in 29 C.F.R. 5.12.

6. COMPLIANCE WITH THE CONTRACT WORK HOURS AND SAFETY STANDARDS ACT

(1) Overtime requirements. No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or



mechanics shall require or permit any such laborer or mechanic in any work week in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

(2) Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (1) of this section the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of \$26 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section.

(3) Withholding for unpaid wages and liquidated damages. The jurisdiction shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or any other Federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.

(4) Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (1) through (4) of this section.

7. CLEAN AIR ACT

1. The contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq.

2. The contractor agrees to report each violation to the Jurisdiction and understands and agrees that the Jurisdiction will, in turn, report each violation as



required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.

3. The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

8. FEDERAL WATER POLLUTION ACT

1. The contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.

2. The contractor agrees to report each violation to the Jurisdiction and understands and agrees that the Jurisdiction will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.

3. The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

9. SUSPENSION AND DEBARMENT

(1) This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the contractor is required to verify that none of the contractor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).

(2) The contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

(3) This certification is a material representation of fact relied upon by the Jurisdiction. If it is later determined that the contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to (insert name of recipient/subrecipient/applicant), the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.

(4) The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions



10. BYRD ANTI-LOBBYING AMENDMENT

Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352 (as amended)

Contractors who apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.

Required Certification. If applicable, contractors must sign and submit to the non-federal entity the following certification.

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.



This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Contractor certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

Signature of Contractor's Authorized Official

Name and Title of Contractor's Authorized Official

Date

11. PROCUREMENT OF RECOVERED MATERIALS

(i) In the performance of this contract, the Contractor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired— • Competitively within a timeframe providing for compliance with the contract performance schedule; • Meeting contract performance requirements; or • At a reasonable price.

(ii) Information about this requirement, along with the list of EPA designated items, is available at EPA's Comprehensive Procurement Guidelines web site, <https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program>.

(iii) The Contractor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act.”

12. DOMESTIC PREFERENCE FOR PROCUREMENTS

As appropriate, and to the extent consistent with law, the contractor should, to the greatest extent practicable, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States. This includes, but is not limited to iron, aluminum, steel, cement, and other manufactured products. For purposes of this clause: Produced in the United States means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States. Manufactured products mean items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.



13. ACCESS TO RECORDS

Access to Records. The following access to records requirements apply to this contract:

(1) The Contractor agrees to provide the jurisdiction, the State, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.

(2) The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.

(3) The Contractor agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.

(4) In compliance with the Disaster Recovery Act of 2018, the jurisdiction and the Contractor acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.

14. DISPUTE RESOLUTION

The Contractor and Jurisdiction agree that it is in their mutual interest to resolve disputes informally. A claim by the Contractor shall be submitted in writing to the Jurisdiction's designee for resolution. The Contractor and Jurisdiction shall negotiate in good faith and use all reasonable efforts to resolve such dispute(s).

During the time the Contractor and Jurisdiction are attempting to resolve any dispute, each shall proceed diligently to perform their respective duties and responsibilities under this Contract or the PA program.

If a dispute cannot be resolved between the Contractor and Jurisdiction within thirty (30) days after delivery of notice, either entity may elect to exercise any other remedies available under this Contract, or at law. This term shall not constitute an agreement by either Contractor or Jurisdiction to mediate or arbitrate any dispute.

15. CONTRACT CHANGES

Contract changes, if any, over the life of the contract shall be implemented by contract amendments agreed to in writing by the Jurisdiction and Contractor.

16. DHS SEAL, LOGO AND FLAGS

The contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA pre-approval



17. COMPLIANCE WITH FEDERAL LAW, REGULATIONS, AND EXECUTIVE ORDERS

This is an acknowledgement that FEMA financial assistance will be used to fund all or a portion of the contract. The contractor will comply with all applicable Federal law, regulations, executive orders, FEMA policies, procedures, and directives.

18. NO OBLIGATION BY FEDERAL GOVERNMENT

The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the non-Federal entity, contractor, or any other party pertaining to any matter resulting from the contract.

19. PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS

“The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor’s actions pertaining to this contract.

