



500 South Australian Avenue • Suite 600
West Palm Beach, FL 33901
(888) 721-4372 • Fax: (504) 482-2852
www.drcusa.com

FL License No. CRC1331307

REQUEST FOR PROPOSAL
**Emergency Debris Removal from Limited Spaces
& Gated Communities**

RFP NO. 4593-18-PB

**MAY 31, 2018 • 3:00PM
ORIGINAL**

CITY OF HOLLYWOOD
2600 Hollywood Boulevard • Suite 221
Hollywood, FL 33020

PREPARE•RESPOND•RECOVER

POINTS OF CONTACT:
Kristy Fuentes, Kfuentes@drcusa.com

TITLE PAGE

City of Hollywood, Florida
Request for Proposals
Emergency Response & Recovery Service
RFP No. 4592-18-PB

May 31, 2018



PO Box 17017
Galveston, TX 77552
Phone: (888) 721-4372
Fax: (504) 482-2852

The Point of Contact for the City of Hollywood is Kristy Fuentes who can be reached at the information above, by cell: (504) 220-7682 or by email: Kfuentes@drcusa.com.

EMERGENCY RESPONSE & RECOVERY SERVICE

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**City of Hollywood, Florida
Solicitation # RFP-4593-18-PB****Issue Date: May 9, 2018**

In the event the vendor does not indicate any name, the City shall interpret this to mean that no such relationship exists.

RFP CHECKLIST

Please check each line item after the completion of the appropriate item.

X I verify that the signature on page number one (1) is the signature of the person authorized to bind the agreement. (Preferably in blue ink)

X I acknowledge reading and signing the Hold Harmless Statement.

X I have included all information, certificates, licenses and additional documentation as required by the City in this RFP document.

X I have checked for any addendums to this RFP, and will continue to check for any addendums up to the due date and time of this RFP.

X I have submitted one (1) original and eight (8) copies and one (1) electronic copy (CD) of the entire proposal with addendums.

X I have verified that the outside address label of my RFP package is clearly marked to include my company's name, address, RFP number and date of RFP opening.

X I have read and completed (if applicable) the "Disclosure of Conflict of Interest".

X I am aware that a Notice of Intent to award this bid shall be posted on the City's website at www.hollywoodfl.org and on the Procurement Services bulletin board in room 303 at City Hall, and that it is my responsibility to check for this posting. Also, I have provided my email address, as the City, at its discretion, may provide me information by such means regarding this procurement process.

X I have submitted all supporting documentation for local preference eligibility, which must be received with the bid package prior to the bid opening date and time (if applicable).

NAME OF COMPANY: DRC Emergency Services, LLC

PROPOSER'S NAME: Kristy Fuentes Vice President/Secretary/Treasurer

PROPOSER'S AUTHORIZED SIGNATURE: 

DATE: 5/24/18



500 South Australian Avenue • Suite 600 • West Palm Beach, FL 33901 • (888) 721-4372 • Fax: (504) 482-2852

www.drcusa.com

May 31, 2018

City of Hollywood
2600 Hollywood Boulevard, Room 221
Hollywood, FL 33020

Re: Emergency Debris Removal from Limited Spaces & Gated Communities
RFP No. 4593-18-PB

Dear Sir or Madam,

DRC Emergency Services, LLC, appreciates the opportunity to present to you and the City of Hollywood our proposal to provide Emergency Response and Recovery Service as required in the above referenced RFP. DRC ES is among the leading disaster management companies in the United States. Our services include emergency debris removal; disaster management—including temporary housing, workforce housing and life support—as well as required FEMA documentation; debris management; right-of-way maintenance; marine debris, salvage and recovery; vehicle and vessel removal and processing; technical assistance and project management; construction and construction management; demolition; and landfill management.

Following Hurricane Ike in 2008, DRC ES established a single-day productivity record for post-disaster debris removal in the City of Houston as recognized by FEMA. DRC ES also holds a 27-year record of 100% federal reimbursement for eligible work performed.

DRC has an office in West Palm Beach, Florida, which is located one hour from the City of Hollywood. Our additional office locations in Galveston, Texas, New Orleans, Louisiana, Semmes, Alabama, and Surf City, North Carolina, provide us with geographical maneuverability along the Gulf Coast, and allow us to continue to provide services to the City of Hollywood should any location be compromised during a disaster. DRC currently has dozens of reservists and hundreds of subcontractors ready to participate in any response effort. Depending on the size of an event which may strike the City of Hollywood, DRC will dedicate all necessary manpower and equipment and in no case, will the project be understaffed.

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

The Point of Contact is as follows:

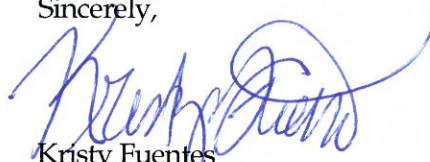
Kristy Fuentes
Vice President, Secretary, Treasurer
110 Veterans Boulevard
Suite 515
Metairie, LA 70005
(888) 721-4372
(504) 220-7682 (Cell)
Kfuentes@drcusa.com

Ms. Fuentes is authorized to make representations for the firm.

The Regional Manager for the City of Hollywood is Charles Kraft who can be reached at (888) 721-4372, by cell: (251) 402-5376 or by email: Ckraft@drcusa.com.

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

Sincerely,



Kristy Fuentes

Vice President, Secretary, Treasurer

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

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

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

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

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

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

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

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

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

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

[SIGNATURE PAGE FOLLOWS]

Dated effective as of the date first written above.

DRC EMERGENCY SERVICES LLC

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



By: John R. Sullivan
Its: President

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

PROFILE OF PROPOSER

HISTORY

The company was formed in 1989 in response to Hurricane Hugo. In 2001 the company began operating as DRC Emergency Services, LLC. DRC is an international company that has responded to numerous natural or man-made disaster events involving hundreds of contracts. DRC has collected over 200 million cubic yards of debris and established industry benchmarks for debris recycling and collection efficiencies. The 2008 hurricane season produced two devastating storms in Hurricane Ike and Hurricane Gustav in which DRC responded in service to 36 separate contracts, including the cities of New Orleans, Houston, and Galveston. DRC recycled 100% of the debris we collected in Houston, TX in the wake of Hurricane Ike, which amounted to over 5 million cubic yards. We also set an industry record for the most debris collected in a single day in 2008 and, according to FEMA officials, the record still stands today.

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

Having performed debris operations nearly all of the United States and internationally for over 29 years, DRC takes pride in bringing innovation and professionalism to each project undertaken. We've consistently demonstrated an ability to both self-perform work immediately and engage a network of over 5,000 subcontracting partners. This unique ability means that no matter the location or size of an event, we can respond immediately and effectively.

OFFICE LOCATIONS

DRC has an office in West Palm Beach, Florida, which is located one hour from the City of Hollywood. Our additional office locations in Galveston, Texas, New Orleans, Louisiana, Semmes, Alabama, and Surf City, North Carolina, provide us with geographical maneuverability along the Gulf Coast, and allow us to continue to provide services to the City of Hollywood should any location be compromised during a disaster. DRC currently has dozens of reservists and hundreds of subcontractors ready to participate in any response effort. Depending on the size of an event which may strike the City of Hollywood, DRC will dedicate all necessary manpower and equipment and in no case, will the project be understaffed.

SERVICES OFFERED

For over 29 years, DRC has provided extensive disaster recovery services, environmental services and civil construction to governments and private citizens alike. As a leader in the recovery industry, our passion is helping communities prepare for the worst while being prepared to deliver a rapid response when necessary, all to facilitate the most efficient recovery possible. Setting new industry standards is what our customers have come to expect, and DRC takes pride in our versatility and in our innovative approach to every job. Having successfully completed over \$2 billion in contracts over the last 29 years alone, DRC employs scores of talented professionals ready to satisfy our client's needs. We are proven, and we are ready.

The primary mission of DRC is to provide a **professional, honest, and immediate response** to natural and man-made disasters throughout the world. DRC has developed extensive experience and capabilities in emergency response and recovery over 29 years including, but not limited to:

- Debris Management
- Demolition
- Marine Debris, Salvage, and Recovery
- Vehicle and Vessel Removal and Processing
- Technical Assistance and Project Management
- Temporary Housing, Workforce Housing and Life Support
- Construction and Construction Management
- Landfill Management
- Civil, Heavy, and Recovery Construction
- Oil Spill Response and Mining
- Right-of-way maintenance
- Beach Renourishment
- Canal Bank Stabilization
- Drainage Improvement Projects
- Hazardous Waste Segregation
- Environmental Control
- Traffic Control
- Tree Trimming and Removal
- Emergency Supplies and Support

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

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

NOTABLE ACHIEVEMENTS AND EXPERIENCE

- Following Louisiana Severe Storms and Flooding (DR-4277), DRC picked up 1 million cubic yards of debris over the course of 30 days in East Baton Rouge Parish.
- Simultaneously mobilizing, staffing and successfully operating 39 individual projects throughout the Southeastern US valued in excess of two hundred million dollars
- Providing, placing in service and simultaneously utilizing in excess of 4,000 pieces of specialized equipment Maintaining an experienced cadre of over fifty Program and Project Managers
- Establishing a single-day productivity record for post-disaster debris removal as recognized by FEMA in 2008 for collecting 440,000 cubic yards in a single day
- Earning recognition as one of the Top 50 Specialty Contractors by *Engineering News-Record*
- Designing, implementing, managing and financing a 150-mile Gulf of Mexico shoreline protection system in response to the BP oil spill
- Establishing industry standards for total volume recycled by recycling 100% of the volume collected in Houston, TX following Hurricane Ike
- Designing and implementing new standards for moving work zones
- A 29-year record of 100% federal reimbursement for eligible work performed

REFERENCES FROM THE PAST 2 YEARS

REFERENCES				
OWNER & TIMELINE	DESCRIPTION OF WORK	CONTRACT VALUE	CUBIC YARDS	POINT OF CONTACT
City of Fort Lauderdale September 2017 - Present	Debris Removal and Disposal Hurricane Irma (DR-4337)	Project Closeout in Progress	Project Closeout in Progress	Melissa Doyle, Solid Waste Coordinator Phone: (954) 828-6111 mduoye@fortlauderdale.gov 100 N. Andrews Ave Fort Lauderdale, FL 33301
Miami, FL September 2017 - Present	Debris Removal Hurricane Irma (DR-4337)	Estimated \$7,700,000.00	Estimated 314,000	Mario Nunez, <i>Director</i> Mfnunez@miamigov.com Phone: (305) 960-2804 Fax: (305) 960-2850 1290 NW 20 th Street Miami, FL 33142
Harris County, TX August 2017 - Present	Debris Removal Hurricane Harvey (DR-4332)	Estimated \$33,500,000.00	Estimated 1,200,000.00	Nick Russo, <i>Manager</i> Phone: (713) 274-3667 Nick.russo@hcpid.org 101 Preston, Suite 800 Houston, TX 77002
City of Daytona Beach, FL October 2016 - December 2016	Disaster Debris Removal and Disposal Hurricane Matthew (DR-4283)	\$3,861,220.75	310,124	David Waller, <i>Deputy Director of Public Works</i> Phone: (386) 671-8681 Wallerd@codb.us 950 Bellevue Avenue Daytona Beach, FL 32114
City of Debary, FL October 2016 - January 2017	Disaster Debris Removal and Disposal Hurricane Matthew (DR-4283)	\$256,463.67	18,822.52	Allan Williamson, <i>Public Works/EM Director</i> Phone: (386) 668-2040 Fax: (386) 668-3523 Awilliamson@debary.org 12 Colomba Road Debary, FL 32713
City of DeLand, FL October 2016 - November 2016	Disaster Debris Removal and Disposal Hurricane Matthew (DR-4283)	\$505,777.85	39,445	Demetris Pressley, <i>Public Works Director</i> Phone: (386) 626-7194 Fax: (386) 736-5366 Pressleyd@deland.org 1102 South Garfield Avenue DeLand, FL 32724
Leon County, FL September 2016 - October 2016	Disaster Debris Removal Services Hurricane Hermine (DR-4280)	\$1,591,250.93	14,175.25	Tony Park, <i>P.E., Director</i> Phone: (850) 606-1500 Parkt@leoncountyfl.gov 2280 Miccosukee Road Tallahassee, FL 32308
Citrus County, FL September 2016 - October 2016	Disaster Debris Removal Services Hurricane Hermine (DR-4280)	\$200,846.00	11,869 CY of Vegetative Debris 889.07 tons of C&D Debris	David Whitelaw, <i>Road Maintenance Director</i> Phone: (352) 527-7610 Fax: (352) 527-7607 David.Whitelaw@citrusbocc.com 1300 S Lecanto Highway Lecanto, FL 34461

Ascension Parish, Louisiana August 2016 – July 2017	Disaster Debris Removal and Disposal Louisiana Severe Storms and Flooding (DR-4277)	\$5,903,607.61	336,630	Mike Enlow, <i>General Manager</i> Phone: (225) 450-1326 Fax: (225) 473-9931 Menlow@apgov.us 42077 Churchpoint Road Gonzales, LA 70737
East Baton Rouge Parish/City of Baton Rouge August 2016 – Present	Disaster Debris Removal and Disposal Louisiana Severe Storms and Flooding (DR-4277)	Work in Progress Est. \$35,000,000	Work in Progress 1,947,581 (as of 6/12/2017)	Adam Smith, <i>P.E. Interim Director</i> Phone: (225) 389-5623 Fax: (225) 389-5391 Amsmith@brgov.com 222 Saint Louis Street, Suite 816 Baton Rouge, LA 70802

LITIGATION

DRC EMERGENCY SERVICES, LLC FIVE YEAR LITIGATION

(Updated and Revised: May 25, 2018)

The following is a list of all litigation involving DRC Emergency Services, LLC (“DRCES”) related to emergency disaster recovery and management services pending or resolved in a five year period commencing May 25, 2013 and ending May 25, 2018.

ALABAMA

1. *Fuzzell v. DRC Emergency Services, LLC*, No. 14-904190, Jefferson County Cir. Ct., AL. Claim by Stewart G. Fuzzell for breach of an alleged verbal employment agreement which included a purported verbal revenue share. Plaintiff claimed \$26 million. Matter settled and dismissed on April 19, 2016.
2. *Cahaba Disaster Recovery, LLC v. DRC Emergency Services, LLC*, Civil Action No. 01-CV-2015-903953, Circuit Court, Jefferson County, Alabama removed to U.S. Dist. Court for the Northern Dist. Of Alabama, Case No. 15-2096. Payment claim for \$2,477,680.29 by plaintiff for work allegedly performed on a Joplin, MO tornado debris removal project. Matter settled and dismissed on April 22, 2016.
3. *DRC Emergency Services, LLC and Liberty Mutual Insurance Company v. R. Baker, Inc.*, Civil Action No. 14-2281, United States District Court for the Northern District of Alabama, Birmingham Division. Declaratory action filed by DRCES and its surety against a sub-subcontractor regarding non-liability for lower tier sub-subcontractor claims. Franklin County and Town of Phil Campbell tornado recovery projects. Matter settled and was dismissed on February 12, 2016.
4. *B&B Environmental Services, et al v. DRC Emergency Services, LLC, et al*, Mobile County, Alabama Circuit Court, Case No. 14-903439. Unquantified suit by lower tier sub-subcontractors for payment claiming existence a partnership/joint venture between DRCES and its former subcontractor. Multiple disaster recovery projects. Matter settled and dismissed on March 21, 2016.
5. *Weston v. DRC Emergency Services, LLC, et al*, Civil Action No. 13-900067, Marshall County, Alabama Circuit Court. Unquantified personal injury/wrongful death claim. Decedent was an employee of a lower-tier subcontractor. OSHA investigated and issued no citation. Alabama Dept. of Conservation tornado recovery project. All claims against DRCES were dismissed (no liability) on January 12, 2015.
6. *Luc Raymond v. DRC Emergency Services, LLC*, Case No. 2012-CV-901342, Mobile County, Alabama Circuit Court. Lawsuit for earthquake related work performed in Haiti. Case Settled for \$175,000 and dismissed July 24, 2014.
7. *Group CG Builders v. DRC Emergency Services, LLC, et al*, United States District Court for the Southern District of Alabama, Case No. 11-729, on appeal to the U.S. 11th Circuit Court of Appeals, Case No. 12-14586. \$900,000 claim by sub-subcontractor for disaster recovery work performed in Haiti. Suit in United States against DRCES dismissed by district court; dismissal affirmed on appeal August 12, 2013. Suit in Dominican Republic pending.
8. *Black Warrior Solid Waste Authority v. DRC Emergency Services, LLC*, Tuscaloosa County, Alabama Circuit Court, Case No. 2013-900472. \$30,000 collection dispute involving disposal fees on Tuscaloosa tornado recovery project. Case settled and dismissed on August 15, 2013.

9. *Acton Plumbing & Heating Co., Inc. v. DRC Emergency Services, LLC*, Case No. 2014-904235, Jefferson County, Alabama Circuit Court. Claim by lower-tier sub-subcontractor for Birmingham tornado recovery work. Case settled for \$17,896.29 and dismissed on November 12, 2014.

9A. *International Camp Sales & Service v. DRC Emergency Services, LLC, et. al.*, Circuit Court of Mobile County, AL, Case No. 09-902111. Dispute over an alleged commission agreement for sale of equipment. Lawsuit removed to United States District Court for the Southern District of Alabama, Case No. 09-775, then remanded to state court. Matter stayed pending arbitration. Arbitration ruling against DRC final. DRC satisfied and paid claimant. Lawsuit dismissed August 22, 2014.

FLORIDA

10. *DRC Emergency Services, LLC v. Ashbritt, Inc.*, United States District Court for the Southern District of Florida, Civil Action No. 14-62924. \$50,000,000 business disparagement claim by DRC. Matter voluntarily dismissed on September 16, 2015.

KENTUCKY

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

LOUISIANA

12. *Fin & Feather v. Plaquemines Parish, Cahaba Disaster Recovery, All South Consulting Engineers and DRC Emergency Services, LLC*, Civil Action No. 56-844, 25th Judicial District Court, Plaquemines Parish, Louisiana. Unquantified claim for damage to a pier and boat-house. DRCES and Cahaba's motion for summary judgment based on the Hurricanes Katrina and Rita Immunity Statute was granted on October 29, 2015; affirmed on appeal.

13. *Cora Williams v. DRC Emergency Services, LLC, Beck & City of New Orleans*, Civil Action No. 2009-4151, Orleans Parish Civil District Court. Unquantified property damage claim in connection with New Orleans demolition project. DRCES insurer defending. Case settled and dismissed on appeal.

14. *Gulf State Construction v. DRC Emergency Services, LLC*, Civil Action No. 2012-10783, Orleans Parish Civil District Court. Pro se lawsuit by a subcontractor seeking \$180,000 payment for site work and demolition work on the Orleans Parish Sheriff's Office construction project. DRCES disputes plaintiff's claims on several procedural and substantive grounds: (1) Gulf States had no Louisiana contractor's license and, therefore, the subcontract is unenforceable as a matter of law; (2) Gulf States performed only minimal site work for which it was paid; (3) Gulf States was paid for mobilization but only mobilized three pieces of equipment to the job site and, therefore, could not execute the site work. No action has been taken in this matter for over four years.

15. *McGraw v DRC Emergency Services, LLC*, Case No. 2009-51580, First City Court of New Orleans. Property damage claim during a New Orleans demolition project. Plaintiff sued DRCES and lower-tier subcontractor. Matter was dismissed on May 29, 2015.

16. *Down South Services, LLC v. DRC Emergency Services, LLC*, Case No. 59-035, 25th Judicial District Court for Plaquemines Parish, Louisiana. Claim by equipment supplier in connection with the BP oil spill project. DRCES disputed plaintiff's claim and tendered 68% of plaintiff's demand pending further backup detail from plaintiff. No backup detail was provided. The lawsuit is open but plaintiff has abandoned the claim under Louisiana law having taken no step in the litigation since 2011.