20. AFFIRMATIVE SOCIOECONOMIC STEPS

If subcontracts are to be let, the prime contractor is required to take all necessary steps in 2 C.F.R. 200.321(b)(1)-(5) to ensure that small and minority businesses, women’s business enterprises, and labor surplus area firms are used when possible.

21. LICENSE AND DELIVERY OF WORKS SUBJECT TO COPYRIGHT AND DATA RIGHTS

The Contractor grants to the Owner a paid-up, royalty-free, nonexclusive, irrevocable, worldwide license in data first produced in the performance of this contract to reproduce, publish, or otherwise use, including prepare derivative works, distribute copies to the public, and perform publicly and display publicly such data. For data required by the contract but not first produced in the performance of this contract, the Contractor will identify such data and grant to the Owner or acquires on its behalf a license of the same scope as for data first produced in the performance of this contract. Data, as used herein, shall include any work subject to copyright under 17 U.S.C. § 102, for example, any written reports or literary works, software and/or source code, music, choreography, pictures or images, graphics, sculptures, videos, motion pictures or other audiovisual works, sound and/or video recordings, and architectural works. Upon or before the completion of this contract, the Contractor will deliver to the Owner data first produced in the performance of this contract and data required by the contract but not first produced in the performance of this contract in formats acceptable by the Owner.



22. REMEDIES FOR BREACH (2 CFR Part 200, App. II(A))

In the event the Contractor materially fails to comply with any term of this Contract, the Owner/Recipient may pursue any remedy available at law, in equity, or under this Contract, including but not limited to: (a) requiring cure of the failure within a specified time; (b) withholding payments until the failure is corrected; (c) disallowing all or part of the cost of the activity or action not in compliance; (d) assessing actual damages and/or liquidated damages (if applicable); (e) reducing the scope of work and/or price; (f) suspending work; (g) terminating the Contract for cause; and (h) pursuing debarment and suspension remedies as applicable.

The Contractor shall be liable for all costs incurred by Owner/Recipient in exercising remedies, including reasonable attorneys' fees where permitted by applicable law.

The Contractor shall include this provision in all subcontracts and purchase orders funded in whole or in part with Federal award funds.

23. DAVIS-BACON ACT (when applicable)

If this Contract is a covered contract for construction, alteration, or repair and Davis-Bacon prevailing wage requirements are applicable to the Federal award, the Contractor shall comply with the Davis-Bacon Act (40 U.S.C. 3141–3148) and related U.S. Department of Labor regulations (29 CFR Part 5). The Contractor shall pay all laborers and mechanics employed under this Contract no less than the applicable prevailing wage rates and fringe benefits, as determined by the U.S. Department of Labor, and shall comply with all applicable reporting, posting, and payroll record requirements.

The Contractor shall permit access to its payrolls and related records for inspection by the Owner/Recipient, the Federal awarding agency, and the Comptroller General of the United States (or their authorized representatives) as required by applicable law and the Federal award.

The Contractor shall include this provision in all subcontracts at any tier for covered construction work.



24. PROHIBITION ON CERTAIN TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT (2 CFR §200.216)

The Contractor is prohibited from using Federal award funds to: (a) procure or obtain; (b) extend or renew a contract to procure or obtain; or (c) enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. This prohibition applies to covered telecommunications equipment or services described in section 889 of Public Law 115-232.

The Contractor shall include this provision in all subcontracts, purchase orders, and other agreements funded in whole or in part with Federal award funds.

25. COST AND PRICE REQUIREMENTS (2 CFR §200.323)

Where required by the Owner/Recipient to support compliance with 2 CFR §200.323, the Contractor shall provide information necessary to permit the Owner/Recipient to perform a cost analysis and/or price analysis and to document the procurement file. Upon request, such information may include, as applicable: itemized cost breakdowns, labor rates and categories, equipment rates, subcontractor quotations, material invoices, and other data supporting the reasonableness of proposed and incurred costs.

The Contractor shall maintain records sufficient to demonstrate that costs charged to this Contract are allowable, allocable, and reasonable, and shall make such records available in accordance with the Access to Records requirements of this Contract.

The Contractor shall include this provision in all subcontracts funded in whole or in part with Federal award funds when required to support the Owner/Recipient's compliance obligations.