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

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

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

20. *B&S Equipment v. DRC Emergency Services, LLC, et al*, Case No. 708-443, 24th Judicial District Court for Jefferson Parish, Louisiana. Lawsuit removed to United States District Court for Eastern District of Louisiana, Case No. 11-3144, then remanded to state court. Claim by lower-tier sub-subcontractor for unpaid work. Hurricane Katrina project. Case settled for \$175,000 on July 3, 2014.

21. *Harbor Community Church v. Cahaba Disaster Recovery, LLC, et al*, Case No. 2013-10113, Orleans Parish, Louisiana Civil District Court. Property damage claim: Hurricane Ike recovery project. Case settled for \$10,000 and dismissed on June 23, 2014.

22. *DRC Emergency Services, LLC v. Welborn, Clerk of Court, et al* No. C658294, 19th JDC, East Baton Rouge Parish. Suit to cancel improperly recorded lien. Defendant voluntarily released its lien.

23. *Ultra Lane, Ltd. v. DRC, et al*, No. 17-430, USDC MDLA Suit by Ultra Lane, lower-tier sub-subcontractor for payment. DRC dismissed from litigation.

24. *Baker v. DRC*, No. USDC WDLA. Collection lawsuit. DRC disputed the claim. Matter settled for \$125,000 and dismissed September 26, 2017.

25. *Infinity Trucking v. Cahaba Disaster Recovery, et al*, USDC EDLA, Case 18-1700. \$94,000 claim by lower tier subcontractor on a demolition project. Claim is disputed by DRC based on no contract privity.

MISSISSIPPI

26. *DRC Emergency Services, LLC v. City of Louisville*, Mississippi, Case No. 2014-087-CVM, Circuit of Winston County, Mississippi. Disaster debris removal contract award protest by DRCES. Dismissed February 26, 2015.

MISSOURI

27. *Environmental Works, Inc. v DRC Emergency Services, LLC*, Circuit Court, Greene Co., MO, Case No. 1331-CC00237. Suit for breach of contract for work in Joplin, MO regarding air monitoring services. USACE Joplin tornado recovery project. Case settled for \$135,000 and dismissed on June 10, 2014.

28. *Hershewe v. DRC Emer. Services, LLC*, Case No. 17-181, Jasper County, MO. Suit for an accounting and claim for payment by an attorney arising out of the Joplin, MO tornado project.

NORTH CAROLINA

29. *Caroline-A-Contracting v. DRC, Inc. d/b/a DRC Group DRC Emergency Services, LLC and Ray Peele*, Case No. 12-CvD-0394. Claim by lower-tier subcontractor for non-payment. Birmingham tornado recovery project. Case settled for \$27,000 and dismissed on December 16, 2014.

TEXAS

30. *Wells v DRC Emergency Services, LLC*, Case No. JC-134-11, Small Claims Chambers, Texas. Suit for alleged minor damage to land. Hurricane Ike, Chambers County recovery project. Case settled for \$4,750 on August 6, 2013.

34. *Mustang Rentals v. DRC Emergency Services, LLC, et al*, District Court, Harris, Texas, Case No. 2013-22617. Claim for rental fees owed by subcontractor. Case settled for \$25,000 and dismissed on June 11, 2013.

31. *Contreras v. Terrence, et al*, No. 18-3519, 134th Dist. Court, Dallas County, TX. Claim by a fourth tier subcontractor for payment. The lawsuit states damages are between \$50,000 and \$200,000.

32. *Allstate Indemnity Co. v. DRC Emergency Services, LLC*, Case No. 184100222525, Justice Court, Harris County, TX. Auto accident case. Settled for \$2500 by payment from lower tier subcontractor.

BP OIL SPILL RELATED LITIGATION

33. The lawsuits set forth in Sub-paragraphs 33(a)-(II) below arise out of the BP oil spill clean-up/recovery project. The lawsuits relate to general economic loss claims, personal injury tort-based claims, contract-based charter-hire payment claims and purported discrimination claims. Pursuant to the BP-DRCES Master Subcontract Agreement, BP is obligated and has defended and indemnified DRCEs.

a. *In Re: Oil Spill By The Oil Rig "Deepwater Horizon" In The Gulf of Mexico*, United States District Court for the Eastern District of Louisiana, Civil Action No. MDL 2179. This is the lead case in the BP Multi-District Litigation. With the exception of a few state court cases, all cases below have been consolidated into the lead MDL case. Pursuant to the District Court's February 2016 ruling, many personal injury claims below have been dismissed; however, out of an abundance of caution, these cases remain listed until a formal dismissal order is issued. By court order, all non-personal injury cases consolidated in the MDL are stayed and unserved on the defendants until further notice by the District Court.

b. *Caulfield v. DRC Emergency Services, LLC, et al.*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-1891.

c. *Black v. DRC Emergency Services, LLC, et al.*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-867. Dismissed.

d. *Pearson v. DRC Emergency Services, LLC, et al.*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-863.

- e. *Lambert v. DRC Emergency Services, LLC, et al*, 24th Judicial District Court for Jefferson Parish Louisiana, Civil Action No. 702311.
- f. *Baudier v. DRC Emergency Services, LLC, et al.*, 24th Judicial District Court for Jefferson Parish Louisiana, Civil Action No. 703-286.
- g. *Turner v. DRC Emergency Services, LLC, et al*, Case No.52826, Harris County, Texas Circuit Court, removed to USDC EDTX, Civil Action No. 12-64, remanded. Settled and dismissed on February 10, 2015.
- h. *McCormick v. DRC Emergency Services, LLC*, 11-2141 Civil Action No. 11-2141. Settled and dismissed on March 18, 2013.
- i. *Turlich v. DRC Emergency Services, LLC, et al.*, 25th Judicial District Court for Plaquemines Parish Louisiana, Civil Action No. 59-076.
- j. *Luke Boudreaux v. The DRC Group, et al*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-03179.
- k. *Fitzgerald v. DRC Emergency Services, LLC, et al*, United States District Court for the Eastern District of Louisiana, Civil Action No. 13-650.
1. *Matherne Business Associates v. DRC Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-449.
- m. *Rodrigue Business Associates v. DRC Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-445.
- n. *Pearson and Black v. DRC Emergency Services, LLC*, 24th Judicial District Court for Jefferson Parish Louisiana, removed to USDC EDLA, Civil Action No. 11-778.
- o. *Chad Rogers v. DRC Emergency Services, LLC, et al.*, 19th Judicial District Court for East Baton Rouge Parish Louisiana, Civil Action No. 601084 removed to USDC MDLA Civil Action No. 11-331, transferred to USDC EDLA Civil Action No. 11-1295.
- p. *Frelich v. DRC Emergency Services, LLC, et al.*, 25th Judicial District Court for Plaquemines Parish Louisiana, Civil Action No. 59-616.
- q. *Foussell, et al, v. DRC Emergency Services, LLC, et al*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-1195.
- r. *Trung v. Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-2766.
- s. *Daigle v. DRC Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-2499.
- t. *Duong, et al v. Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 12-814. (DRCES tendered to BP for defense/indemnity; awaiting response).
- u. *Duong, et al v. DRC Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 13-605.
- v. *Dinwiddie v. DRC Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 12-426. (DRCES tendered to BP for defense/indemnity; awaiting response).
- w. *Brown v. DRC Emergency Services, LLC*, United States District Court for the Eastern District of Louisiana, Civil Action No. 12-2333. (DRCES tendered to BP for defense/indemnity; awaiting response).

x. *Elmer Rogers v. DRC Emergency Services, LLC*, Orleans Parish Civil District Court, Civil Action No. 14-8304, Div. "J" removed to USCD EDLA Civil Action No. 14-2285 (DRCES tendered to BP for defense/indemnity; awaiting response).

y. *Gros, et al v. DRC Emergency Services, LLC, et al*, United States District Court for the Eastern District of Louisiana, Civil Action No. 11-1824. Wage claim. Settled and dismissed March 21, 2013. Related matter *DRC Emergency Services, LLC, et al v. BP Exploration & Production, Inc., et al*, United States District Court for the Eastern District of Louisiana, Civil Action No. 12-2510. Settled and was dismissed on March 7, 2014.

z. *Hayden v. Mitchell Liftboats, LLC v. DRC Emergency Services, LLC, et al*, 25th Judicial District Court, Plaquemines Parish, Louisiana, Civil Action No. 60-624. Lawsuit removed to U.S. Dist. Court for Eastern District of Louisiana, Case No. 13-5234 and consolidated with MDL 2179. Case settled and dismissed on December 5, 2014.

aa. *Hayden v. A.M.C. Liftboats, Inc. v. DRC Emergency Services, LLC, et al*, 25th Judicial District Court, Plaquemines Parish, Louisiana, Civil Action No. 60-624. Lawsuit removed to U.S. Dist. Court for Eastern District of Louisiana, Case No. 13-5235 and consolidated with MDL 2179. Case settled and dismissed on December 5, 2014.

bb. *In re Triton Asset Leasing GmbH*, U.S. Dist. Court for Eastern District of Louisiana, Case No. 10-2771. Statutory limitation of liability proceeding invoked by a vessel owner which was consolidated with MDL 2179.

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

dd. *Strike Zone Charters v. BP*, United States District Court for the Eastern District of Louisiana, Civil Action No. 16-5960.

ee. *Reefkeeper, LLC v. BP*, United States District Court for the Eastern District of Louisiana, Civil Action No. 16-5955.

ff. *Terry v. BP*, United States District Court for the Eastern District of Louisiana, Civil Action No. 16-4137.

gg. *Lim v. BP*, United States District Court for the Eastern District of Louisiana, Civil Action No. 16-3950.

hh. *Duong v. BP*, United States District Court for the Eastern District of Louisiana, Civil Action No. 16-3953.

ii. *Ly v. BP*, United States District Court for the Eastern District of Louisiana, Civil Action No. 16-3957.

jj. *Ly v. BP*, United States District Court for the Eastern District of Louisiana, Civil Action No. 16-4027.

kk. *Nguyen v. BP*, United States District Court for the Eastern District of Louisiana, Civil Action No. 16-3952.

ll. *Nguyen v. BP*, United States District Court for the Eastern District of Louisiana, Civil Action No. 16-3955.

DOMINICAN REPUBLIC

34. *Group CG Builders v. DRC Emergency Services, LLC, et al*. Suit by sub-subcontractor for disaster recovery work performed in Haiti. Suit in the United States against DRCES dismissed by federal district court; dismissal affirmed on appeal August 12, 2013. Suit in Dominican Republic pending but inactive for over three years.

REGULATORY

35. DRC Emergency Services, LLC was suspended by the U.S. Air Force in September 2014 for 22 business days relating to a project in Joplin, Missouri that occurred over five years ago when the company was operated under previous ownership. Following a detailed response at the direction of DRC's new ownership and management, the suspension was lifted. None of the individuals that were named in the suspension are currently employed by DRC Emergency

Services, LLC. Moreover, the company implemented a robust corporate responsibility, compliance, safety and ethics program at all employment levels. DRC Emergency Services, LLC currently operates in good standing with all branches of Government.

36. On September 12, 2014, the Louisiana Department of Natural Resources, Office of Coastal Management issued a Compliance Order to DRC Emergency Services, LLC for the temporary damage to marsh grass (e.g. tracks in marsh grass caused by marsh buggy and work staging) and ordering a contribution of \$144,058.00 to the State's Coastal Mitigation Account. The Consent Order expressly acknowledged that the habitat area had been naturally restored. The Compliance Order was appealed and the parties subsequently settled the matter which included a non-admission of liability by DRC Emergency Services, LLC. The matter was dismissed on October 5, 2015.

37. By Consent Order dated March 9, 2015, the South Carolina Department of Health and Environmental Control assessed a \$10,000 civil penalty against DRC Emergency Services, LLC for burning vegetative debris within 1000 feet from a public roadway. The incident was self-reported by DRC Emergency Services, LLC.

PRE-POSITION CLIENTS IN SOUTHEAST U. S.

All jurisdictions in blue below are in Broward, Miami-Dade or Palm Beach County.

State of Alabama			
ACCA Region 1 ACCA Region 2	ACCA Region 5 ACCA Region 6	ACCA Region 7 Marshall County	Silverhill
State of Florida			
Angler's Club Homeowners Association Angler's Homeowners Association Atlantic Beach (City of) Bay County Belleair Beach Broward County (2) Cape Coral Charlotte County (2) Charlotte County School District Citrus County Coconut Creek (2) Cutler Bay Dania Beach Daytona Beach Debarry Deland Doral Dunedin Edgewater Escambia County FDOT District 2 FDOT District 3 FDOT District 5 FDOT District 7 Ferdinana Beach	Fort Lauderdale Fort Walton Beach Gulfport Hernando County Hialeah Hollywood Holmes County Indian Creek Village Indian Rocks Beach Inverness Jackson County Jupiter Island (2) Lakeland Largo Lee County (3) Leon County Longwood Manatee County Mary Esther Martin County Marion County Miami Miami-Dade County - Debris Removal Miami-Dade County- Hauling & Disposal Miami-Dade County - TDSRS	Miami-Dade Public Schools Milton Monroe County (2) North Lauderdale North Miami Ocean Reef Club, Inc Ocean Reef Community Association Ocean Ridge (Town of) Orange City Orlando Ormond Beach Oviedo Palm Beach County School District Palm Beach County Solid Waste Authority Palm Beach Gardens (2) Palm Springs (Village of) Palmetto Bay Pembroke Pines Pensacola Pinellas County Polk County Port Orange Port St. Lucie Punta Gorda Redington Beach	Santa Rosa County Santa Rosa County School District Sewall's Point (2) Shalimar South Daytona South Florida Water Management District South Miami South Pasadena St. Augustine St. Lucie County (2) St. Lucie County Public School District Stuart (City of) Surfside Tallahassee Tampa Temple Terrace Treasure Island Valparaiso Vero Beach Volusia Washington County Weston Wellington
State of Kentucky			
Owensboro			
State of Louisiana			
Abita Springs (Town of) Ascension Parish Assumption Parish Baker (City of) BREC Calcasieu Parish	East Baton Rouge Parish/ City of Baton Rouge Evangeline Parish Greater Lafourche Port Commission Iberia Parish	Iberville Parish Lafayette Parish Lafourche Parish New Orleans (City of) Plaquemines Parish (2) Port of New Orleans	St. Bernard Parish St. Charles Parish State of LA - Sand Tangipahoa Terrebonne Parish
State of Maryland			
Caroline County Frederick County (2) Harford County Prince George County	State of Maryland - Region A State of Maryland - Region B	State of Maryland - Region C State of Maryland - Region D	State of Maryland - Region E
State of Mississippi			
Gautier (City of) Hattiesburg (City of) -	Jackson County Lee County	Tupelo (City of) - Prequalified	Waveland (City of) - Prequalified

Prequalified			
State of North Carolina			
Burgaw Caroline Beach - Sand Greene County	Havelock Hyde County Montgomery	New Hanover County Pender County Pine Knoll Shores (Town of)	Surf City (Town of) (3) Topsail Beach Wilmington (3)
State of South Carolina			
Allendale Bamberg County	Barnwell County Oconee County-Prequalified	Pickens - Prequalified	Rock Hill
State of Tennessee			
Metro Nashville - Davidson County	Memphis		
State of Virginia			
Central Virginia Waste Management Authority	Loudoun County Virginia Department of Emergency Management (2)	Prince William	

Our subcontractors are located throughout the Southeast USA with a large contingent located within the State of Florida. Our core group of subcontractors maintains commitments only to DRC and as such mobilizes only where they are instructed by our Company.

SUMMARY OF PROPOSER'S QUALIFICATIONS

KEY PERSONNEL

DRC, its subcontractors, and/or personnel list among their accomplishments, membership in many professional organizations including NEMA, APWA, SWANA and the Society of American Military Engineers. DRC and/or its' affiliates, associates and/or subcontractors are licensed General Contractors in the states in which DRC performs disaster response services. DRC is familiar with USACE, FEMA, and FHWA rules and regulations, the Stafford Act, and 44CFR as they pertain to emergency response, recovery and reimbursement



John Sullivan, President

Mr. Sullivan has vast experience in all aspects of the construction industry, ranging from marine construction and dredging, land development and infrastructure construction as well as the intricate completion of individual custom homes. Mr. Sullivan, along with his brothers, started Sullivan Land Services, Ltd. which provides comprehensive site services for disaster response and recovery, infrastructure, and commercial landscaping, while earning a degree at Texas A&M University in Construction Management. His ingenuity eventually led to the creation of Sullivan Interests, Ltd., a portfolio of companies that provides services and products to various industries.

With over 20 years of experience in the construction industry, Mr. Sullivan has gained both extensive knowledge and hands on experience with the recovery process.

FEMA Certifications: IS-20.18, IS-100.b, IS-100.pwb, IS-200.b

Mark Stafford, Vice President of Response and Recovery

Mr. Stafford brings many years of experience in disaster and commercial/industrial waste management to DRC Emergency Services. He has participated in recovery following ice storms and hurricanes throughout the Southeast. Mark has overseen and operated landfills, recycling operations and transportation companies exceeding \$200 million in annual revenues. He has managed teams of over 1,100 staff serving business, industry and municipalities.

Prior to joining DRC, Mark was the president and regional director of Allied Waste for the State of Louisiana. He also worked in an executive capacity for Waste Management. He earned a B. S. in business from the University of Louisiana.



FEMA Certifications: IS-5.a, IS-11.a, IS-33.17, IS-35.17, IS-100.pwb, IS-106.17, IS-200.b, IS-315, IS-317, IS-546.a, IS-547.a, IS-660, IS-700.a, IS-702.a, IS-706, IS-775, IS-800.b, IS-801, IS-802, IS-803, IS-806, IS-906, IS-907, IS-2900

Other Certifications: Hazwoper



Kristy Fuentes, Vice President of Compliance and Administration

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

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

“They provided a service that exemplifies the dedication of DRC Emergency Services to its customers.”

– Jason C. Eaton, Logistics Section Chief, Commonwealth of Virginia

Since November 2013, Ms. Fuentes has implemented changes and improvements to the methods and procedures for contract, licensing and pre-qualification processes, ensuring contractor compliance with Federal and State regulations.

FEMA Certifications: IS-5.a, IS-10.a, IS-11.a, IS-29, IS-37.17, IS-42, IS-100, IS-100.b, IS-100.pwb, IS-106.17, IS-200.b, IS-241.b, IS-244.b, IS-315, IS-317, IS-453, IS-546.a, IS-547.a, IS-632.a, IS-633, IS-634, IS-700, IS-702.a, IS-706, IS-775, IS-800.b, IS-801, IS-802, IS-803, IS-804, IS-906, IS-907, IS-909, IS-2900

Other Certifications: Hazwoper

Joe Newman, Vice President of Operations

With more than 12 years of experience in overseeing large-scale construction and disaster-related debris management projects, Mr. Newman has managed teams over multiple disasters including Hurricanes Isabel, Dennis, Katrina and Ike.

In 2008, Mr. Newman responded to the devastation in Galveston following Hurricane Ike and as a Program Manager, he oversaw the collection, processing and recycling/disposal of over 1 million cubic yards of debris. He has been involved in projects in various capacities, including heavy equipment operation, planning and coordination of construction process, securing permits and licenses, delivery of materials and equipment, FEMA compliance, coordinating and operating with municipality officials, and estimating for contracts.



In May of 2015, Mr. Newman responded to the historic floods meeting the needs of Texas Department of Transportation and the Houston Solid Waste Department. He was tasked with tracking all debris operations.

FEMA Certifications: IS-33.17, IS-35.17, IS-100.b, IS-100.pwb, IS-632.a, IS-702.a, IS-2900

Other Certifications: Hazwoper



Sam Dancer, Project Manager

After more than a decade in the military and law enforcement, Mr. Dancer became a Field Supervisor and Project Manager, handling contracts involving clean-up following Hurricanes Gustav and Ike; City of Fayetteville, AR ice storm; City of Nashville, Tennessee flooding; BP Oil Spill; and the Port Au Prince, Haiti earthquake.

Most recently, his projects have included St. Louis County and the City of Bridgeton, MO, tornado debris removal; Tuscaloosa, AL (ALDOT) residential demolition of tornado-damaged residences; Terrebonne Parish, LA, St. Louis Bayou Cleanout project; and the City of New Orleans, LA, Strategic Demolition for Economic Recovery project.

FEMA Certifications: IS-3, IS-5.a, IS-10.a, IS-11.a, IS-29, IS-33.17, IS-37.17, IS-42, IS-60.b, IS-75, IS-100.a, IS-100.b, IS-100.fda, IS-100.fwa, IS-100.hcb, IS-100.he, IS-100.leb, IS-100.pwb, IS-100.sca, IS-106.17, IS-200.a, IS-200.b, IS-200.hca, IS-201, IS-230.d, IS-241.b, IS-244.b, IS-315, IS-317, IS-324.a, IS-325, IS-394.a, IS-405, IS-420, IS-421, IS-453, IS-546.a, IS-547.a, IS-632.a, IS-633, IS-634, IS-660, IS-700.a, IS-702.a, IS-703.a, IS-706, IS-775, IS-800.b, IS-801, IS-802, IS-803, IS-804, IS-807, IS-808, IS-809, IS-810, IS-811, IS-812, IS-813, IS-906, IS-907, IS-909, IS-914, IS-1150, IS-2900

OSHA Certifications: OSHA-105, OSHA-115, OSHA-150, OSHA-151, OSHA-152, OSHA-602, OSHA-603, OSHA-605, OSHA-612, OSHA-700

Other Certifications: ADEM – QCI Certification, Hazwoper, Access to HSIN granted by the Department of Homeland Security for Louisiana, Mississippi, and the EM Site

Lisa Garcia, Contracts Manager

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



FEMA Certifications: IS-5.a, IS-10.a, IS-11.a, IS-37.17, IS-42, IS-100.a, IS-100.b, IS-100.pwb, IS-106.17, IS-200.b, IS-201, IS-244, IS-315, IS-317, IS-324.a, IS-453, IS-546.a, IS-547.a, IS-632.a, IS-633, IS-634, IS-660, IS-700.a, IS-702.a, IS-706, IS-775, IS-800.b, IS-801, IS-802, IS-803, IS-806, IS-906, IS-907 IS-909, IS-2900

Other Certifications: Hazwoper

Please see Organizational Chart, Résumés and Project and Personnel Experience Matrix attached

BACKGROUND CHECKS

Aside from standard employment criteria (E-Verify etc); MVR and current CDL standing and proof of insurance is verified. Specific to job requirements, specialty licenses and training are required. Background checks are often required for Management positions.

TRAINING OF EMERGENCY RESPONDERS

DRC does not perform emergency response in the traditional sense. However, personnel and Management are given extensive training from HAZWOPPER training to power line awareness training. Additionally, all personnel participate in FEMA certification training as shown above.

MUNICIPAL STAFF SUPPORT

It is asked that the City provides a single point of contact with the ability to make operational decisions and a secondary contact within finance or accounting for billing issues.

EMPLOYMENT OF LOCAL AND MINORITY CONTRACTORS

DRC maintains one of the industry's largest network of pre-screened and fully qualified subcontractors, including local and preferred vendors. DRC's subcontractors are evaluated on many levels, including past performance, equipment and personnel availability, mobilization timeframes, insurance, and cost.

EXISTING CADRE OF SUBCONTRACTORS

Our subcontractors are located throughout the Southeast USA with a large contingent located within the State of Florida. Our core group of subcontractors maintain commitments only to DRC and as such mobilize only where they are instructed by our Company.

COMMITMENT TO LOCAL RESOURCES

The use of local resources is one of the most important aspects of successful disaster recovery operations. DRC is committed to ensuring that any emergency response business activity is shared by the entire community. That is why we have developed a vast network of subcontractors that are uniquely qualified to successfully meet any and all operational requirements envisioned under this RFP.

Throughout its history, DRC has maintained strong relationships with local vendors and subcontractors. We pride ourselves on facilitating local involvement during recovery efforts and encourage local knowledge and experience whenever possible. As such, DRC has worked with thousands of subcontractors over our history including small and large subcontractors, DBE, MBE, WBE, HUB Zone, 8(a), and VOSB (including Service-Disabled VOSB) contractors. DRC has established nationally recognized procedures for community outreach as discussed below in our "Local S/M/WBE Resource Program."

LOCAL S/M/WBE RESOURCE PROGRAM

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

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

From our extensive experience with subcontractors, DRC knows the importance of establishing strict guidelines for performance and safety standards. All subcontractors will be screened for qualifications and safety compliance prior to entering into a contract with DRC. Additionally, at the discretion of the contracting agency, all subcontractors will be approved prior to beginning work. Our sample Subcontractor Agreement details the scope of work and responsibilities of each subcontractor. The Subcontractor Agreement also commits the subcontractor to all

governmental regulations and requirements. All subcontractor equipment will be inspected and properly maintained and all personnel certifications and safety courses will be on file and renewed or updated as needed.

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

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

Per the requirements of each awarded contract, DRC will meet or exceed project goals regarding small business participation. Rebuilding your community using local resources is the core mission of DRC. As such, DRC will continue to maintain a comprehensive list of qualified subcontractors ready for deployment should the need arise.

PROMPT PAYMENT OF SMWSDVBs

In addition to occasionally assisting SMWSDVBs with operating startup costs, DRC has a 20 plus year history of paying subcontractors on a weekly basis. It is our intention to both facilitate the involvement of these subcontractors and ensure their economic viability and profitability.

UTILIZATION MONITORING

As with previous practice, DRC intends to hire a SMWSDVB Facilitator/Monitor. This person will be tasked with the responsibility of recruitment and reporting. DRC views the existence of this person as crucial and has full intention to achieve the outlined goal for this contract.

Due to the unpredictable nature of natural disasters, DRC cannot know pre-event the amount of work to be subcontracted

Please see sample subcontracting agreement attached.

AFFIRMATIVE ACTION/EQUAL OPPORTUNITY POLICY

DRC is an equal employment opportunity employer. Employment decisions are based on merit and business need, and not on race, color, citizenship status, national origin, ancestry, gender, sexual orientation, age, religion, creed, physical or mental disability, marital status, veteran status, political affiliation, or any other factor protected by law. DRC complies with the law regarding reasonable accommodation for handicapped and disabled employees. DRC's President has issued the following policy:

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

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

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

EQUIPMENT LIST

DRC Emergency Services, LLC and associated and affiliated companies and subcontractors, owns substantial trucks and specialized pieces of heavy equipment, attachments and support equipment specifically designed for emergency response. DRC owns dozens of cellular and radio telephones for use in an emergency. DRC and/or their subcontractors have national priority contracts with multiple national equipment leasing companies and subcontractors and/or independent contractors through which hundreds of trucks and/or pieces of heavy loading equipment are available to supplement DRC's and/or the subcontractor's fleets. In summary, DRC is capable of mobilizing all of the listed equipment and more, as needed, to meet the clearing requirements of a Notice to Proceed.

DRC estimates that there are only between 1100 to 1500 self-loading double box, one hundred cubic yard plus rigs in the United States. All of our primary subcontractors operate this type of equipment which allows DRC to set industry standards for maximum capacity collected. **DRC set a FEMA record by collecting over 400,000 cubic yards in a single day of operation.**

MAINTENANCE, REPAIR, PARTS AND RESOURCE PROGRAM

In addition to the equipment owned by DRC, we have national accounts with multiple equipment rental companies that offer us the capability to meet the equipment needs of the County DRC also has accounts with national and international Industrial supply warehouses, such as Aramsco and Grainger, who offer environmental safety, disaster response, surface preparation and restoration goods and services which includes fire safety and PPE of all types. Additionally, Subcontractors are self-sufficient and bring their own mechanical and crews.

DRC employs two full time Specialized Equipment Mechanics to repair and maintain equipment. Our mechanics have been with the company for 20 years. As such, they are familiar with each and every piece of equipment owned by DRC. If needed, the Specialized Equipment Mechanics will travel to the affected area to perform repairs and remedial maintenance. In the case of multiple activations, DRC will hire additional staff as needed.

DRC Owned Equipment

Trucks			General Information			
Year	Make	Model	Description	Serial #	Tag #	Quantity
F150 Class, SUV/PP, F250+ class						8
2009	Ford	Ford F150	Pick up	1FTPW14V99FA05748	AL 2A62Z18	
2011	Ford	Ford-150	Pick up	1FTWF1ET5BFD02546	AL BB38043	
2014	GMC	Yukon	SUV			
2006	Ford	F-650 4x2	Pick up	3FRNW65R16V255189	AL 2X310388	
2008	Ford	F-350	Pick up	1FDSX34R48EB72833	AL 2X251612	
2010	Ford	F-250	Pick up	1FTSW2BR5AEA44885	AL 2B44521	
Dump Trucks						9
2015	International	7000	Triaxle	3HAGSSNT3FL719080		
2015	International	7000	Triaxle	3HAGSSNT7FL719082		
2015	International	7000	Triaxle	3HTGSSNT4FN719083		
2015	International	7000	Triaxle	3HTGSSNT4FN718452		
2015	International	7000	Triaxle	3HTGSSNT0GN741132		
2015	International	7000	Triaxle	3HAGSSNT2FL717272		

2015	International	7000	Triaxle	3HAGSSNT4FL717273		
2015	International	7000	Triaxle	3HAGSSNT6FL717274		
2015	International	7000	Triaxle	3TGSSNT9GN741131		
Self Loaders						3
2003	Kenworth	Tandem T800	Knuckleboom Self-Loader	1NKDLU0X83J392848	AL 2AP757256	
2006	Peterbilt	379 TM	Knuckleboom Self-Loader	1NP5LB0X26N896831	AL 2AP757259	
2006	Kenworth	W900	Knuckleboom Self-Loader	1NKWLBOX96J143881	AL 2AP757260	
1999	Kenworth		Knuckleboom Self-Loader	1NKDXBEX0XR798485		
2010	Kenworth		Knuckleboom Self-Loader	1NKDLU0XXAJ266391		
2011	Kenworth		Knuckleboom Self-Loader	1NKDLU0X6BJ284291		
Truck/Tractors						2
Trailers			General Information			
Year	Make	Model	Description	Serial #	Tag #	Quantity
Kitchen Trailer/Tractors						2
2002	Haulmark	WT-L-BHP 6280	portable Kitchen Trailer	4XSG540362G041778	AL 2TR52559	
Dump Trailers						11
2005	Interstate	Pintle Hitch 25 ft.	Dump Trailer	1JKDLA4045M005682	MS87735T	
2004	Interstate	Pintle Hitch 25 ft.	Dump Trailer	1JKDLA4024M005162	AL 2TR13263	
2005	Econo	Pintle Hitch 25 ft.	Dump Trailer	42EDPKT2X51000358	AL 2TR13270	
2005	Interstate	Pintle Hitch 25 ft.	Dump Trailer		MS44480T	
2007	Econline	DP2425DA	Dump Trailer	42EDPKV2971000240	AL 2TR13268	
2005	Beach	18 Ft.	Dump Trailer	4XWDP18215N708220	AL 2TR52556	
2005	Top Hat	35 yd	Debris Trailer	4R7B025235T060488		
2005	Top Hat	35 yd	Debris Trailer	4R7B025245T060435		
2005	Top Hat	35 yd	Debris Trailer	4R7B025205T061775		
1994	AlFab	Aluminum Trailer	Debris Dump Trailer	1A9DA343X55199333		
	Loadmaster	2628 - 8600 Tandem	Trailer	4YPAB27236T041943		
Utility Trailers						3
2002	Iron Dog	18' X 8'	18' Utility/Car Trailer	5FELS18272C006881	AL 2TR13261	
	Top Hat	EH20X7 -14E-F	20' Utility Trailer	4R7BU2022BT110787		
2010	Carry On		Enclosed	4YMCL121XAT027557		
Car/Boat Trailers						3
2010	Sport Trail	With Asset 1422	Boat Trailer	1S9BB3832AW542905		
	EZ Haul		3 Car Hauler	UTL	Ark. PT60483	
	Cargo @Wally-Mo		3 Car Hauler	1WHR4820SH157988	Ark. PT60482	
Cargo Trailers						2
2007	Carry-On	6x12 Cargo Trailer	Cargo Trailer	4YMCL12197G066383	AL 2TR13264	
2007	Haulmark TL	GRG85X32W	Lg. Cargo Trailer	16HG532267G091896	AL 2TR13260	
Miscellaneous						1
1997	Dutchman	Classic (5th Wheel)	32' Travel Trailer	47CT20P28V1078556	AL 2TL395A8	

Heavy Equipment			General Information			
Year	Make	Model	Description	Serial #	Tag #	Quantity
Wheel Loader						1
2007	Prentice	2384	loader	PR63177		
Other:						17
	ABI	T-200	Trailer mounted Air Curtain	T20FN03085		
	Vermeer		Bale Processor			
2000	Carlton	7500	Stump Grinder	1J9G42110Y1167345		
2002	Caterpillar	TH63	Telehandler	5WM07638		
2013	Bradco	30272-9925	Cutter Head	346471		
2013	AFE	SSECO	Cutter Head	10-13-R125-081		
	-		Spreader			
	-		Spreader			
	-		Spreader			
	-		Spreader			
	-		Spreader			
	-		Std Duty Box Blade			
	-	SRBG-6	Solesbee Root Rake	92108		
	-		5th wheel attachment			
2004	Gorman Rupp	PA4A60-4045D	4" Diesel Self Priming Trash Pump	1283487N		
2016		-	Air Compressor			
1400 - Boats/Motors/Barges			General Information			
Year	Make	Model	Description	Serial #	Reg #	Quantity
Pontoon Boats						1
2011	38' Southbay	Aluminum	Alum. Crew Pontoon Boat	FRU17885G011		
Skimmers						1
1974	Skimmer	DIP 3001	Navy Oil Skimmer	1087-74-25R	N/A	
Portable Buildings & Containers			General Information			
Year	Make	Model	Description	Serial #	Tag #	Quantity
Modular Housing/Camp						45
2010	Modular Housing	Camp	Housing Units & Offices	Each has a serial #		13
2011	MOD Sleeping	Camp	MOD Sleeping	Each has a serial #		27
2011	MOD	Camp	Gym	Each has a serial #		
2011	MOD Gym	Camp	MOD Gym	Each has a serial #		
2011	MOD Laundry	Camp	Laundry	Each has a serial #		
2011	MOD Laundry	Camp	MOD Laundry	Each has a serial #		
2011	Storage Bldg	Camp	Storage Bldg	Each has a serial #		
Office Trailers						2
2008	EZ Rigid Trailer	EZR-8624	Portable Office Trailer	1E9BR241781434001		
2008	EZ Rigid Trailer	EZR-8624	Portable Office Trailer	1E9BR241781434002		
Detention Unit/Portable Jail						8

2011	Portable Jail	40'	Portable Jail	40 ft. Portable Jails - 2 x 7 man	See #267-272	
2011	Portable Jail	40'	Portable Jail	sleepers, one 6 man sleeper @	See #267-272	
2011	Portable Jail	40'	Portable Jail	2 man holding area, one with	See #267-272	
2011	Portable Jail	40'	Portable Jail	shower & toilet unit, and two	See #267-272	
2011	Portable Jail	40'	Portable Jail	day rooms - all stainless	See #267-272	
2011	Portable Jail	40'	Portable Jail	new in August, 2011	See #267-272	
2009	Port City	24' Custom Trailer	Prison Trailer	4PCCU242191000016	AL 2TR13265	
	Detention Unit	8x20x8'6"	Portable Jail			

HEALTH AND SAFETY PLAN

ADMINISTRATIVE RESPONSIBILITIES

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

PROFESSIONAL DEVELOPMENT

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

PROGRAM DEVELOPMENT

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

TRAINING AND COMMUNICATION

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

ENFORCEMENT

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

ACCOUNTING

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

RESPONSIBILITIES AND AUTHORITIES OF SAFETY MANAGER

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

Specific duties as safety manager include, but are not limited to:

- Manage all safety for debris removal missions
- Outline the duties of safety organization for DRC on each task order
- Disseminate information to all employees regarding safety

- Manage overall safety in conjunction with quality control manager for debris operations
- Manage overall eligibility for debris operations
- Stop any non-compliant work
- Oversee and manage all safety reports that are reported on a daily basis
- Maintain a safe, professional and compliant work atmosphere
- Daily safety & quality control meetings with Town of Atlantic Beach inspectors as directed by the KO.

SAFETY TRAINING AND CONTINUING SAFETY EDUCATION

It is the policy of this organization to provide and maintain work environments and procedures which will (1) safeguard public and Government personnel, property, materials, supplies, and equipment exposed to contractor operations and activities; (2) avoid interruptions of Government operations and delays in project completion dates; and (3) control costs in the performance of this contract. The key contractor responsibilities concerning safety include (1) providing all personnel a general safety and health indoctrination and a safety and health orientation/screening prior to the commencement of work (or any single phase of work); (2) the continuing instruction/monitoring of each contractor, subcontractor, supplier and employee in the safe operation of their specific area of responsibility using the proper tools and in accordance with the safety procedures and guidelines outlines in United States Army Corps of Engineers Manual EM 385-1-1 revised October 1998 to insure that all work is performed in a safe manner. Through careful planning, hazard recognition and control, safety indoctrination and training, and rigorous attention to safety procedures, we shall ensure the health and safety of personnel at our work sites and the public adjacent to our work sites.

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

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

The safety and health indoctrination and training meetings shall be based upon the contractor Safety Program and the United States Army Corps of Engineers Safety and Health Requirements Manual EM 385-1-1, October 1998. Safety and health subjects, at a minimum, shall include:

- Requirements and responsibilities for accident prevention and maintaining safe and healthful work environments
- General safety and health policy and procedures and pertinent provisions of EM 385-1-1
- Employee and supervisor responsibilities for reporting all accidents
- Provisions for medical facilities and emergency response and procedures for obtaining medical treatment or emergency assistance
- Procedures for reporting a correcting unsafe conditions or practices
- Job hazards and the means to control/eliminate those hazards, including applicable job and/or activity hazard analyses
- Job hazards communication

ACCIDENT REPORTING

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

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

An accident that results in a fatal injury, five or more persons admitted to a hospital or property damage in an amount that exceeds \$2,000.00 shall be reported to the designated authority and to the contracting office within twenty-four hours. Except for rescue and emergency measures, the accident scene shall not be disturbed until it has been released by the investigating official. A contractor representative will be assigned to investigate accidents of this nature in depth to identify all causes and to recommend hazard control measures.

SAFETY SUMMARY – ACCIDENT REPORTING

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

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

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

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

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

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

SANITATION

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

TOILETS

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

WASTE DISPOSAL

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

HOUSEKEEPING

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

MEDICAL AND FIRST AID REQUIREMENTS

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

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

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

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

TEMPORARY FACILITIES

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

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

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

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

PERSONAL PROTECTIVE AND SAFETY EQUIPMENT

Employees shall use any personal protective and safety equipment (PPSE) which may be required to maintain their exposure within acceptable limits. The contractor shall ensure that employees receive training in and use and maintain their exposure within acceptable limits. At a minimum demolition phase personnel shall be required to wear clothing suitable for the weather and conditions including long sleeve shirts, long trousers, protective work boots, and head protection. As/if hazards warrant, hearing protection, eye protection, hand protection, and respiratory protection shall be required. Persons handling rough, sharp edged, abrasive materials or here the work subjects the hands to lacerations, punctures, burns, or bruises shall use hand protection. All PPSE shall properly fit the employee. Eye protection equipment shall meet the requirements of ANSI standard Z87-1. Head protection shall meet the requirements of ANSI Z89.1. Employees shall be physically able and medically determined qualified to use the personal protective and safety equipment, which may be required in their job duties. Users of PPSE shall be trained in and knowledgeable of the use, limitations, inspection, and maintained in serviceable and sanitary condition as recommended by the manufacturer. All PPSE shall be inspected regularly and maintained in serviceable and sanitary condition. Defective equipment shall not be used. Before being stored or reissued to another person equipment shall be cleaned, disinfected and repaired.