IN WITNESS WHEREOF, the undersigned parties have hereby caused this Agreement to be duly executed on the day and year first written.

Enter Client Name

SOUTHERN DISASTER RECOVERY, LLC

By: _____

By: _____

Title: _____

Title: _____

Date: _____

Date: _____



CONTACT INFORMATION SHEET

JOB NAME

STARTING DATE

COMPANY NAME

OWNER'S NAME

OWNER'S PHONE NUMBER

OWNER'S EMAIL ADDRESS

CONTACT PERSON NAME

CONTACT PERSON TITLE

CONTACT PERSON PHONE

CONTACT PERSON EMAIL

INVOICE CONTACT
(if different from contact person)

INVOICE CONTACT EMAIL

COMPANY ADDRESS

CITY, STATE, ZIP

ATTACHMENT N – ACKNOWLEDGEMENT OF CONFORMANCE WITH
FEMA/NIMS STANDARDS

TO: City of Key West

Southern Disaster Recovery, LLC

Contractor's Name: _____, Hereby acknowledges and agrees that We/I have the sole responsibility for compliance with all requirements of the Federal Emergency Management Agency and the National Incident Management System and all State regulations, and agree to indemnify and hold harmless the City, its officers, agents, employees, and Contractors against any and all legal liability or loss the City, its officers, agents, employees, and Contractors may incur due to the failure to comply with such Act.

Beibei Stanton
ATTEST

Will [Signature]
ATTEST

Southern Disaster Recovery, LLC

Contractor's Name

By: Al McClaran AMC

Title: CEO

Date: 04/30/2026

ATTACHMENT P – SAMPLE LOAD TICKET

CONTRACTOR TO PROVIDE SAMPLE



2201

Load Ticket

Contracting Agency:		Date:
Subcontractor:		
Truck No.:	Max Load Capacity:	CY
Loading Site: (Street or Intersection, City, County)		
Load Classification: (check one)		
<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: (print)		
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 Equipment List