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

FIRE PREVENTION

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

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

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

Flammable liquids shall be kept in closed containers when not in use. Safety cans and other portable containers for flammable liquids have a flash point at or below seventy-three degrees Fahrenheit shall be painted red with a yellow band around the can and the name of the contents legible indicated on the container. Flammable and combustible liquids shall not be stored in areas used for exits, stairways, or safe passage of people. Workers shall carefully guard against any part of their clothing becoming contaminated with flammable or combustible fluids. They will not be allowed to continue to work if their clothing becomes contaminated and must remove or wet down the clothing as

soon as possible. No flammable liquid with a flash point below one hundred degrees Fahrenheit shall be used for cleaning purposes or to start or rekindle fires. Areas in which flammable or combustible liquids are transferred in quantities greater than five gallons shall be separated from other operations by at least twenty-five feet or a barrier having a fire resistance of at least one hour. Drainage or other means shall be provided to control spills. During refueling natural ventilation shall be provided to maintain the concentration of flammable vapor at or below 10% of the lower flammable limit.

All storage, handling, and use of flammable and combustible liquids shall be under the supervision of a qualified person. Only approved containers and portable tanks may be used for storage and handling of flammable and combustible liquids. Approved metal safety cans shall be used for handling and use of flammable liquids in quantities greater than one gallon with certain specific exceptions. Flammable or combustible liquids will not be stored in areas used for exits, stairways, or normally used for the safe passage of people. The indoor storage of flammable and combustible liquids will be limited to no more than fifteen gallons. Disposal of combustible waste materials shall be in compliance with environmental laws and regulations.

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

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

ENVIRONMENTAL PROTECTION PLAN

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

DRC has set goals regarding recycling for the jurisdiction through alliances with C&D recyclers and major full-service recyclers. Additionally, DRC intends to run source separation PSAs post event in order to facilitate the recycling process. The separation of C&D, vegetative, HHW, white goods will facilitate the process. On route passes two and three, DRC will utilize the separate self-loader buckets for segregated material collection.

DRC has a wealth of experience performing landfill avoidance projects. In Houston in 2008, DRC was successful at recycling 100% of the over five million cubic yards of vegetative debris through a joint program with Republic Services. The material was used as ADC, road bed, compost and also given to citizens for use in landscaping. In Galveston the same year, DRC separated materials such as reusable wood, glass, metals and drywall to achieve a high percentage of material reuse.

DRC is committed to the protection and restoration of environments affected by disaster events. Although many of the events we respond to are the result of the forces of nature, these disasters often have profound environmental impacts in the affected regions. Moreover, the mitigation of these disasters, including the transportation and processing of large volumes of waste material, can have negative environmental impacts if not pursued with caution and sensitivity.

Restoring damaged environments is the essence of DRC's work. The removal of debris and waste materials, the restoration of damaged and compromised natural and man-made habitats, and, in some cases, the reconstruction of damaged coastal, marine, and wetland environments are the core missions in a DRC disaster response. Furthermore, DRC is committed to ensuring that our work, including the byproducts of our work, has zero or minimal environmental impact. Finally, DRC has embarked on a recycling program to ensure the most advantageous disposition of all the materials that we remove

Over the past decade, DRC has worked to restore some of the most environmentally sensitive areas in the United States. DRC participated in cleanup efforts following the BP Deepwater Horizon Oil Spill, having been awarded OSRO certification, in Florida, Mississippi and Louisiana. DRC has also worked in coastal wetlands and marine environments in the Florida Keys, the beaches of the Florida Panhandle, the North Carolina coast, the Louisiana and Mississippi coastal wetlands, and the Texas coast. We have the experience and commitment to carefully mitigate and restore any kind of environment or habitat that has been adversely affected by a disaster.

DRC Emergency Services, Inc. and their subcontractors have developed this Environmental Protection Plan (EPP) in an effort to protect the health and welfare of the environment, our employees plus the population and property surrounding any of DRC work site(s). This EPP is written to ensure compliance with applicable laws and regulations on the Federal, State and/or Local level governing environmental, safety and health issues. The requirements of this plan are to be made known to and adhered to by all DRC personnel.

Implementation of this EPP will vary from job site to job site. Each job site may have distinctive characteristics that effect which portions of this plan are applicable. Current situations, site terrain, population and density of structures, proximity of environmentally sensitive areas as well as contract task orders may also effect the plan's implementation. DRC Senior Management, along with Company Field Supervisors, will determine which portions of the EPP are required for a particular job site and scope of work.

GENERAL WORK SITE ENVIRONMENT

There are many factors inherent to construction work sites that can adversely affect the surrounding environment. The six most prevalent factors are discussed below.

WORK SITE TRAFFIC CONTROL AND MITIGATION

The Company Safety Officer will ensure that each work site has an adequate number of required safety devices (flags, signs, cones, warning lights, safety fencing, etc.) in accordance with the "Manual on Uniform Traffic Control Devices for Street and Highways" (current edition) published by the US Department of Transportation. The Company Safety Officer will ensure that issuance of all safety equipment is recorded on the proper form. The Company Safety Officer in conjunction with the appropriate Field Supervisor will determine if Form DRC-H&S-28 is required for current site operations. All work sites will comply with US Department of Labor, OSHA Regulation 29 CFR 1926, Subpart G, "Signs, Signals and Barricades", and 29 CFR 1910, Subpart J, "General Environmental Controls". All work sites under contract to the USACE will comply with Section 08.B "Signal Systems, Personnel, and Procedures" pages 105 and 106 of the USACE Safety and Health Requirements Manual (EM 385-1-1 / 3 September 1996).

PEDESTRIAN TRAFFIC

Non-Company pedestrian traffic will be restricted through all Company work sites. Barriers will be established to prevent and/or discourage pedestrian traffic from entering Company work sites. Signs will be placed at key locations around each work site designating the site as restricted and hazardous to pedestrian traffic. It is the responsibility of all Field Supervisors and Crew Foremen to ensure the safety of all people, company personnel and private citizens, in and around all Company work sites.

VEHICULAR TRAFFIC

All non-company related vehicular traffic will be restricted from entering work sites, when possible. During operations conducted on streets and roads, traveled by private citizens, traffic control flagmen will be located at each point of approach to the work site. Additional flagmen will be placed throughout the work site, as required, to ensure the safety of vehicular traffic, company personnel and equipment within the site. Radio communication will be established between flagmen in areas where line of sight communication is not possible or adequate to ensure safe operations. It is the responsibility of all Field Supervisors and Crew Foremen to ensure the safety of all people, company personnel and private citizens, in and around all Company work sites.

WORK SITE NOISE MITIGATION

Company Senior Management will make every effort to ensure through delegation that all equipment utilized in the field, and subject to the provision, are in compliance with the US Environmental Protection Agency Regulation 40 CFR 204, "Noise Emission Standard for Construction Equipment". All Field Supervisors and Crew Foreman will ensure that all personnel working on and/or around heavy equipment will be issued and utilize hearing protection equipment required under US Department of Labor, OSHA Regulation 29 CFR 1926.101, "Hearing Protection", and 29 CFR 1910.95, "Occupational Noise Exposure". All work sites under contract to the USACE will comply with Section 05.C "Hearing Protection and Noise Control" pages 34 through 36 of the USACE Safety and Health Requirements Manual (EM 385-1-1 / 3 September 1996). All Field Supervisors and Crew Foremen will direct work so as to reduce the impact of noise on the surrounding population and environment. Buffer zones should be established when possible to reduce the adverse impact of noise on the surrounding population and environment.

ESTABLISHMENT OF BUFFER ZONES

Buffer zones are considered to be an adequate section of land, wide enough to establish a distance sufficient to reduce the adverse impact of work site operations on the surrounding environment. Buffer zone distances will be dependent on a number of factors: 1) if there are any natural barriers, such as trees or hills, distances can be reduced; 2) if there are any manmade barriers, such as debris/chips piles, the distance for noise reduction may be reduced; 3) if there are any hazardous materials to be stored in a containment area, distances to water sources and areas of population may need to be increased; 4) etc. When given a written task order by the clients authorized representative to accomplish an environmental impact statement, a basic environmental impact statement, in accordance with 40 CFR 1502 "Environmental Impact Statements", should be accomplished by the Company Safety Officer to determine the requirements for the establishment of buffer zones. It is the responsibility of all DRC Senior Staff and Field Staff to ensure the established buffer zones are adequate to minimize adverse impact on the surrounding environment. Any DRC employee may file a report with the Company Safety Officer to recommend a change in a particular buffer zone to improve environmental protection.

MITIGATION OF DUSTS

Dusts produced during operations (road dirt, grinding operations, heavy equipment operations, etc.) will be mitigated for worker safety and to lessen environmental impact in accordance with US Department of Labor, OSHA Regulation 29 CFR 1926.55 "Gases, Vapors, Fumes, Dusts and Mists", and the US Environmental Protection Agency Regulation 40 CFR 51.7.2.1 "Fugitive Dusts". All work sites under contract to the USACE will comply with applicable sections of the USACE Safety and Health Requirements Manual (EM 385-1-1 / 3 September 1996). All Field Supervisors and Crew Foremen are responsible to ensure that all dusts produced during, and in conjunction with, field operations are suppressed to the maximum extent possible. Company water trucks will be utilized to dampen roadways, both paved and unpaved, to ensure dust suppression. Company water trucks will be utilized to dampen construction and demolition (C&D) debris in accordance with US Environmental Protection Agency Regulations. Company water trucks will be utilized to dampen ash residue from burning operations to ensure suppression of airborne particulates to maximum extent possible, minimizing the amount of water used to reduce potential run-off (see Erosion Control below).

MITIGATION OF SMOKE

Smoke produced during operations (open air burning, air curtain burning, accidental incipient stage fires, etc.) will be mitigated for worker safety and to lessen environmental impact in accordance with US Department of Labor, OSHA Regulation 29 CFR 1926.55 "Gases, Vapors, Fumes, Dusts and Mists", and the US Environmental Protection Agency Regulation 40 CFR. All work sites under contract to the USACE will comply with applicable sections of the USACE Safety and Health Requirements Manual (EM 385-1-1 / 3 September 1996). All Field Supervisors and Crew Foremen are responsible to ensure that all smoke produced during, and in conjunction with, field operations is suppressed to the maximum extent possible. Company water trucks will be utilized to dampen areas surrounding burn sites, as needed, to prevent a conflagration that would create a large volume of smoke. Air Curtain Burning operations is the preferred method of burning because of the low volume of smoke produced, and the minimal impact that this operation has on the surrounding environment. Fire Control operations are the responsibility of all DRC employees. Every employee participating in operations involving burning will be trained on and familiar with the applicable requirements of US Department of Labor, OSHA Regulation 29 CFR 1910, Subpart L, "Fire Protection", including, but not limited to, portable fire extinguisher operation and fire hose operation (hose and monitor nozzles on water trucks). All personnel involved in burning operations under contract to the USACE will be trained in and comply with applicable parts of Section 9 of the USACE Safety and Health Requirements Manual (EM 385-1-1 / 3 September 1996), pages 117 through 150.

EROSION CONTROL

Erosion Control will be accomplished at fixed site operations in accordance with US Environmental Protection Agency Regulation 40 CFR 258 Part 26, "Run-on/Run-off Control Systems" (silt fencing, landscaping, etc.). Roadways through fixed sites will be surfaced (rock laid, etc.) to ensure all weather capability and to reduce the impact of erosion from storm water and other water sources. Storm Water retention ponds will be constructed, as required, to collect storm water and eroded materials to allow for slow evaporation of the water and containment of the soil and other eroded materials. As required, storm water ponds will be dredged to remove silted and eroded materials and placement of this material in its original locations. If necessary, this material will be stockpiled for future use during site closure and remediation. A preventive maintenance program will be utilized to maintain all erosion control devices in an operable condition.

RESIDUAL ASH FROM BURNING OPERATIONS

At the end of each burning cycle, the ash residue from the burning operations shall be removed from the burning area and placed in a pre-identified Ash Disposal Area (as identified on the Site Safety Plan, Form DRC-H&S-28). The burning operations personnel will utilize this area to temporarily store the ash material prior to final disposal. The ash residue will be tested in accordance with the soil testing procedures located in Soil Sampling Section on Page 9, to establish the need to install a ground-water protection barrier in the Ash Disposal Area. Should a liner be required, an impervious layer of clay and/or limestone should be utilized to protect the aquifer (ground water) from potential contamination. This liner should be replaced and reinstated should it be disturbed or removed by heavy equipment operations. Control of dust produced as a result of handling and/or the storage of ash residue will be accomplished in accordance with the appropriate requirements of Section "Mitigation of Dusts" above. Once the ash residue has reached a quantity requiring disposal, samples of the ash will be taken and examined in accordance with Soil Sampling below, to establish the requirements for disposal (Class I Subtitle D Landfill vs. Class III Landfill vs. agricultural recycling techniques).

HAZARDOUS AND TOXIC WASTE DEBRIS OPERATIONS

CONTINGENCY PLAN

The contents and provisions of the Environmental Protection Contingency Plan for Debris Removal Operations are developed to provide a plan of action to be carried out whenever an emergency situation exists such as a fire, explosion, or release of hazardous waste or materials that could threaten life, property or the environment. The Environmental Protection Contingency Plan (EPCP) shall be contained and supported within the existing Environmental Protection Plan (EPP). However, the EPCP provides on-site personnel, as well as, contractors, a means of handling emergency operations in a timely and safe manner, and by reducing loss of life and damage to the environment. The EPCP will provide necessary information to facilitate the effective mitigation of an emergency situation (as described in paragraph. 1) for the Field Supervisor, Crew Foreman and other constituents.

NOTIFICATION

The EPCP will establish means of proper notification of local authorities, site personnel, contractors, and senior management in the event of any emergency situation. Agreement with local police department, fire department, hospitals, contractors, and State and Local emergency response teams will be established to provide and support notification in the event of an emergency situation. Identification of essential site personnel will be established to ensure a timely response to an emergency situation and that mitigation procedures are initiated to minimize impact on life, property and the environment.

PRIMARY CONTACT

Tony Swain, Regional/Project Manager
Number (888) 721-4372 Work
(504) 482-2852 Fax

(251) 402-3052 Cell

SECONDARY CONTACT

Sam Dancer, Project Manager

Number (888) 721-4372 Work

(504) 482-2852 Fax

(251) 232-3660 Cell

(The Field Supervisor will contact Senior Management as situation dictates.)

Each site provides unique hazards (i.e. terrain, waste containment) and notification procedures, however, any personnel that may be directly involved with emergency operation procedure will be briefed and should understand tasks that may be necessary to affect successful mitigation of the event. Work site personnel and assignments shall be documented on Form DRC-H&S-28/2. Communication pathways between personnel and site management for the purposes of mitigation of an emergency situation, will be established, whether verbal or mechanical, and will be disseminated to all personnel to ensure safety, during an event, as well as orderly and effective initiation of emergency procedures.

ORGANIZATION/RESPONSIBILITIES

It will be the responsibility of all personal operating, in and around, the work site, to be aware of procedures, personnel, and communication functions that may be activated in the event of an emergency. Each employee will be responsible for prompt notification of his/her Crew Foreman in the event of an emergency situation as outlined in the EPCP. The Crew Foreman will immediately activate any necessary emergency action procedures, if the situation dictates after his/her thorough evaluation, to include notification of the Field Supervisor. If the emergency event necessitates further action, the Crew Foreman will be responsible for initiating the procedures and personnel outlined in the EPCP, to minimize the effect of the product on life, property, and the environment. The Crew Foreman must be thoroughly familiar with all aspects of the contingency plan. The Crew Foreman must be familiar with all operations and activities at the work site. The Crew Foreman must know the location and characteristics of the waste handled. The Crew Foreman must have the authority to commit the resources needed to carry out the contingency plan. The Crew Foreman must take all reasonable measures necessary to ensure that fires, explosions and releases do not spread to other parts of the work site. These measures must include confinement or containment of released waste or materials. The Crew Foreman must provide for treating, storing, or disposing of recovered waste through a pre-designated remediation contractor. The Crew Foreman must check all emergency equipment before operations that may have been shut down are resumed. The Crew Foreman will also account for personnel, in or around the work site, in the event of an emergency. A pre-designated assembly area will be utilized and communication should be established, whether verbal or mechanical. The Crew Foreman should remain in one centralized location, upwind and away from the emergency event, to provide accessibility and to support the structure of EPCP.

TRAINING

Due to the potential of encountering hazardous environments during debris removal operations, training shall be contingent on-site specifics. However, site-specific training does not exempt personnel from required basic training set forth by DRC for activity in or around debris removal operations and/or emergency operations. Site specific training considerations may include but are not limited to:

- Types of hazards
- Quantities
- Locations of hazards
- Confined spaces
- Safety and Health considerations
- Equipment considerations
- Capabilities of site personnel and equipment
- Hazard Communication

EMERGENCY PROCEDURES

To ensure the safety of all personnel, contractors, and/or incoming constituents, the emergency procedures that follow provide the minimum operations that should occur.

- **Notification** - Site personnel will notify proper personnel in the event of an emergency situation as previously outlined. If necessary, the Site Foreman will notify the Field Supervisor, after he/she thoroughly evaluates the situation, as well as personnel designated for mitigation. The Field Supervisor will contact Senior Management and outside agencies, as the event dictates. All notifications will be made in accordance with the EPCP.
- **Isolation** - The area that the emergency event has occurred will be isolated by removing personnel, identifying perimeters, and by denying access to non-essential personnel. Depending on environmental conditions and type of release, every effort to approach the area of the release upwind and away from, should be made to reduce potential contamination.
- **Protection** - Day to day operations at the work site constitute what will be considered Level D clothing. Level D clothing should be worn when the atmosphere contains no known hazard and the potential for contamination does not exist. Level D clothing shall consist of a minimum of:
 - Work clothing
 - Coveralls
 - Boots/shoes with steel toe and shank
 - Hard hat
 - Safety glasses/goggles
 - Gloves may be optional depending on situation
- Personnel must be trained to recognize when the emergency situation would necessitate Level D clothing. Also, personnel must be trained in donning and doffing procedures. When release of a hazardous waste or material is known and an air-purifying respirator may be needed, Level C clothing will be required. Level C clothing should be utilized when product will not be readily absorbed through any exposed skin and if an air-purifying respirator will be sufficient for protection against potential air contaminants. Level C clothing should include a minimum of:
 - Air purifying respirator proper for product being released
 - Hooded chemical clothing, compatible with product being released
 - Outer, chemical-resistant, gloves
 - Inner, chemical-resistant, gloves
 - Outer, chemical-resistant, boots
 - Hard hat

Note: Material compatibility must always be considered when selecting proper chemical protective clothing.

- Personnel must be trained to recognize when the emergency event would necessitate Level C clothing. Also, personnel must be trained in donning and doffing procedures. Use of an air-purifying respirator must be in accordance with the individual manufacturer's specifications, and must be appropriate for the product being released.
- **Identification** - Products on-site will be identified in accordance with 29 CFR 1910.1200, the Federal Hazard Communication Regulation. Personnel will be familiar with Material Safety Data Sheets (MSDS) and their location. The North American Emergency Response Guidebook should assist, when applicable, with initial identification and control measures, of an unknown product. Container shapes and sizes should be identified and the hazards associated with should be recognized. The type of release should be identified (i.e. solid, liquid, or gas) and its concentration and / or presence verified by the use of colorimetric tubes and pH paper.
- **Spill / Leak Control** - Spill / Leak Control for product release shall not exceed beyond primary containment and confinement measures, or beyond the capabilities of the on-site personnel that may be

involved with mitigation. The use of remote shut-off valves may be utilized to control the release of a hazardous waste or material, if said can be done with total regard for safety and minimal contact with product. Decontamination of personnel, equipment, and chemical protective clothing must be completed after spill / leak control measures have been completed in accordance with 29 CFR 1910.120.

- **Fire Control** - On-site Fire Control shall be accomplished with specific emphasis on safety of personnel in the area where the emergency event has occurred. Fire Control shall not exceed the capabilities of the personnel that may be involved with mitigation of the emergency situation. Initial use of fire extinguishers, remote shut-off valves and utilization of monitor nozzles from a safe distance and position when absolutely necessary shall be the basis for this type of operation. Outside agencies should be notified in the event that the situation exceeds the capabilities of on-site personnel.
- **Termination** - Termination of the emergency event can only take place once the product has been contained or confined to the immediate area, isolation procedures have been implemented, amount and type of product has been verified, and protective measures are ongoing to prevent contamination. The pre-designated remediation contractor should then be notified and briefed on the current situation, and a response should be requested. Documentation of the event should be retained and attached to the operating file.

EVACUATION/EMPLOYEE ASSEMBLY AREAS

In addition to the personnel accountability procedures outlined in section "Organization / Responsibilities" above, a plan for personnel not directly involved with emergency situation mitigation, shall be developed and disseminated. In the event of an emergency, a pre-designated assembly point shall be established, and personnel should report to this point and proper documentation made to support accountability. Routes of egress to the assembly point shall be clearly marked to minimize confusion during an emergency situation. Alternate routes of egress will be designated and clearly marked on the Site-Specific Safety and Health Plan, Form DRC-H&S-28.

HAZARDOUS MATERIALS CONTAINMENT AREA DAILY OPERATIONS, SITE CONSTRUCTION AND MAINTENANCE

CONSTRUCTION

The Hazardous Materials Containment Area (HMCA) will be constructed in accordance with DRC' "Debris Removal Operations Plan" attachment "Hazardous Materials Containment Area Construction Guide" and/or in accordance with the government task order.

HMCA PREVENTATIVE MAINTENANCE

A preventive maintenance program will be developed for each HMCA. The preventive maintenance program will address such items as:

- Perimeter berm integrity
- Perimeter safety fence integrity
- Perimeter access gate function
- Access ramp stability and safety
- Interior support stability and integrity
- Protective cover serviceability

HMCA PERSONNEL TRAINING

HMCA personnel will be trained in accordance with the applicable portions of USDOL, OSHA Reg. 29 CFR 1910.120 "Hazardous Waste Operations and Emergency Response", 29 CFR 1926.65 "Hazardous Waste Operations and Emergency Response" and USEPA 40 CFR 265 "Interim Status Standards for Owners and Operators of Hazardous Waste Treatment, Storage, and Disposal Facilities". All HMCA personnel shall have

successfully completed necessary training prior to beginning work site operations. The Field Supervisor shall maintain all training documentation on site, with a copy given to and maintained by the company Safety Officer.

HMCA EQUIPMENT

HMCA equipment may include, but is not limited to the following:

- Proper personal protective equipment for Level C and D as required by 29 CFR1910.120, 29 CFR1926.65, USEPA 265 and as described in NFPA 472 as well Section "Protection", et seq., of this plan.
- Necessary hand tools
- Rubber-tired front-end loader with attachments as required
- Front-end loader
- Forklift
- Drum Clamps
- Detection Devices
- Colormetric Bellows Pump
- Colormetric Tubes
- Logarithmic (pH) paper
- Spill classifier strips

BASIC HAZARD IDENTIFICATION

Identification of hazards or materials that may be encountered during daily operations shall be classified into five primary areas according to the hazards that may be associated with the product.

- Hydrocarbons (i.e. Gasoline, Diesel Fuel)
- Oxidizers (i.e. Oxygen)
- Acids/Bases (i.e. Sulfuric Acid/Soda Ash)
- Toxins/Poisons (i.e. Chlorine/Hydrogen Cyanide)
- Unknowns/Other

Products shall be identified according to:

- Container shapes and sized
- Physical state of matter (i.e. Solid, Liquid, Gas)
- Obvious labels, colors, or markings
- Use of detection devices for determination of presence and/or concentration.

Verification and documentation of basic product identification will be conducted with the use and in accordance with the North American Department of Transportation, Emergency Response Guidebook, computerized Material Safety Data Sheets database and Forms DRC-H&S-28.

PRODUCT SEGREGATION

The segregation of products in the HMCA must be established and maintained throughout the operation to ensure that incompatible materials do not come in contact with one another, thus creating a potentially hazardous environment. Products should be segregated according to hazard classification, chemical properties, physical state of matter, and amounts. A product classification field guidance document will be given to each Crew Foreman. Segregation isolation areas for storage and separation of incompatible materials will establish as required within the HMCA. In the event of a spill or leak, within or external to the HMCA, the procedures in the EPCP will be followed.

PROPOSER HANDLING TECHNIQUES

When handling products within or external to the HMCA, every reasonable effort will be made through the use of safe handling techniques to minimize contact with the product(s) to ensure reduced chemical exposure

and potential cross-contamination. Proper handling techniques should include but not limited to the following:

- Remote sampling
- Proper use of Personal Protective Equipment (Level C & D clothing, APR)
- Use of hand tools compatible with the product
- Upwind and away from approach
- Careful movements around damaged or leaking containers
- Use of stabilizing equipment when applicable (i.e. wheel chocks, drum wedges)

ENVIRONMENTAL MONITORING

Environmental monitoring will be performed no less than three times daily (morning, mid-day, afternoon) and findings documented accordingly. This shall be "Scheduled Monitoring." The use of colormetric tubes, spill classifiers, and logarithmic paper will support protective measures through detection of a hazardous or non-hazardous environment and providing basis for which action levels are carried out. Colormetric tubes are sealed glass tubes containing mixtures of chemicals that detect presence or quantity of hazardous waste or materials. Proper tubes must be utilized for product in question. However, a polytest may be utilized to identify contamination only. Spill classifiers are used for classification of Acid/Base Risk, Oxidizer Risk, Fluoride Risk, Hydrocarbon/Organic Solvent Risk, and an Iodine, Chlorine, Bromine Risk. These products are detected merely by a color change on the strip. Logarithmic paper (pH) should be used to measure the strength of an acid or base. The color change is measured with a graph on the package with number identifications. A pH of 0-6 represents varying acidic strength, 8-14 represents varying base strength, and 7 is neutral. Logarithmic paper will be utilized within and external to the HMCA. The paper will be placed at various points around the perimeter of the HMCA, attached to the fence, with additional paper attached to wooden stakes inside the perimeter adjacent to acid/base isolation areas.

SOIL SAMPLING

Random soil samples, surface and sub-surface, shall be taken and sealed in containers for comparison with post-use samples taken at the time of site closure. Prior to sealing these samples, a small portion of each sample will be field tested to determine the presence of contaminants prior to use of the area. On-site and off-site samples will be taken of any impactable water source. Water source samples will be stored and tested using the criteria stated above. Samples of both water and soil will be taken in accordance with the above standards after operations have ended (post use samples). Post use samples and pre-use samples will be tested in the Corporate Laboratory and/or another Certified Laboratory to determine the presence of contaminants. Should contaminants be identified in the pre-use field test, a determination of whether or not a particular site or area of a site should be utilized will need to be made by DRC Senior Management and the client representative. Should contaminants be identified in post use test results that were not present in pre-use test results, remediation of the site or area of the site will be accomplished in accordance with Federal, State and local regulations as well as current industry standards.

SAFETY AND HEALTH PROTECTIVE MEASURES

Action Levels must be established and may change as situation dictates. The action levels are as follows:

- Action Level I – Normal operating conditions – No suspected releases or hazardous environments. Operations may continue in Level D clothing with scheduled environmental monitoring.
- Action Level II – Level II shall be implemented when a release is suspected, however unconfirmed. Personal Protective Clothing with change from Level D to Level C, to include air-purifying respirators, and unscheduled environmental monitoring will take place to detect presence and/or concentration of the product(s) being release. Proper safe handling techniques should be utilized to reduce possible contamination.

- Action Level III – When a release of hazardous waste or material has been confirmed, the immediate implementation of the EPCP should occur.

DAILY OPERATIONAL AND SHUTDOWN PROCEDURES

Unlock gate for access and check function to assure proper operation. Site inspections shall be conducted as required during each operational period. Update the site Safety and Health Plan, Form DRC-H&S-28, at the beginning of each operational period. Disseminate any changes to the plan as required. Site inspections shall be completed no less than twice daily at start-up, and shutdown. Site inspections will be accomplished in accordance with Section “Pre-Use Documentation and Inspection” (page 11) of this plan. The protective rain covering shall be removed at the start of daily operations and replaced at the end of daily operations. Remove/replace the protective rain cover, through the use of proper handling techniques and by preventing the mixing of incompatible products and exposure of the cover to products. The protective rain covering must be stored in its designated storage area, and isolated accordingly by using proper handling techniques. Perform scheduled environmental monitoring daily, no less than three times daily, morning, mid-day, afternoon and document findings accordingly. Secure the HMCA as required during daily shutdown operations.

HAZARDOUS MATERIALS CONTAINMENT AREA REMEDIATION AND CLOSURE

Remediation and closure of HMCA’s is the process of returning the site to pre-use, and in some cases, pre-event condition. HMCA remediation and closure is performed in four primary phases:

- Pre-use Documentation and Inspection
- Operational Procedures
- Closure Procedures
- Final Inspection, Release, and Acceptance of Government and/or Landowner

PRE-USE DOCUMENTATION AND INSPECTION

Each HMCA will require inspection prior to use, for the following:

- Existing topography
- Existing vegetation (grass, shrubs, trees)
- On-site or near-site water sources
- Existing structures and their current condition
- Any other distinguishing characteristics such as hazardous and/or non-hazardous materials already stored on site
- A basic Environmental Impact Statement, in accordance with the company’s Environmental Protection Plan and US Environmental Protection Agency Regulation 40 CFR 1502, “Environmental Impact Statement”, shall be accomplished.

Documentation - A narrative description shall be prepared for each site. Sketches and/or drawings (basic) shall be produced to illustrate the current condition of the site and its contents, as well as content location. Still photographs and video will be taken of each site, both ground level and aerial, to additionally illustrate the pre-use condition of the site and its contents. Environmental sampling will be accomplished in accordance with Section “Environmental Monitoring” above.

OPERATIONAL ENVIRONMENTAL PROTECTION

All work performed at and/or in relation to an HMCA will be performed in a skilled and workman-like manner. All HMCA operations shall be conducted in accordance with this Environmental Protection Plan.

PROJECT APPROACH AND METHODOLOGY

THE PRIMARY MISSION OF DRC EMERGENCY SERVICES, LLC IS TO PROVIDE A PROFESSIONAL, HONEST AND IMMEDIATE RESPONSE TO NATURAL AND MAN-MADE DISASTERS.

One of the primary missions of any government agency is to protect lives; minimize the loss or degradation of resources; and continue, sustain, and restore operational capability after a disaster strikes in its area of responsibility. DRC Emergency Services, LLC by comprehensive planning support, along with vigorous training, can help local government reach a level of readiness that will allow the government to address these contingencies with confidence. We are committed to helping our clients understand the principals and all hazard aspects of Emergency Management. One of the basic principles of emergency management is that we can and should prepare for the hazard before it occurs and by doing so we are better postured to respond after the disaster-triggering event occurs.

PREPARE

Preparedness involves marshaling the resources needed to respond effectively as well as how to respond when an emergency or disaster occurs. These activities help save lives and minimize damage by preparing people to respond appropriately when an emergency is imminent or actually occurs. To respond properly, a jurisdiction must have a plan for response, trained personnel to respond, and necessary resources with which to respond. DRC can provide comprehensive employee training for plan implementation. This training may include disaster simulation and evaluation, as well as helping the agency modify their Emergency Management Plan (EMP) as needed. Training can also be used to test various plans such as the Comprehensive Emergency Management Plan, Continuity of Operations Plans, Field Operations Guides, etc. DRC is committed to providing the best training possible to its clients. Clients have made significant investments in equipping their first response units, but if the client, first responders and the public they serve have not prepared by training, then the investment will not pay off when it is needed most – during an actual event.

ALERT

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

72 hours before impending impact, the Regional Manager makes contact with The City of Hollywood to discuss the maximum response requirements for a 24-hour, 48-hour and 72-hour response window, as well as potential DMS (if not pre-established in the contract). This information is reported to all vice presidents and senior project managers.

PERSONNEL

The **Vice President** (V.P.) is positioned at DRC headquarters. The V.P. directs and supervises all operational aspects of DRC and team partners in response to a Task Order. The V.P. serves as the primary contact between DRC and the client for all contracts and other communication. Upon Task Order, the V.P. initiates all corporate plans in fulfillment of contract requirements and activates all relevant departments, team partner relationships, subcontract relationships, and reservists. The V.P. supervises and directs mobilization of national corporate resources in response to Task Order until all performance targets are met and serves as corporate “responsible party” until all obligations of the contract are fulfilled.

DRC’s **Project/ Program Manager** are responsible for overall management of day to day operations for a specific project. His duties primarily exist in the oversight of field operations although he serves as administrator of his supervisors and office personnel. All field supervisors, crew supervisors, QC managers, safety managers and site managers report to the project manager throughout every day, 7 days per week. The project manager shall hold daily meetings with staff to discuss all debris mission issues at a central location that is also open to The City of Hollywood. Their duties also include the management of documentation and public relations for the specific project.

The **Operations Manager** (O.M.) is a member of DRC Senior Management assigned as principal liaison to the client for each operation. The Operations Manager will henceforth be on call and available to respond to the point of contact 24 hours a day, 7 days a week throughout the life of the Task Order. The DRC Operations Manager will have full electronic linkage to the client via cell phone, satellite phone, internet, and/or two-way radios. The O.M. will have responsibility for successful completion of a Task Order and is responsible to the client as well as the DRC V.P.

All **Field Supervisors** will be assigned sectors or zones within a specific debris area to manage. They will be responsible for supervising the daily activities of the collection crews working to remove debris. Those subcontractors/ crews within the sector or zone are to report directly to DRC's field supervisor with any and all issues. If these issues require upper management decisions, then the supervisor is to report to the project manager immediately. The field supervisor communicates with the project manager at a minimum twice per day to update the project manager of the activity in their particular zone or sector.

The field supervisor works "hand in hand" with the sector safety manager and quality control manager to ensure a safe and compliant operation in the field. He answers directly to the project manager but is instructed to take action if the safety or QC manager raises any safety concerns and has the authority to stop work. Daily and QC reporting is a primary and important function of the field supervisor; they are to fill out and submit daily reports to the project manager for all activities within that zone on a daily basis.

Crew Supervisor will be responsible for individual or a group of crews working within a specific debris zone. The Supervisor will oversee the actual collection and loading of all debris along with the proper segregation and identification of various waste streams such as Vegetative, C&D, White goods and HHW. Supervisors are tasked with directing the individual crews within the zones and their specific zone assignments and ensuring safe traffic control with the aid of the QC manager and Safety Manager. The crew supervisor handles all zone maps and sub-zone maps with individual crews. Subcontractors will be assigned zones and crews will subsequently be assigned sub zones; crew supervisors shall distribute these crew maps and manage their production and boundaries within these zones.

Site Managers shall be assigned to each and every site located within any debris mission to include DMS, staging sites and final disposal sites. The Site Managers will oversee and direct all unloading, reduction, traffic control, inspection tower issues, site equipment and trucks. Site Managers report directly to the project manager, but also communicate with the crew and field supervisors.

MOBILIZATION

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

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

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

COMPLIANCE MEASURES

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

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

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

RESPOND

Responding to natural and man-made disasters and emergency clearing of debris is the core business of DRC ES and has been for twenty-seven years. We understand that a response is expected and needed immediately after the disaster occurs to help save lives and minimize loss.

DEBRIS OPERATIONS PLAN

RESPONSE TIME

DRC Emergency Services (DRC ES) proposes the following time frames in which services can be provided without unwarranted delay or interference. DRC will mobilize the appropriate number of personnel and equipment crews as required immediately upon request. Advance deployments will be strategically staged in advance of a predicted weather event. DRC will have management personnel within the Emergency Services Center 24 - 48 hours prior to the arrival of a disaster. If the disaster could not be predicted, DRC will have management personnel within the Emergency Services Center within 24 hours after the event. Equipment for emergency PUSH will be staged no more than 6 hours away from the City. DRC will commence mobilization of equipment, operators, and laborers immediately upon receipt of a Task Order Notice to Proceed that shall meet all requirements of The City of Hollywood.

- **WITHIN 24 HOURS:** DRC initiates Emergency Road Clearance (Push) operations with 15-20 crews or more as dictated by the events severity.
- **WITHIN 48 HOURS:** 50% Mobilization When the initial assessment phase is complete DRC submits the required information such as site-specific safety plan, insurance, bonds, quality control plan, subcontracting plan with specific subcontractors and goals, location of staging area, location of DMS, final disposal sites and all applicable licenses, permits, organizational structure etc.
- **WITHIN 72 HOURS:** - Emergency Road Clearance is complete, DMS construction is underway, and DRC's projected management staff, including subcontractors and consultants, will be operational.
- **WITHIN 96 HOURS: 100% FULL MOBILIZATION** - At full mobilization, the average daily production rate for load and haul will be approximately 10-20,000 cubic yards (again depending upon the severity of the event). The hauling activity normally last approximately 60 days and an additional 30 days for reduction; site closure and project close out.

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

PROJECT MOBILIZATION TEAM

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

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

RAPID DEPLOYMENT CREWS

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

OPERATIONS MANAGER

The Senior Management together with the Project Management Team will assign and provide a DRC Operations Manager to The City of Hollywood. The Operations Manager will henceforth be on call and available to respond to the Contracting Officer 24 hours a day, 7 days a week throughout the life of the Task Order. The DRC Operations Manager will have full electronic linkage to City via cell phone, satellite phone, internet, and/or two-way radios.

OPERATIONAL PLANS

Within 3 days of Task Order, DRC will furnish the contracting officer with a Management/Operations plan specific to the Task Order, with Site Specific Safety Plan. DRC will also furnish the client with a complete Subcontracting Plan listing all subcontractors.

MEASUREMENT

Beginning during Mobilization, trucks and trailers used for the purpose of transporting debris will be measured by The City of Hollywood or representative thereof. DRC will provide appropriate measurement forms as specified by The City of Hollywood.

Please see Critical Path Method Schedule attached

MOBILIZATION-EMERGENCY DEBRIS ROAD CLEARANCE (PUSH)

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

As tasked by The City of Hollywood, DRC will provide Emergency Road Clearance which involves the emergency clearing, cutting, tossing and/or pushing of debris from the primary transportation routes to the medians or sides of the public rights-of-way (ROW). Under direction of The City of Hollywood, DRC crews will work independently or in conjunction with The City of Hollywood crews to temporarily clear debris from pre-designated critical arteries to facilitate the movement of emergency vehicles and other critical traffic in the immediate aftermath of a disaster. Only a single lane is usually cleared at first with the additional lanes being cleared according to the needs and requirements of the affected community. In addition, entrances and routes to hospitals and emergency service facilities, such as fire and police departments, are given priority during this emergency debris and fallen tree clearance period. The equipment utilized in this operation can include, but is not limited to: large rubber tired loaders with grapples or rakes; small bobcat type loaders to access narrow areas; and other specialized clearing equipment as may be required by local conditions. Additionally, service trucks for maintenance and/or fuel and vehicles for personnel transportation and supervision are required. Personnel, such as heavy equipment operators, truck drivers, and operators with chainsaws, general laborers with tools, flagmen, mechanics, supervisors, and project managers are usually required.