Type of Equipment	Model	Year	Make	VIN
F-550 MINI SPLIT	RAM 5500	2022	DODGE	3C7WRMFL7NG151061
Pickup Truck	LARAMIE CREW CAB 4X4	2024	DODGE	3C6UR5FL6RG177285
Pickup Truck	LARAMIE CREW CAB 4X4	2023	DODGE	3C6UR5FL3RG177177
Pickup Truck	BIG HORN CREW CAB 4X4	2024	DODGE	3C6UR5DL3RG157918
Pickup Truck	BIG HORN CREW CAB 4X4	2024	DODGE	3C6UR5DL9RG266397
Pickup Truck	F-550 1 TON	2021	Ford	1FD0W5HT0MED03083
Pickup Truck	SIERRA 1500 AT4	2024	GMC	1GTUUEE86RZ209284
Pickup Truck	LARAMIE CREW CAB 4X4	2023	DODGE	3C6UR5FL6PG588604
Pickup Truck	LARAMIE CREW CAB 4X4	2023	DODGE	3C6UR5DL0RG283542
Pickup Truck	BIG HORN CREW CAB 4X4	2022	DODGE	3C6UR5DL0NG299539
Pickup Truck	F-150	2014	Ford	1FTMF1EF6EFC04633
Pickup Truck	SIERRA 2500 DENALI	2024	GMC	1GT49REY7RF334613
Pickup Truck	F250	2021	Ford	1FT7W2BT0MEC29643
Pickup Truck	F250	2024	FORD	1FT8W2BT3RED43969
Pickup Truck	SILVERADO	2023	CHEVY	2GCUDEED8P1115775
Pickup Truck	F250 LARIAT 4WD	2021	FORD	1FT7W2BT2MEE03616
Pickup Truck	RAM 2500	2024	DODGE	3C6UR5DL0RG176670
Pickup Truck	RAM 2500	2024	DODGE	3C6UR5DL1RG113822
Pickup Truck	SILVERADO 3500	2024	CHEVY	1GC4YSEY5RF353106
Pickup Truck	RAM 2500	2024	DODGE	3C6UR5FL5RG407852
Pickup Truck	RAM 2500	2024	DODGE	3C6UR5FL5RG367014
Pickup Truck	COLORADO 4WD WT CREW	2024	CHEVY	1GCGTBEC8R1219879
Pickup Truck	COLORADO 4WD WT CREW	2024	CHEVY	1GCGTBEC1R1225863
55' Streer Bucket	MV607 XTPRO56 W/ DUMP BOX	2021	International	3HAEUMMM9NL628661
55' Streer Bucket	MV607 XTPRO56 W/ DUMP BOX	2021	International	3HAEUMMM5NL623618
55' Streer Bucket	M2 106 4X2 W/ DUMP BOX	2026	Freightliner	1FVACXFC7THWK8458
55' Streer Bucket	M2 106 4X2 W/ DUMP BOX	2024	FREIGHTLINER	1FVACWFD4RHVA4431
55' Streer Bucket	M2 106 4X2 W/ DUMP BOX	2024	FREIGHTLINER	1FVACWFD0RHVA4426
55' Streer Bucket	M2 106 4X2 W/ DUMP BOX	2022	FREIGHTLINER	1FVACWFC3PHNZ1585
55' Streer Bucket	M2 106 4X2 W/ DUMP BOX	2023	FREIGHTLINER	1FVACWFD8PHNZ0683
55' Streer Bucket	M2 106 4X2 W/ DUMP BOX	2023	FREIGHTLINER	1FVACWFD1PHNZ0685
55' Streer Bucket	M2 106 4X2 W/ DUMP BOX	2023	FREIGHTLINER	1FVACWFD7PHNZ0755
55' Streer Bucket	M2 106 4X2 W/ DUMP BOX	2022	FREIGHTLINER	1FVACWFD7NHNM8731
60' Rear Mount	M2 106 4X2 Teres Pro 60	2025	FREIGHTLINER	1FVACWFCXSHVS1185
70' REAR MOUNT 4X4	M2106 4X4 TEREX XTPRO 60/70	2026	FREIGHTLINER	3ALDCXFC9TDWD0338
70' Street Bucket	M2 106 4X2 W/ DUMP BOX	2021	FREIGHTLINER	1FVACXFC6LHKW5716
Grapple Truck	M2 106 w FASSI	2025	FREIGHTLINER	1FVACWFC8SHVU6876
70' REAR MOUNT4X4	M2 106 4X4 TEREX XTPRO 60/70	2026	FREIGHTLINER	3ALDCXFC9TDWK2860
40' Bucket Truck	F550	2025	FORD	1FDUF5HT1SDA18249
70' REAR MOUNT4X4	M2 106 4X4 TEREX XTPRO 60/70	2026	FREIGHTLINER	1FVACWFD4THWP2095
Bucket Truck	M2 106 TEREX XTPRO 56	2026	FREIGHTLINER	1FVACWFD1THWP2121
Bucket Truck	M2 106 LR8-56	2025	FREIGHTLINER	1FVACWFDXSHVZ2864

ATTACHMENT R – CONTRACTOR’S QUALIFICATIONS STATEMENT

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

1. Please describe your company in detail:

[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.](#)

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

[93 Sonia Drive, Greer SC 29650](#)

3. Company telephone number, FAX number, and Email addresses:

[864-469-9776 / 864-469-9642](#) bids@gosdr.com

4. Number of employees:

[38](#)

5. Number of employees or Subcontractors to be assigned to this project (per event) and what capacity:

[TBD - dependent on the size of the event.](#)

6. Company Identification numbers for the Internal Revenue Services:

[45-5312400](#)

7. Provide Occupational License Number (and County), if applicable, and expiration date:
[Greenville County, SC - registration: 047393](#)

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

[14](#)

[We offer expert disaster debris management services that have proven their efficiency, effectiveness and mettle after the worst disasters imaginable. These disaster debris management learnings and best practices—thriving in difficulty, best in class safety program, attention to quality and detail—strengthen our highly successful utility vegetation management and civil construction services.](#)

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

[See Tab 5 - Past Performance](#)

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

[No](#)

11. Please provide name, addresses and telephone numbers of three individuals, corporations, agencies, or institutions for which you have previously performed work. List of all disaster response contracts performed in the last five (5) years, including customer name, total contract value and weight (yards) removed. Use a separate tab is necessary:

11.1:

Name: Coffee County, Georgia / Wesley Vickers, County Administrator

Address: 101 South Peterson Ave. Douglas, GA 31533

Telephone Number: 912-384-4799

11.2:

Name: Division of Emergency Management, FL / Kevin Guthrie / Executive Director

Address: 2555 Shumard Oak Blvd. Tallahassee, Florida 32399

Telephone Number: 850-298-8250

11.3:

Name: Gilchrist County, FL Ralph Smith / Emergency Management Director

Address: 3250 N.U.S. Highway 129 Bell, FL 32619

Telephone Number: 386-935-5400

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

Name of Project	Owner	Value	Contract Completion Date	% of Completion to Date
<u>Please See Tab 5 - Past Performance</u>				

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

Yes, SDR has inspected the project sites.

For the Disaster Response services Plan, Please See Tab 5 - Past Performance

14. Provide a list of all Subcontractor(s), the work to be performed and also a list of major materials suppliers for this project: *The forgoing list of Subcontractor(s) may not be amended*

after award of the contract without the prior written approval of the City Manager.

LCS Restoration Services LLC

Pride Contracting Inc,

** SDR has 75+ pre-vetted subcontractors to ensure SDR meet activation

15. What equipment do you own that is available for work, provided list in ATTACHMENT C.

Please see Tab 2 - Qualifications & Experience

16. What equipment will you purchase for the project/work?

Please see Tab 2 - Qualifications & Experience

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

Please see Tab 2 - Qualifications & Experience

18. State the name of your proposed Project Manager and give details of their qualifications and experience in managing similar work? (Separate sheet can be attached, if needed).

Please see Tab 2 - Qualifications & Experience

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

Southern Disaster Recovery, LLC

FL office address: 841 Prudential Dr #1241, Jacksonville, FL, 32207

SDR headquarters address: 93 Sonia Drive, Greer, SC 29650

19.1 The correct name of the Contractor is:

Southern Disaster Recovery, LLC

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

Limited Liability Company

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

Al McClaran / CEO

Chip Patterson / President

Mark Stafford / CFO

Joshua Patterson / Project Manager

***SIGNATURE REQUIRED BELOW**

SUBMITTED BY:

Contractor/Company Name: Southern Disaster Recovery, LLC

Authorized Signature: *AK McClaran*

Printed Name and Title: Al McClaran / CEO

Date: 04/30/2026

STATE OF ~~FLORIDA~~ South Carolina

COUNTY OF Anderson

The foregoing instrument was acknowledged before me by means of physical presence or online notarization this 30th day of April, 2026, by Alvie C 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 30th day of April, 2026

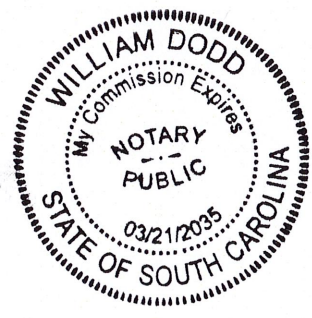
S. Carolina
Notary Public, State of ~~Florida~~

Signature of Notary: *William Dodd*

Printed Name of Notary: William Dodd

My Commission Expires: 03/21/2035

(NOTARY SEAL)



ATTACHMENT S – TRENCH SAFETY ACT FORM

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

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

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

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

Beibei Stanton
Witness Name
William Dodd
Witness Name

Al McClaran
Signature

Southern Disaster Recovery, LLC
Contractor Name

Al McClaran
Title CEO

Date 04/30/2026

ATTACHMENT T – ACKNOWLEDGEMENT OF CONFORMANCE WITH O.S.H.A
STANDARDS

TO: CITY OF KEY WEST

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

Beibei Staton

ATTEST



William Dodd

Attest

Southern Disaster Recovery, LLC

Contractor Name

By: Al McClaran

Al McClaran

Title CEO

Date 04/30/2026

**ATTACHMENT U – COPY OF LICENSES FOR PERSONNEL CERTIFIED TO
PERFORM ADVANCED MAINTENANCE OF TRAFFIC OPERATIONS OR
STATEMENT THAT A LICENSED INDIVIDUAL SHALL BE EMPLOYED BY
CONTRACTOR IF CONTRACTOR IS AWARDED CONTRACT.**

**EMPLOYEES MUST BE CERTIFIED UNDER PART IV OF THE M.U.T.C.D., TORT
LAW, And THE FL. R.T.D.S. 600 SERIES INDEX.**



Transportation Curriculum Coordination Council (TC3)
CERTIFICATE OF TRAINING

Robert M Patterson

HAS PARTICIPATED IN:

AT-TC3TS010-15-T1

Maintenance of Traffic for Supervisors (5 PDHs)

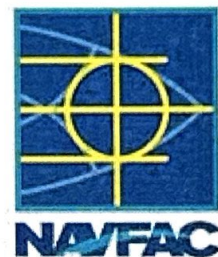
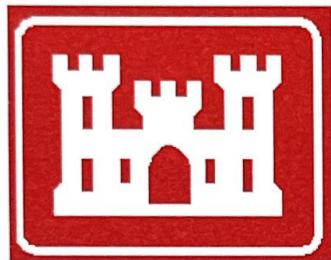
WEB-BASED COURSE

7/27/2020

PDH 5.0 Hours

Jim McDonnell // AASHTO Director
of Engineering

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



CERTIFICATE

Joshua Patterson

SE0112600222

has completed the Corps of Engineers and Naval Facilities Engineering Command Training Course

CONSTRUCTION QUALITY MANAGEMENT FOR CONTRACTORS

University of North Florida,
Jacksonville, FL

3/3/2026

NAVFAC SE

Troy Hamilton
NAVFAC SE DC5 904-542-6778
troy.d.hamilton6.civ@us.navy.mil

Location

Training Date(s)

Instructional District/ NAVFAC

CQM-C Manager

Phillip Payne

phillip.g.payne.civ@us.navy.mil

N/A

Phillip D. Payne

Facilitator/Instructor

Email

Telephone

Facilitator/Instructor Signature

THIS CERTIFICATE EXPIRES FIVE YEARS FROM DATE OF ISSUE

Florida Construction Industry Licensing Board – 10 Continuing Education Hours
University of North Florida / NAVFAC SE – Provider #0001345, Course # 0608220



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 V – CONTRACTOR'S GENERAL OPERATIONS PLAN FOR DEBRIS MANAGEMENT/DISASTER RESPONSE SERVICE OPERATIONS.

A detailed description of how the Contractor would respond to a Hurricane or other event. In the Plan, assume that Key West has been hit with a Category 2 Hurricane that generated the amount of debris described below. Contractor's Operations Plan should be very detailed describing meetings, timeline, equipment to be mobilized, manpower needed, collections and TMDS operations, demobilization, and site remediation if needed and close out. Contractor should include a detailed Safety Plan. Documentation of training for each crew member must be submitted with the Proposal and updated annually.

Vegetative Debris	146,000	Cubic Yards
Construction and Demolition Debris	48,000	Cubic Yards
Mixed Debris	6,000	Cubic Yards
White Goods	1,000	Units
Household Hazardous Waste	1,000	Pounds
Total Yards:	200,000	

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

ATTACHMENT W – VERIFICATION LETTER THAT CONTRACTOR IS FAMILIAR WITH CITY'S TEMPORARY DEBRIS MANAGEMENT SITES. LIST OF APPROVED SITES PROVIDED BY CITY

SUMMARY OF LOCATIONS FOR TEMPORARY DEBRIS STORAGE AND REDUCTION SITES

All Sites are +/- a acre.

Primary Sites (debris storage and reduction):

1. Truman Waterfront Property – Approximately 5 acres
2. 5701 College Road – Approximately 4 acres
3. Rockland Operations LLC. Rockland Key – 10 acres

Secondary Sites (debris storage only):

1. Trumbo Road Property – Approximately 2 acres
2. 918 Fort Street Parking Lot – Approximately .25 acres
3. 631 Green Street Parking Lot – Approximately .50 acres
4. 800 Caroline Street Parking Lot – Approximately 1 acres
5. Fire Station #2 – Approximately .75 acres
6. Indigenous Park – Approximately 1 acre
7. South Roosevelt Boulevard Bridle Path – Approximately 4 acres
8. 1809 Bertha Street – Approximately .50 acres
9. 1903 South Roosevelt Boulevard Parking Lot – Approximately 1 acres
10. Boog Powell Court Parking Lot – Approximately .50 acres
11. Wickers Fields Parking Lot – Approximately 1 acres