DRC Emergency Services, LLC	
Contract # _____	
Location _____	
Cubic Yard Load Ticket	
No. 132191	
Agency Initials	Zone/Area
Date: _____	Mileage
Time: _____	
Crew No.: _____	Pick-Up Location: _____
Cubic Yard Total: _____	
Truck No.: _____	Truck Capacity: _____
Materials:	
<input type="checkbox"/> Vegetative	Miles
<input type="checkbox"/> C + D	<input type="checkbox"/> 0 - 15
<input type="checkbox"/> White Goods	<input type="checkbox"/> 16 - 30
<input type="checkbox"/> OTHER	<input type="checkbox"/> 31 - 50
Comments: _____	
Signatures:	
Agency: _____	
DRC ES, LLC: _____	

OPERATIONS

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

DEBRIS REMOVAL FROM PUBLIC RIGHTS OF WAY

Within 24 hours of Task Order, DRC will commence debris removal operations with multiple Debris Removal Crews. Debris Removal Crews will typically consist of three to five hauling vehicles of 100 to 150 cubic yard capacity with operators, one front end loader with operator, one foreman, and three laborers/flagmen. In instances where conditions allow, self-loading equipment of similar capacity will be utilized in order to maximize efficiency. As necessary or directed by The City of Hollywood, crews will be augmented by equipment and personnel in order to gain hauling efficiency.

CLEAN AS YOU GO POLICY

MULTIPLE SCHEDULED PASSES

In order to allow citizens and municipal agencies to return to their properties and bring debris to the right-of-way as recovery progresses, DRC ES recommends multiple, scheduled passes of each site, location, or area

impacted by the disaster. Typically, three or four passes over a multiple month period are performed to ensure a quality and complete performance of the work required. An Agreement as to the number and schedule of passes will be reached as per FEMA concurrence and according to the volume of debris.

Each location where debris collection is done shall be under the direction of a qualified supervisor. Electrical equipment or conductors in the vicinity shall be considered energized. Prior to collection operations, the employee shall consider:

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

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

The protection of infrastructure is critical to a recovery operation. Examples of infrastructure items that are vulnerable during a debris operation are as follows:

1. Road, Street & Highway wearing surfaces and ROW's
2. Street and Traffic Signs
3. Traffic Signals and Lights
4. Power lines and Poles
5. Phone lines
6. Cable Lines
7. Sewer, Water and Gas Utilities
8. Individual Property Items

It is essential to provide oversight of these items by instruction and monitoring by our quality control staff. All crew supervisors are required to report directly to our sector QC managers on all damage issues to infrastructure.

Protection of Infrastructure is also a element vital to the overall health and safety of our crews and citizens. Trucks striking power lines and other utilities can cause serious injury and even death from careless activities during recovery.

For example, DRC crew leaders are instructed to ensure that each and every load is trimmed and inside the body of the hauling unit; this nearly eliminates the possibility of overhanging debris that can cause a power line break and create an electrical hazard.

DRC operates a damage hotline on all projects. There will be a complaint manager assigned to each specific mission that is responsible for handling all infrastructure damage and repair. This program will be announced in the affected area by various means of public service announcements (PSA's) detailing our (800) number and response team.

The protection of infrastructure begins with the quality control over the entire mechanical operations of the recovery and is completed by the quick, effective response and repair. DRC will investigate all damages and complaints immediately and make resolutions within 24 hours. Critical items will be mitigated on the spot.

PUBLIC NOTICES

DRC will provide weekly public notices of the debris removal schedule. These notices will be advertised in local major newspapers and will be of sufficient size to be easily seen by readers. They will also be advertised on at least two local major radio stations which have markets in the City of Hollywood. These announcements will be aired a minimum of four (4) times daily during the period with peak listeners for a minimum of thirty (30) seconds each and be run a minimum of three (3) days per week. DRC understands that all public notices must be approved by the City of Hollywood prior to release. The notices will contain a description of the work, how debris should be placed on the right of way, what eligible debris is, and the schedule for removal.

LOADING AND HAULING OPERATIONS

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

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



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

This operation specifically entails the recovery and removal (pick-up and hauling) of all eligible debris from public easements, property and rights-of-way to designated DMS and/or directly to a final disposal site. Eligible debris is

typically that debris which was either generated directly by the event or as a result of the event, and is in the public Right of Way and not on private property:

1. Vegetative debris (stumps, logs and limbs)
2. Construction and demolition (C&D) debris
3. Metallic debris
4. White goods (refrigerators, air conditioners, washers and dryers, etc.)
5. Electronics
6. Household Garbage
7. Hazardous and toxic wastes (HTW) (industrial, commercial and household)
8. Asbestos Containing Material (ACM)

The equipment and personnel utilized for each operational phase will vary by the type, quantity and location and proposed disposal and/or reduction method of the debris. In all operations, regardless of type of debris, appropriate personal protective equipment for personnel is critical and will be employed.

DRC will cover loads with tarpaulins to contain debris.

Debris not defined as eligible by FEMA Publication 325 or State or Federal Disaster Specific Guidance or policies will not be loaded, hauled, or dumped under the contract unless written instructions are given to the DRC by the City Debris Manager or his authorized representative.

PRIVATE PROPERTY DEBRIS REMOVAL

FEMA may extend public assistance to private property debris removal when it poses a threat to the public. When requested, DRC will initiate and manage a Right of Entry (ROE) program to remove debris on private property and/or demolish private structures that present a public safety hazard. Access must be granted by the property owner prior to entering their property, unless there is an immediate threat to the lives, health and safety of the City's citizens.

DRC will not enter onto private property during the performance of this the contract unless specifically authorized by the City Debris Manager or his authorized representative in writing.

DEMOLITION

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

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

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

REMOVAL OF HAZARDOUS STUMPS

Throughout its history, DRC has been activated on hundreds of contracts which require the removal of hazardous stumps. Typically the stump removal is included in the final pass of the ROW phase of the project. Stumps that are

smaller than the minimum required to be billed under the stump line item will be hauled at the vegetative debris rate. For the stumps that qualify for billing under one of the stump line, the hazardous stump removal process begins by the monitoring firm or City representative measuring the stump and issuing a ticket with the stump measurement. DRC will then remove the stump and haul it utilizing the same equipment used to haul the vegetative debris. If the stump is too large to be hauled in this manner, a dedicated stump removal crew with a larger piece of loading equipment (typically a rubber tired front end loader) and a flatbed trailer will be used to load and haul these large hazardous stumps. All proper work zone safety and traffic control will be used during this process. After extracting the hazardous stumps, DRC crews will backfill the holes with the proper soil type.

A stump may be determined to be hazardous and eligible for Public Assistance grant funding as a per-unit cost for stump removal if it meets all of the following criteria:

- It has 50 percent or more of the root-ball exposed (less than 50 percent of the root-ball exposed should be flush cut);
- It is greater than 24 inches in diameter, as measured 24 inches above the ground;
- It is on improved public property or a public right-of-way; and
- It poses an immediate threat to life, and public health and safety.

CLEAN FILL DIRT

DRC will place compacted fill dirt in ruts created by equipment, holes created by stump ends, and other areas that pose a hazard to public access upon direction of the City. This clean fill dirt will be compacted and directed by the City.

HAZARDOUS TREE AND LIMB REMOVAL

DRC Emergency Services has extensive experience in the removal of downed trees, felling damaged trees and clearing of vegetative debris. In all aspects of this work DRC ensures its employees work in a safe and efficient manner, utilizing the most appropriate equipment and best work practices.

An eligibility determination shall be made by the jurisdiction or its representative using the following criteria:

* A tree is considered “hazardous” if its condition was caused by the disaster; if it is an immediate threat to lives, public health and safety, or improved property; and if it is six inches in diameter or greater, when measured two feet from the ground; and one or more of the following criteria are met:

- It has more than 50 percent of the crown damaged or destroyed.
- It has a split trunk or broken branches that expose the heartwood.
- It has fallen or been uprooted within a public use area.
- It is leaning at an angle greater than 30 degrees.

Trees determined by the jurisdiction to be hazardous and that have less than 50 percent of the root-ball exposed should be cut flush at the ground level. The cut portion of the tree will be included with regular vegetative debris. The eligible scope-of-work for a hazardous tree may include removing the leaning portion and cutting the stump to ground level.

Right of way (ROW) removal of dangerous hanging limbs (hangers)

Criteria for the removal of hangers will be determined by the jurisdiction using the following criteria:

Limbs must be:

- Greater than 2” in diameter
- Still hanging in a tree and threatening a public-use area (trails, sidewalks, golf cart paths)
- Located on improved public property

All hazardous limbs in a tree should be cut at the same time, not in passes for particular sizes. DRC specialized equipment, such as Giraffes or circular telescoping trimming apparatus that is capable of making hundreds of cuts in a ten hour day.

Downed trees will be removed utilizing a combination of ground crews and equipment, the exact mix of which will depend on the disposition of the debris material. For example, trees on roadways will first be moved to the right-of-way (ROW) with heavy equipment (e.g. front end loader, excavator, skid-steer loader) before being cut by a ground crew into portions which can be placed in self-loading knuckle-boom trucks.

Eligible trees off the ROW will be pulled towards the roadway with heavy equipment before being reduced to an appropriate size and placed in self-loading trucks.

Standing or leaning damaged trees will be felled to the ground before reduction and loading, as described above. The felling of trees will be by certified fallers with chainsaws or with tree felling equipment (e.g. Hydro-Ax) and on some occasion Feller-bunchers, depending on location, access and size.

Vegetative debris on the ground will be handled as described for downed trees, with equipment used to pile the debris on the ROW where it can be accessed by self-loading trucks for removal and disposal.

DRC places safety above all else in all its work and all employees on site will be trained for their specific tasks. Appropriate personal protective and safety equipment (PPSE) will be worn at all times (e.g. head, hearing and hand protection) on the job site. Chainsaw operators shall be required to wear approved leg (chaps) and foot protection in addition to the mandatory PPSE.

Only designated, qualified personnel shall operate machinery and mechanized equipment. Machinery or equipment shall not be operated in a manner that will endanger persons or property, nor shall the safe operating speeds or loads be exceeded.

All machinery and equipment shall be inspected daily to ensure safe operating conditions: Certified personnel will conduct the daily inspections and tests. Tests shall be made at the beginning of each shift during which the equipment is found to be unsafe, or whenever a deficiency which affects the safe operation of equipment is observed, the equipment shall be immediately taken out of service and its use prohibited until unsafe conditions have been corrected. Records of tests and inspections shall be maintained at the site by the contractor, and shall be made available upon request of the designated authority, and shall become part of the project file.

DRC Emergency Services, LLC and its subcontractors, own substantial trucks and specialized pieces of heavy equipment, attachments and support equipment specifically designed for emergency response. DRC and/or their subcontractors have national priority contracts with multiple national equipment leasing companies and subcontractors and/or independent contractors through which hundreds of trucks and/or pieces of heavy loading equipment are available to supplement DRC's and/or the subcontractor's fleets.

LAND BASED VEHICLE AND VESSEL REMOVAL

DRC has extensive experience in the recovery of post disaster vehicles and vessels initially in Guam and most recently following hurricane Karina in Louisiana. The Louisiana project involved the recovery of vehicle and vessels throughout the state of Louisiana and a specific projection for identification, return, and ultimate recycling.

Vehicle and vessel recovery programs typically involve multiple aggregation sites where the collected vehicles and vessels are systematically placed. The process varies from state to state, however, a notification process following legal guidelines is always a prominent part of the program. Additionally, fluids, tires, and Freon containing parts must be dealt with using an ecological method. Ultimately the goal of the program is the release of the vehicle and vessel to its proper owner and insurance companies with the balance of the units being recycled. In Louisiana, the proceeds from the scrap metal recycled reverted back to the state.

DRC and its subcontractors will have all recovery equipment and tow vehicles prepared to mobilize upon the first notification to recover vessels. Identified vessels will be removed within 72 hours of notification. Prior to moving all fluids will be drained into local, state and federally approved containers. Batteries will be disconnected.

MARINE DEBRIS AND DERELICT VESSEL REMOVAL

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

SAND, SOIL, AND MUD REMOVAL AND SCREENING

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

This work is handled differently than other aspects of debris removal in that the bulk of the material must be recovered, reclaimed and returned to its original location in its original condition.

Once the material to be removed is identified, large rubber tired front end loaders will be brought in to scrape and pile the soil for loading onto dump trucks or trailers. Once the material has been loaded, it will be transported to either a final disposal site (if deemed to be too contaminated for reclamation) or to a temporary staging facility for screening and repurposing.

Prior to commencing screening operations specialized rakes and/or shaker screens may be used to screen the larger foreign debris objects and set them aside for direct hauling to the final disposal site. After the sand has been sifted/screened, the clean material will be returned to a previously designated location for reuse. For documentation purposes, both the quantity of sand, soil or mud hauled to the centralized site, and the screened debris must be accounted for.

MAJOR DEBRIS TYPES AND SPECIALIZED REQUIREMENTS

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

VEGETATIVE DEBRIS

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

Vegetative debris operations personnel requirements may include, but are not limited to, equipment operators; superintendents with trucks; foremen with trucks; operators with chainsaws; traffic control personnel; general

laborers with tools; safety personnel; mechanics; hazardous materials technicians; documentation personnel; quality assurance personnel and project managers.

CONSTRUCTION AND DEMOLITION (C & D) DEBRIS

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

METALLIC DEBRIS AND WHITE GOODS

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

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

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

HOUSEHOLD HAZARDOUS WASTE AND HAZARDOUS TOXIC WASTE

Hazardous and toxic waste (HTW and HHW) is a special operational aspect that must be accomplished with very precise, pre-established standards and regulations. Safety to the workers, government employees and the citizens of the area is paramount. With this in mind, DRC works with its specialized subcontractors to establish and implement proper handling procedures for HTW and HHW, including household hazardous waste, which, after a disaster, may become concentrated and no longer considered de minimis. These procedures include the segregation and removal of HTW and HHW from the debris stream at the curbside, prior to the recovery of other debris and sorting and additional recovery of HTW and HHW within each DMS. Recovered HTW and HHW is removed to a proper disposal site or temporarily stored in the HTW and HHW disposal areas constructed within each DMS as required. DRC will set up a lined containment area and separate any Household Hazardous Waste inadvertently delivered to a debris management site and will be responsible for the removal and disposal of this hazardous material. Commercial and industrial hazardous waste such as chemicals, gas containers, transformers, and any other form of hazardous or toxic matter will also be set aside for collection and disposal.

HTW must be collected, handled and disposed of by specially trained HAZMAT technicians. In addition, DRC may utilize national or regional firms who are fully licensed and accredited to manage, handle and dispose of HTW. These firms may be utilized by DRC and/or DRC Environmental, Inc. for professional and immediate HTW recovery support on an emergency basis.

ASBESTOS CONTAINING MATERIALS

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

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

DEBRIS MANAGEMENT SITE OPERATIONS

STAGING

Within 24 hours of Task Order, personnel and equipment will be deployed to establish a DMS at locations identified



in conjunction with The City of Hollywood. The operation may include, but is not limited to the building of roads, erecting of fences, construction of containment areas, and placement of inspection towers. At minimum, the DMS equipment and crew may consist of: Air Curtain Incinerator, one trackhoe, two dozers, two towers, five 16-20 cubic yard dump trucks, one rubber tired loader, one water truck, one motor grader, tub grinder, one site manager, one-night manager, eight equipment operators, two supervisors, five laborers, light plants, and possibly a HTW containment systems.

DRC shall provide all specified equipment, operators, and laborers for DMS management, debris reduction operations, and provision of

an Automated Debris Management System.

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

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

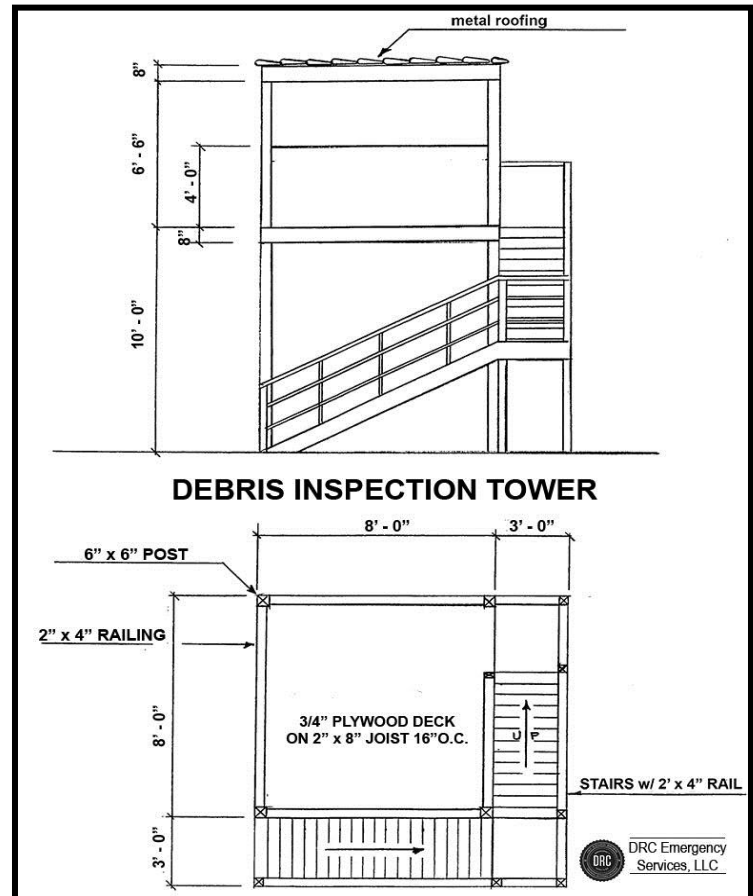
MAINTENANCE/FUEL VEHICLES AND PERSONNEL

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

SITE SAFETY PLAN

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

- **Site Access** - Separate points of ingress and egress should be established if possible. Temporary acceleration and deceleration lanes should be established adjacent to the primary road leading to and from site access points, approved by The City of Hollywood. All temporary roads leading to and through the debris-staging site should be constructed and maintained for all weather use.
- **Inspection Towers** - Inspection towers shall be constructed to facilitate observation and quantification of debris hauled for storage at debris staging sites. No less than two inspections towers should be utilized at each debris-staging site. One tower at point of ingress for use by company inspector and Government inspector, one tower at the point of egress to ensure all debris hauling trucks are in fact empty upon leaving the site, one tower may be utilized if ingress and egress point is the same. The egress tower shall be manned by at least a representative of DRC.
- **Traffic Controls** - Traffic control personnel, with appropriate traffic control safety equipment, will be stationed at the ingress observation tower to maintain vehicular and pedestrian traffic control. Additional traffic control personnel will be stationed throughout the site, as needed, to enforce proper dumping and prevent personal injury to ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan.
- **Clearing and Grading** - Clearing and grading of debris staging sites will be accomplished, to the level required, in accordance with the site management plan and task order from The City of Hollywood.
- **Environmental Protection** - DRC's "Environmental Protection Plan" will be followed to ensure compliance with required standards (Clean Water Act, Storm Water Act, Resource Conservation and Recovery Act, Superfund Amendments, Reauthorization Act and others). The plan outlines procedures concerning erosion control, hazardous and toxic wastes and dust and smoke control and is available for review upon request.



DEBRIS STORAGE AREA

Debris will be segregated into 5 main areas of concern as follows unless otherwise instructed by the Government:

VEGETATIVE DEBRIS

Vegetative debris will be cleaned of C&D debris to the extent possible to facilitate compliance with requirements for reduction of vegetative debris.

CONSTRUCTION AND DEMOLITION (C&D) DEBRIS

C&D debris will be dampened prior to dumping and periodically as needed, to comply with Local, State and Federal EPA standards.

RECYCLABLE/SALVAGE

Recyclable/salvageable materials will be stock piled in accordance with Government task order.

WHITE GOODS

White goods will be stock piled in accordance with Government task order.

HAZARDOUS AND/OR TOXIC WASTES (HTW)

HTW will be segregated and stored in a Government approved containment area. All site personnel will receive a safety briefing regarding operations involving HTW to prevent personal injury and ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan. HTW containment site perimeter will be posted and secured for personnel safety.

DEBRIS REDUCTION METHODS

GRINDING AND/OR CHIPPING OPERATIONS

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

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

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

OPEN AIR BURNING

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

AIR CURTAIN BURNING

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

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

ASH DISPOSAL AREA

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

FINAL DEBRIS DISPOSAL

DRCES normally conducts the final disposal of all debris, reduced debris, ash residue and other products of the debris management process in accordance with the applicable Federal, State and local laws, standards and regulations. The identification and acquiring of the final disposal locations will be at the direction of the contracting officials, with DRCES assistance if requested. Final disposal locations can vary from Class I to Class III landfills, to the above-mentioned after-market locations (metal recyclers, municipal recycling facilities, mulching operations, mulch incineration programs, co-generation plants etc.) DRCEs and the government's inspectors assigned to the final disposal site will maintain disposal records and documentation during the entire disposal process.

RECYCLING STRATEGIES

VEGETATIVE DEBRIS

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

AGGREGATES

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

CONSTRUCTION AND DEMOLITION DEBRIS

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

WHITE GOODS AND E-WASTE

Electronic waste is devices or components thereof that contain one or more circuit boards and are used primarily for data transfer or storage, communication, or entertainment purposes. Televisions, computer monitors, DVD players,

video cameras, fax and copy machines, video game consoles, radios, cell phones, etc. Electronics contain a hodgepodge of metals and materials that can be dangerous, given the large numbers that are likely to be thrown out in a hurricane's aftermath. Older electronics can contain lead, chromium, cadmium, mercury, nickel and zinc, all toxic to humans. However, a number of materials like metals and plastics in electronics can be recycled, reducing pollution while saving energy and resources. Freon and metals recovered from white goods are thoroughly recyclable and marketable. Revenue generated from the recycle of such wastes is typically returned to government entity following cost.

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

COMPOSTING TO PRODUCE VALUABLE FINES AND TO DE-CONTAMINATED MATERIALS

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

SEGREGATION OF BRICKS AND AGGREGATE FOR LOW-GRADE STRUCTURAL USES

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

RECYCLING OF GLASS AND CERAMICS INTO DURABLE FINES

Bottles, windows, and wall elements may be ground into sand-like fines for structural applications as described above, and for wetlands restoration and beach renewal.

RECOVERY OF COPPER AND OTHER METALS

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

PRODUCTION OF BIOFUELS FOR DISTRIBUTED USE

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

DEBRIS MANAGEMENT SITE CLOSEOUT

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

DOCUMENTATION AND INSPECTION

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

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

Should contaminants be identified in the pre-use field test, a determination of whether or not a particular site or area of a site should be utilized will need to be made by DRC Senior Management and the client representative. Should contaminants be identified in post use test results that were not present in pre-use test results, remediation of the site or area of the site will be accomplished in accordance with Federal, State and local regulations as well as current industry standards.

Storm debris management by DRC is subject to inspection by the governmental contracting entity and/or any Public Authority in accordance with generally accepted standards, to insure compliance with the contract and applicable local, state and federal laws. DRC will, at all times, provide the government access to all work sites and disposal areas and will cooperate completely with Government Inspectors. In addition, authorized representatives and agents of any participating Federal or state agency are encouraged to inspect all work and materials. DRC and the government shall have in place at the DMS, personnel to verify the contents and cubic yards of all vehicles entering the DMS. Records are maintained for each load entering the DMS, its cubic yardage is verified, and each vehicle leaving the DMS is viewed to verify that the contents have been emptied. DRC and the government monitor the material to determine that the load consists of eligible storm debris. DRC and the government have in place at the pickup site, personnel to verify the contents, location, date and time of the vehicles departing for the DMS and issuance of the load ticket to ensure the eligibility of the debris. Prior to use, DRC recommends that the government, including FEMA, if possible, establish and record the certified cubic yard capacity and perform a safety inspection of each haul vehicle. DRC recommends that all measurements be conducted by government personnel or independent third parties, and not DRC or the subcontractor. DRC has in the past provided disposal tickets, field inspection reports, and other data and/or forms sufficient to provide substantiation for Federal (FEMA, etc.) and State reimbursement to its government clients. DRC personnel and subcontractors have worked closely with various State Emergency Management Agencies, the Federal Emergency Management Agency and other applicable State, local and Federal Agencies to ensure that eligible debris collection and the data documenting is sufficient and appropriately addressed.

OPERATIONAL ENVIRONMENTAL PROTECTION

All work performed at and/or in relation to a debris-staging site will be performed in a skilled and workman-like manner. All debris staging site operations shall be conducted in accordance with the Company's Environmental Protection Plan and to ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan.

CLOSURE PROCEDURES

Pre-use inspection and documentation information shall be utilized as a guide to restore each site to pre-use condition.

REMOVAL OF TEMPORARY STRUCTURES

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

RESTORATION OPERATIONS

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

CLOSURE DOCUMENTATION

The procedures described in Section F3 of this plan shall be followed for closure documentation.

REMOVAL OF DEBRIS

Debris residue, not taken to the appropriate disposal site during debris disposal operations, shall be collected, recorded and hauled to the appropriate disposal site. DRC or a licensed hazardous waste remediation company shall be retained to accomplish the removal of all hazardous and/or toxic waste from each site if not already accomplished under separate agreement by the Government.

FINAL INSPECTION, RELEASED AND ACCEPTANCE OF GOVERNMENT AND/OR LANDOWNER

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

ACCOUNTING AND DOCUMENT MANAGEMENT

DRC's invoicing procedure is as follows:

- Load tickets are received, logged, and then scanned into DRC's database system. Tickets are then entered and audited for accuracy.
- Invoice is worked up along with the ticket data backup.
- The reconciliation process then takes place with either the Monitoring Firm or the reconciliation contact with the municipality (if there isn't a Monitoring Firm).
- Once the invoice and ticket data has been 100% reconciled, the Monitoring Firm, or the reconciliation contact with the municipality, then recommends the invoice to FEMA for payment.
- Frequency: The invoicing is usually done on a weekly basis

REQUIRED DOCUMENTATION

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

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

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

DOCUMENTATION AND RECOVERY PROCESS

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

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

DRC will provide the following assistance:

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

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

RELATIONSHIP BETWEEN DRC AND THE DEBRIS MANAGEMENT MONITOR

For more than twenty years, DRC has worked with third party debris monitoring firms in order to achieve successful projects. Understanding the key elements of 44 CFR and FEMA 325 enables DRC to operate congruently with the monitoring firm. It is very rare that DRC begins a debris project not having worked with the monitoring firm and without having familiarity with their personnel.

As such, DRC has worked with the systems and software of all the major third party monitoring firms. From manual ticketing to the more technical, Electronic tracking and ticketing systems, DRC has worked within every current iteration existing today.

DMS site selection is typically a function accomplished by DRC exclusively. However, DRC will certainly provide technical assistance to the Debris Management Team as required.

PROMPT COMPLAINT RESOLUTION

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

ABILITY TO PROCURE MATERIALS AS DEFINED IN SECTION 6002 OF THE SOLID WASTE DISPOSAL ACT

In all of our relevant projects we have met and fulfilled the standards of all local, state, and federal regulatory agencies including the remediation, restoration, and sampling of staging and processing sites.

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

Hazmat will be segregated and stored in a Government approved containment area. All site personnel will receive a safety briefing regarding operations involving HW. The HW containment site perimeter will be posted and secured for personnel safety and to ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan as well as the Corporate Environmental Protection Plan (EPP). HW will be placed and stored until instructed by the government as to its final disposition.

RECYCLING STRATEGIES

VEGETATIVE DEBRIS

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

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FINANCIAL STRENGTH AND STABILITY

DRC is one of the most financially sound and stable companies in the disaster response industry. With a bonding capacity of over \$150.0 million and access to dedicated cash and credit lines in excess of \$100.0 million, DRC has the ability to manage and complete simultaneous projects without being hindered by a lack of operating capital. During multiple storms seasons over the past decade, DRC operated substantially out of pocket prior to client payment, yet remained fully capable of providing the critical services necessary to complete all contracts.

DRC is managed and operated by the ownership SLSCO, L.P. (SLS), which is a very well-capitalized, privately-held family of companies specializing in disaster response, recovery and restoration. Prior to the acquisition of DRC and throughout its twenty-year history, SLS has never failed to meet an obligation due to financial instability. The ownership of SLS is dedicated to providing and sustaining the capital necessary to allow DRC to remain a leader in the disaster recovery industry.

- DRC is capable of insuring projects of any size, with unlimited key coverage amounts. With the support of SLS, DRC has over \$100.0 million of available working capital and has the financial ability to bid on and perform projects in excess of \$250.0 million.
- DRC has a bonding capacity of over \$150.0 million.
- In 2008, following Hurricanes Ike and Gustav, DRC provided debris removal services for 36 separate and simultaneous disaster management services contracts, including the cities of Houston, Galveston and New Orleans. The total value of these contracts was approximately \$200.0 million.
- In 2005-2006, DRC mobilized, performed and completed a contract valued at over \$100.0 million for the Louisiana Department of Transportation and Development in response to Hurricane Katrina, while performing numerous other projects across the United States.
- During the 2004 hurricane season, DRC worked 37 separate contracts totaling over \$150.0 million in emergency work, recovering over 10.0 million cubic yards of debris in a four-and-a-half-month period. Throughout this period, all subcontractors were paid on a weekly basis regardless of the timing of DRC's receipt of interim client invoice payments.
- DRC has never failed to complete any awarded work, has never defaulted on a contract and has never filed for bankruptcy. The Company has a 100% assignment completion record.

BANKING

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SURETY

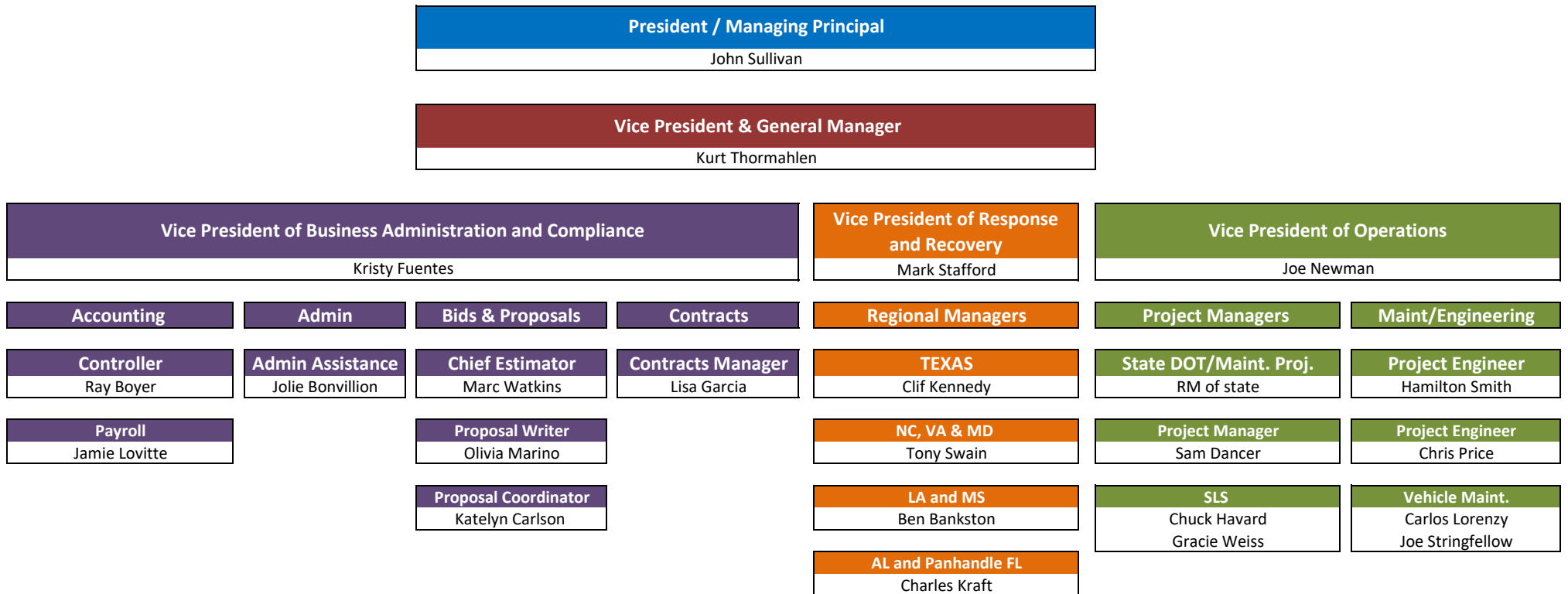
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DRC Emergency Services, LLC

Organizational Chart





JOHN SULLIVAN

PRESIDENT

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INTRODUCTION

Mr. Sullivan has vast experience in all aspects of the construction industry, ranging from marine construction and dredging, land development and infrastructure construction as well as the intricate completion of individual custom homes. Mr. Sullivan, along with his brothers, started Sullivan Land Services, Ltd. which provides comprehensive site services for disaster response and recovery, infrastructure, and commercial landscaping, while earning a degree at Texas A&M University in Construction Management. His ingenuity eventually led to the creation of Sullivan Interests, Ltd., a portfolio of companies that provides services and products to various industries. With over 20 years of experience in the construction industry, Mr. Sullivan has gained both extensive knowledge and hands on experience with the recovery process

EDUCATION

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

OTHER CERTIFICATIONS

OSHA Safety Certification

USACE Contractor Quality Management

NOTABLE PROJECTS

Hurricane Maria – 2017
Hurricane Irma – 2017
Hurricane Harvey – 2017
Hurricane Matthew -2016

Louisiana Severe Storms and Flooding (DR-4277) – 2016
Winter Storm Jonas – 2015
Houston, TX Flood -2015

EXPERIENCE

NYC Build It Back Program – City of New York, NY

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

New York City Rapid Repairs Program – New York, NY

- Repair of over 1,700 homes throughout the five boroughs of New York following Hurricane Sandy. All repairs performed in a four-month period and included mechanical, electric and plumbing.

FEMA Galveston County Emergency Housing – Galveston County, TX

- Involved the complete development of two former athletic fields into fully-functional manufactured home communities totaling 106 units. Both projects were completed in 28 days.

USACE GIWW Willacy County Dredging – Harlingen, TX

- Dredging of approximately 423,000 cubic yards of material in Gulf Intracoastal Waterway and disposal in designated USACE placement areas.

Port of Harlingen Maintenance Dredging – Harlingen, TX

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

Port of Galveston Maintenance Dredging – Galveston, TX

- Annual contract for maintenance dredging of Port of Galveston dock areas and shipping channel. Dredging of approximately 70,000 cubic yards of material per dredging cycle.

Port of Houston Maintenance Dredging – Houston, TX

- Maintenance dredging of Bayport Wharf 3 facility. Dredging of approximately 53,000 cubic yards of material and disposal in POH placement areas.

Galveston Pilots Association Dredging – Galveston, TX

- Dredging of GPA facility to create proper draft for incoming vessels. The slips had not been dredged in over ten years, which allowed for a substantial amount of siltation. Over 10,000 cubic yards of material was removed to create 15-foot draft at vessel slips.

Texas International Terminals Levee, Dredge & Bulkhead Construction – Galveston, TX

- Creation of new placement areas, reconstruction & reinforcement of 25 acres of existing levees, dredging of over 150,000 cubic yards of material from facility basin and slips, repair and replacement of existing bulkheads, new fendering systems and dolphin installation.

LBC Terminals Levee Construction & Dredging – Houston, TX

- Creation of a new 10-acre dredge spoil placement area at Houston Ship Channel facility and dredging of 40,000 cubic yards of spoil material.



MARK STAFFORD

VICE PRESIDENT OF RESPONSE AND RECOVERY

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INTRODUCTION

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

EDUCATION

University of Southwest Louisiana – Lafayette, Louisiana

Bachelor of Science in Business Administration – 1980

Media Training School – Dallas, Texas

Advanced Management Program

PROMINENT CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial

FEMA IS-100.pwb Introduction to the Incident Command System

FEMA IS-200.b ICS for Single Resources and Initial Action Incident, ICS-200

FEMA IS-700.a National Incident Management System (NIMS), An Introduction

FEMA IS-702.a NIMS Public Information Systems

OTHER CERTIFICATIONS

FEMA IS-5.a

FEMA IS-315

FEMA IS-706

FEMA IS-803

FEMA IS-11.a

FEMA IS-317

FEMA IS-775

FEMA IS-806

FEMA IS-33.17

FEMA IS-546.a

FEMA IS-800.b

FEMA IS-906

FEMA IS-35.17

FEMA IS-547.a

FEMA IS-801

FEMA IS-907

FEMA IS-106.17

FEMIA IS-660

FEMA IS-802

FEMA IS-2900

NOTABLE PROJECTS

Hurricane Maria – 2017

Hurricane Irma – 2017

Hurricane Harvey – 2017

Hurricane Matthew -2016

Louisiana Severe Storms and Flooding (DR-4277) – 2016

Winter Storm Jonas – 2015

Houston, TX Flood -2015

Winter Storm Pax – 2014

Midwestern Tornado Outbreak – 2013

Hurricane Isaac – 2012

Hurricane Irene – 2011

BP Oil Spill – 2010

Hurricane Gustav – 2008

Hurricane Ike – 2008

Hurricane Wilma – 2006

Hurricane Rita – 2005

Hurricane Ophelia – 2005

Hurricane Katrina – 2005

Hurricane Dennis – 2005

EXPERIENCE

DRC Emergency Services LLC – New Orleans, Louisiana

Vice President of Response and Recovery – January 2016 – Present

Chief Executive Officer – December 2013 – January 2016

Director-Business Development – January 2013 – December 2013

Partner and Chief Operating Officer – September 2005 – January 2013

Allied Waste Systems, Baton Rouge Louisiana

District Manager – April 2002 – September 2005

DRC, INC. – Mobile, Alabama/New Orleans, Louisiana

Regional Manager – April 2000 – April 2002

- Negotiated and managed local/FEMA-funded government contracts; developed and produced RFPs. Provided technical assistance to government entities. Advised government on 44CFR issues. Represented local government in handling FEMA issues.
- Managed construction contracts in the Southern United States and Honduras.
- Managed marketing and operations for disaster recovery work. Conducted negotiations and hired subcontractors. Provided volume and cost estimates.
- Developed/managed incinerator projects, working closely with various political bodies.
- Provided environmental consulting services for government and private industry.
- Responsible for business development. Produced business models.
- Negotiated with USAID relating to multiple construction contracts in Honduras to resolve contract disputes.
- Gained the aid of U.S. embassy on behalf of company.
- Designed company's marketing program.