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

**ATTACHMENT X – DISASTER RESPONSE SERVICES PROVIDER DRAFT
CONTRACT DOCUMENTS**

TERMS AND CONDITIONS WILL BE NEGOTIATED UPON SELECTION

ATTACHMENT Y – LETTER REGARDING EXPERIENCE

Contractor must provide the following documentation:

1. At least five years of experience in conducting disaster recovery logistical support and debris removal operations.
2. Knowledge and experience in FEMA public assistance reimbursement procedures; and
3. Contractor Has provided services similar to those required to at least one jurisdiction with a population of 30,000.

Please see proposal, Tab 5.

ATTACHMENT Z – CONTRACTOR’S MOST CURRENT FINANCIAL STATEMENT

Please see proposal, Tab 4.

ATTACHMENT AA – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.
4. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Southern Disaster Recovery, LLC

The Respondent, _____, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Respondent understands and agrees that the provisions of 31 U.S.C. Chapter 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Signature of Authorized Official

AI McClaran / CEO

Name and Title

05/06/2026

Date

EXHIBIT "A"

MINIMUM INSURANCE REQUIREMENTS

INSURANCE REQUIREMENTS

1.0 GENERAL INSURANCE REQUIREMENTS:

- 1.01 During the Term of the Agreement, the Contractor shall provide, pay for, and maintain with insurance companies satisfactory to the City of Key West, Florida ("City"), the types of insurance described herein.
- 1.02 All insurance shall be from responsible insurance companies eligible to do business in the State of Florida. The required policies of insurance shall be performable in Monroe County, Florida, and shall be construed in accordance with the laws of the State of Florida.
- 1.03 The City shall be specifically included as an additional insured on the Contractor's Liability policies with the exception of the Contractor's Professional Liability policies (if required) and shall also provide the "Severability of Interest" provision (a/k/a "Separation of Insured's" provision). The City's additional insured status should be extended to all Completed Operations coverages.
- 1.04 The Contractor shall deliver to the City, prior to commencing work/activities under the Agreement, properly executed "Certificate(s) of Insurance" setting forth the insurance coverage and limits required herein. The Certificates must be signed by the authorized representative of the insurance company(s) shown on the Certificate of Insurance. In addition, certified, true, and exact copies of the insurance policies required herein shall be provided to the City, on a timely basis, if requested by the City.
- 1.05 If the Contractor fails to provide or maintain the insurance coverages required in this Agreement at any time during the Term of the Agreement and if the Contractor refuses or otherwise neglects to deliver the required Certificate(s) of Insurance signed by the authorized representative of the insurance company(s) to the City, the City may, at the City's sole discretion, terminate or suspend this Agreement and seize the amount of Contractor's performance bond, letter of credit, or other security acceptable to the City).
- 1.06 The Contractor shall take immediate steps to make up any impairment to any Aggregate Policy Limit upon notification of the impairment. If at any time the City requests a written statement from the insurance company(s) as to any impairment to the Aggregate Limit, the Contractor shall promptly authorize and have delivered such statement to the City.
- 1.07 The Contractor authorizes the City and/or its insurance consultant to confirm all information furnished to the City, as to its compliance with its Bonds and Insurance Requirements, with the Contractor's insurance agents, brokers, surety, and insurance carriers.
- 1.08 All insurance coverage of the Contractor shall be primary to any insurance or self-insurance program carried by the City. The City's insurance or self-insurance programs or coverage shall not be contributory with any insurance required of the Contractor in this Agreement.
- 1.09 The acceptance of delivery to the City of any Certificate of Insurance evidencing the insurance coverage and limits required in the Agreement does not constitute approval or agreement by the City that the insurance requirements in the Agreement have been met or that the insurance policies shown in the Certificates of Insurance are in compliance with the Agreement requirements.



THANK YOU!

SDR appreciates the City of Key West's time and review of our proposal. We are committed to the success of our clients and look forward to the opportunity to work together in the future!