Waste Management, Inc. – New Orleans, Louisiana

Division President/General Manager – August 1996-February 2000

Waste Management, Inc. - Baton Rouge and South Louisiana Division – Baton Rouge, Louisiana

District Manager – July 1995-August 1996

- In final (New Orleans) assignment, held responsibility for commercial, residential, South Louisiana, and transfer divisions, with five satellite operations and a total of 500 personnel and 200+ vehicles serving 470,000 residences and 5000+ commercial and industrial accounts.
- Directed a \$70 million operation, with responsibility for profitability as well as administrative and financial structure and accountability; allocation of assets; financial projections and results; and other financial matters detailed previously for an operation providing a full array of environmental services, from industrial waste transportation and disposal to hospital and commercial waste collection and transportation to street sweeping services and disposal of municipal waste to leasing of modular offshore buildings.
- Structured five-year profit enhancement plan establishing goals for commercial revenue growth, price increases, incentive-based productivity improvement (focus on target marketing and productivity increases), long-term fixed vendor pricing, and requirements for R.O.I. analysis on capital purchases, minimum return requirements, and conversion to incentive-based compensation to limit annual wage increases.
- Oversaw sales and marketing efforts as well as daily operations and equipment maintenance; approved marketing plans; formulated and approved major bids/requests for proposals. Formulated and approved contract operating plans, acquisitions and mergers. Hired and worked closely with department managers to develop budgets and identify areas of potential cost savings. Purchased capital equipment. Negotiated favorable vendor pricing, maintenance labor agreements and contracts.
- Taught seminars; conducted workout team training and Effective Supervision training (beginning and advanced) for supervisors and managers in two states. Served as facilitator for company-wide leadership development training.
- Participated in grievance hearings and occasional arbitration hearings.

- Established and maintained strong and lasting community, political, media and Teamster relationships. Initiated and authorized political activities and contributions. Lobbied state legislature on transportation and environmental issues; state and local officials to obtain municipal contracts. Participated in numerous public hearings statewide. Represented company before other public bodies and at political functions.

Waste Management, Inc. - Commercial/Residential, New Orleans & St. Tammany Divisions – New Orleans, Louisiana

General Manager – February 1989-July 1995

Assistant General Manager – March 1988-February 1989

Waste Management, Inc. – Acadiana – Lafayette, Louisiana

Manager of Special Projects – January 1987-March 1988

Sales Manager – September 1985-January 1987

Camel Industries – Lafayette, Louisiana

Co-founder/Manager – December 1980-September 1985

- Co-founded this commercial environmental services company. Built operation from its inception to \$3 million in annual sales volume before its 1985 sale to Waste Management.



KRISTY FUENTES

VICE PRESIDENT OF COMPLIANCE AND ADMINISTRATION

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INTRODUCTION

Kristy Fuentes is the Vice President of Compliance and Administration for DRC Emergency Services, LLC (DRC ES) and Chief Ethics & Compliance Officer. Previously, Ms. Fuentes was Director of Business Development, leading the marketing, sales and communications functions. Since joining DRC in 2005, Ms. Fuentes has provided assistance to clients in planning, program management, disaster response, demolition contracting and regulatory compliance. Following Hurricane Katrina, Ms. Fuentes managed expansive projects for the Orleans Levee Board, St. Bernard Parish and the United States Corps of Engineers. Ms. Fuentes has served as program manager for four contracts with the Louisiana Department of Environmental Quality, including the “Katrina Car and Vessel” contract and three massive demolition projects in the City of New Orleans. Following Hurricane Gustav, Ms. Fuentes managed nine major disaster-response contracts across southern Louisiana with a cumulative contract value of over thirty million dollars. In response to the BP MC 232 oil spill, Ms. Fuentes played a key role in the clean-up of lower Jefferson, Terrebonne and Plaquemines Parishes through the employment and management of hundreds of local residents and vessels. Since November 2013, Ms. Fuentes has implemented changes and improvements to the methods and procedures for contract, licensing and pre-qualification processes, ensuring contractor compliance with Federal and State regulations.

EDUCATION

University of New Orleans – New Orleans, Louisiana

Marketing – 1993

Southeastern Louisiana University – Hammond, Louisiana

Marketing – 1992-1993

PROMINENT CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial

FEMA IS-100.b Introduction to Incident Command System, ICS-100

FEMA IS-100.pwb Introduction to the Incident Command System

FEMA IS-632.a Introduction to Debris Operations

FEMA IS-633 Debris Management Plan Development

FEMA IS-634 Introduction to FEMA’s Public Assistance Program

FEMA IS-700 National Incident Management System (NIMS), An Introduction

FEMA IS-702.a NIMS Public Information Systems

OTHER CERTIFICATIONS

FEMA IS-5.a

FEMA IS-10.a

FEMA IS-11.a

FEMA IS-29

FEMA IS-37.17

FEMA IS-42

FEMA IS-106.17

FEMA IS-200.b

FEMA IS-201

FEMA IS-241.b

FEMA IS-244.b

FEMA IS-315

FEMA IS-317

FEMA IS-324.a

FEMA IS-453

FEMA IS-546.a

FEMA IS-547.a

FEMA IS-706

FEMA IS-775

FEMA IS-800.b

FEMA IS-801

FEMA IS-802

FEMA IS-803

FEMA IS-804

FEMA IS-906

FEMA IS-907

FEMA IS-909

FEMA IS-2900

NOTABLE PROJECTS

Hurricane Maria – 2017	Hurricane Isaac – 2012
Hurricane Irma – 2017	Hurricane Irene – 2011
Hurricane Harvey – 2017	BP Oil Spill – 2010
Hurricane Matthew -2016	Hurricane Gustav – 2008
Louisiana Severe Storms and Flooding (DR-4277) – 2016	Hurricane Ike – 2008
Winter Storm Jonas – 2015	Hurricane Wilma – 2006
Houston, TX Flood -2015	Hurricane Rita – 2005
Winter Storm Pax – 2014	Hurricane Ophelia – 2005
Midwestern Tornado Outbreak – 2013	Hurricane Katrina – 2005
Super Storm Sandy – 2012	Hurricane Dennis – 2005

EXPERIENCE

DRC Emergency Services, LLC – New Orleans, Louisiana

Chief Executive Compliance Officer – October 2014-present

- Overall day-to-day responsibility for directing the DRC ES ethics, business conduct and government contracting compliance programs (“Programs”). Ensure that all executives and employees have ethics training on an annual basis and that the Code provides compliance guidance appropriate to the size and nature of DRC ES business.

Vice President of Business Development – 2013-present

- Management of DRC’s marketing, sales and communications functions, providing client relations and assistance in the areas of planning, program management, disaster response, demolition contracting and regulatory compliance

Regional Manager – 2005-2013

- Management and oversight for all Louisiana projects since 2005, including Hurricanes Katrina, Gustav, Ike and Isaac recovery with state and local agency contracts.
- Specialty project management including “Katrina Vehicle and Vessel” recovery in the State of Louisiana for the Department of Environmental Quality, South Shore Harbor Vessel Removal, debris removal, marine debris removal and demolition programs in four parishes, including asbestos removal
- Managed contract and government relations in major disasters throughout the United States including but not limited to the Alabama tornados, Hurricane Irene in Maryland and New York, Hurricane Sandy, Ice Storm recovery in North and South Carolina
- Coordination of multi-million-dollar shipment of all necessary materials and supplies to Haiti to erect a 350-man workforce housing facility in support of a US State Department work camp

Lash Homes, Inc. – Chalmette, Louisiana

Project Management – 1998-2004

- Managed material, machinery and people for construction projects throughout New Orleans
- Ensured the safety of the employees
- Responsible for timely completion of projects

Casey, Babin and Casey – New Orleans, Louisiana

Real Estate Closing Coordinator – 1998-2004

- Arranged and managed documents for the legal proceedings containing real estate transactions
- Scheduled and orchestrated multiple real estate transactions daily



JOE NEWMAN

VICE PRESIDENT OF OPERATIONS

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(888) 721-4372 • jnewman@drcusa.com

INTRODUCTION

With more than 12 years of experience in overseeing large-scale construction and disaster-related debris management projects, Mr. Newman has managed teams over multiple disasters including Hurricanes Isabel, Dennis, Katrina and Ike. In 2008, Mr. Newman responded to the devastation in Galveston following Hurricane Ike and as a Program Manager, he oversaw the collection, processing and recycling/disposal of over 1 million cubic yards of debris. He has been involved in projects in various capacities, including heavy equipment operation, planning and coordination of construction process, securing permits and licenses, delivery of materials and equipment, FEMA compliance, coordinating and operating with municipality officials, and estimating for contracts. In May of 2015, Mr. Newman responded to the historic floods meeting the needs of Texas Department of Transportation and the Houston Solid Waste Department. He was tasked with tracking all debris operations

EDUCATION

Highschool Diploma

PROMINENT CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial
FEMA IS-100.b Introduction to Incident Command System, ICS-100
FEMA IS-00632.a Introduction to Debris Operations
FEMA IS-702.a NIMS Public Information Systems

OTHER CERTIFICATIONS

FEMA IS-33.17 FEMA IS-100.pwb
FEMA IS-35.17 FEMA IS-2900

NOTABLE PROJECTS

Hurricane Maria – 2017	Tornado Outbreak – 2011
Hurricane Irma – 2017	Hurricane Gustav – 2008
Hurricane Harvey – 2017	Missouri Ice Storm – 2007
Hurricane Matthew -2016	New York Ice Storm – 2006
Louisiana Severe Storms and Flooding (DR-4277) – 2016	Hurricane Katrina – 2005
Houston, TX Flood -2015	Hurricane Dennis – 2005

EXPERIENCE

DRC Emergency Services, LLC – New Orleans, Louisiana
Vice President of Operations – March 2017 – Present
Program Manager – 2003 – March 2017

- On-ground execution of projects
- Crew oversight
- Schedule adherence
- Resource utilization

- Qualify/safety and regulatory compliance

United States Army

Army Ranger – 1995-2000

- Ranger Indoctrination Program (RIP)
- Primary Leadership Development Course (PLDC)
- Airborne School



SAM DANCER

PROJECT MANAGER

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INTRODUCTION

After more than a decade in the military and law enforcement, Mr. Dancer became a Field Supervisor and Project Manager, handling contracts involving clean-up following Hurricanes Gustav and Ike; City of Fayetteville, AR ice storm; City of Nashville, Tennessee flooding; BP Oil Spill; and the Port au Prince, Haiti earthquake. Most recently, his projects have included St. Louis County and the City of Bridgeton, MO, tornado debris removal; Tuscaloosa, AL (ALDOT) residential demolition of tornado-damaged residences; Terrebonne Parish, LA, St. Louis Bayou Cleanout project; and the City of New Orleans, LA, Strategic Demolition for Economic Recovery project.

EDUCATION

Southeastern Louisiana University – Hammond, LA

Computer Science – Fall 1980, Fall 1981, Spring 1982

PROMINENT CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial

FEMA IS-100.b Introduction to Incident Command System, ICS-100

FEMA IS-100.pwb Introduction to the Incident Command System

FEMA IS-632.a Introduction to Debris Operations

FEMA IS-633 Debris Management Plan Development

FEMA IS-634 Introduction to FEMA's Public Assistance Program

FEMA IS-700 National Incident Management System (NIMS), An Introduction

FEMA IS-702.a NIMS Public Information Systems

OTHER CERTIFICATIONS

FEMA IS-3	FEMA IS-100.fwa	FEMA IS-317	FEMA IS-706	FEMA IS-812	OSHA-150
FEMA IS-5.a	FEMA IS-100.hcb	FEMA IS-324.a	FEMA IS-775	FEMA IS-813	OSHA-151
FEMA IS-10.a	FEMA IS-100.he	FEMA IS-325	FEMA IS-800.b	FEMA IS-906	OSHA-152
FEMA IS-11.a	FEMA IS-100.leb	FEMA IS-394.a	FEMA IS-801	FEMA IS-907	OSHA-602
FEMA IS-29	FEMA IS-106.17	FEMA IS-405	FEMA IS-802	FEMA IS-909	OSHA-603
FEMA IS-33.17	FEMA IS-200.b	FEMA IS-420	FEMA IS-803	FEMA IS-912	OSHA-605
FEMA IS-36	FEMA IS-200.hca	FEMA IS-421	FEMA IS-804	FEMA IS-914	OSHA-612
FEMA IS-37.17	FEMA IS-201	FEMA IS-453	FEMA IS-807	FEMA IS-1150	OSHA-700
FEMA IS-42	FEMA IS-230.d	FEMA IS-546.a	FEMA IS-807	FEMA IS-2900	OSHA-815
FEMA IS-60.b	FEMA IS-241.b	FEMA IS-547.a	FEMA IS-809	OSHA-105	OSHA-852
FEMA IS-75	FEMA IS-244.b	FEMA IS-660	FEMA IS-810	OSHA-115	
FEMA IS-100.fda	FEMA IS-315	FEMA IS-703.a	FEMA IS-811		

NOTABLE PROJECTS

Hurricane Irma – 2017

Hurricane Harvey – 2017

Louisiana Severe Storms and Flooding (DR-4277) – 2016

Houston, TX Flood -2015

Winter Storm Pax – 2014

Midwestern Tornado Outbreak – 2013

Super Storm Sandy – 2012

Hurricane Isaac – 2012

Hurricane Irene – 2011
BP Oil Spill – 2010
Hurricane Gustav – 2008

Hurricane Ike – 2008
Hurricane Rita – 2005
Hurricane Katrina – 2005

EXPERIENCE

DRC Emergency Services LLC – New Orleans, Louisiana

Project Manager – 2013 – Present

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

The Country Club – New Orleans, Louisiana

Security Supervisor – 2013

- Maintained a safe environment for employees and patrons at a high-profile restaurant and nightclub; monitored activity via recorded digital CCTV and through live indoor and outdoor surveillance; ensured security staff members were properly trained in all methods of surveillance, guest service, non-violent crisis intervention and documentation of events.

Defcon 1–Pearl River, Louisiana

Owner/Operator – 2012-2013

- Managed all operations of a personally owned business which involved the retail sales of law enforcement and military apparel and equipment and provided contract security for private parties, events and VIP escort services.

Cahaba Disaster Recovery (acquired by DRC) – Mobile, Alabama

Project Manager – 2008-2012

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

Bourbon Blues Company – New Orleans, Louisiana

Security – 2008

- Provided a safe environment for the employees and patrons by ensuring rules regarding the service of alcoholic beverages to patrons by the bar staff were followed; communicated effectively with NOPD in regard to serious incidents occurring at the bar and submitted written reports to law enforcement and management

Omni-Pinnacle Emergency Response – Slidell, Louisiana

Field Supervisor – 2005-2008

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

Target Corporation (Mervyn's and Target) – Multiple Locations

Key Store Investigator, Field Assets Protection Team Leader, Executive Team Leader-Assets Protection – 1994-2005

- Implemented company-directed safety and shortage plans as well as creating store-based plans in accordance with annual inventory results, local safety issues and theft trends; monitored and maintained overt and covert surveillance systems; initiated, investigated and resolved internal and external theft cases including organized theft and fraud; apprehended and interviewed individuals responsible for shortages; partnered with local, state and federal law enforcement agencies and communicated with other retailers; testified in court when necessary

LAW ENFORCEMENT EXPERIENCE:

Pearl River Police Department (Reserve Division) – Pearl River, Louisiana

Officer – 1990-1996

- Patrol the streets of Pearl River, protect citizens and their property while enforcing town, parish and state ordinances; participated in the initiation and resolution of investigations regarding the manufacturing transport, possession and distribution of controlled substances as a member of the Narcotics Task Force

MILITARY EXPERIENCE:

Louisiana Army National Guard (Infantry) – Houma, Louisiana

Squad Leader – 1989-1991

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

United States Army (Infantry) – Multiple Locations

Senior Custodial Agent, Fire Team Leader/Track Commander – 1983-1986

- Controlled entry of US and German personnel into the limited and exclusion areas of a remote nuclear missile site and provide tactical response in the event of a perimeter breach; ensured that the soldiers in the fire team were properly trained and all assigned equipment was maintained; participated in Bright Star, Egypt (1985)



LISA GARCIA WALSH

CONTRACTS MANAGER

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INTRODUCTION

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

EDUCATION

Our Lady of Holy Cross College – New Orleans, Louisiana

Bachelor's Degree in Accounting – May 2015

Nunez Community College – Chalmette, Louisiana

Associates Degree in Business Technology – 2010

PROMINENT CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial

FEMA IS-100.b Introduction to Incident Command System, ICS-100

FEMA IS-100.pwb Introduction to the Incident Command System

FEMA IS-632.a Introduction to Debris Operations

FEMA IS-633 Debris Management Plan Development

FEMA IS-634 Introduction to FEMA's Public Assistance Program

FEMA IS-700 National Incident Management System (NIMS), An Introduction

FEMA IS-702.a NIMS Public Information Systems

OTHER CERTIFICATIONS

FEMA IS-5.a

FEMA IS-201

FEMA IS-547.a

FEMA IS-803

FEMA IS-10.a

FEMA IS-244.b

FEMA IS-660

FEMA IS-806

FEMA IS-11.a

FEMA IS-315

FEMA IS-706

FEMA IS-906

FEMA IS-37.17

FEMA IS-317

FEMA IS-775

FEMA IS-907

FEMA IS-42

FEMA IS-324.a

FEMA IS-800.b

FEMA IS-909

FEMA IS-106.17

FEMA IS-453

FEMA IS-801

FEMA IS-2900

FEMA IS-200.b

FEMA IS-546.a

FEMA IS-802

NOTABLE PROJECTS

Hurricane Maria – 2017

Hurricane Irma – 2017

Hurricane Harvey – 2017

Hurricane Matthew -2016

Louisiana Severe Storms and Flooding (DR-4277) – 2016

Winter Storm Jonas – 2015

Houston, TX Flood -2015

Winter Storm Pax – 2014

Midwestern Tornado Outbreak – 2013

Super Storm Sandy – 2012

Hurricane Isaac – 2012

Hurricane Irene – 2011

BP Oil Spill – 2010
Hurricane Gustav – 2008
Hurricane Ike – 2008
Hurricane Wilma – 2006

Hurricane Rita – 2005
Hurricane Ophelia – 2005
Hurricane Katrina – 2005
Hurricane Dennis – 2005

EXPERIENCE

DRC Emergency Services, LLC – New Orleans, Louisiana

Contracts Manager – November 2013-present

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

Project Administrator – July 2010-November 2013

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

Law Offices of Christian D. Chesson – New Orleans, Louisiana

Paralegal/Office Manager – September 2006-January 2009

- Assisted in Chapter 7 Bankruptcy and Lemon Law documentation for clients
- Provided overall office management, including:
 - Client relations
 - Accounts payable/receivable
 - Administrative support to ten attorneys in the New Orleans office location
 - Liaison between the New Orleans office and the Lake Charles office locations

Advanced Cleanup Technologies, Inc. – Rancho Dominguez, California

Administrative Manager – October 2005-May 2006

- Director of Human Resources for the Southeastern Branch of ACTI
- Administrative office manager duties included: documentation and operational support for operations manager and project managers; invoicing for emergency response projects following FEMA protocol

Key Personnel		John Sullivan President	Kurt Thormahlen General Manager	Mark Stafford Vice President	Kristy Fuentes Vice President	Joe Newman Vice President	Charles Kraft Program Manager	Ben Bankston Regional Manager	Tony Swain Regional Manager	Clif Kennedy Regional Manager	Sam Dancer Project Manager	Lisa Garcia Contracts Manager	Jolie Bonvillion Administrative Support
Years of Relevant Experience		22	15	38	20	16	17	12	16	2	13	13	7
Years Employed by DRC		-	3	15	13	14	5	4	9	1	6	8	6
Disaster Event Experience													
2017	Hurricane Irma	•	•	•	•	•			•		•	•	•
	Florida Debris Removal - Palm Beach Gardens, Cocnut Creek, FDOT, Miami, North Miami, Citrus County, Ft. Lauderdale, Largo, Fernandina Beach, Cutler Bay, Doral, Redington Beach, Deland, St. Augustine, Orange City, Surfside, Daytona Beach, Pembroke Pines, Indian Creek Village, Inverness, Debary, S. Pasadena, Orlando, Monroe County, Miami-Dade County	•	•	•	•	•			•		•	•	•
	Georgia Debris Removal - Brunswick	•	•	•	•	•					•	•	•
	Hurricane Harvey	•	•	•	•	•	•	•	•	•	•	•	•
	Texas Debris Removal - City of Pasadena, City of Aransas Pass, City of Port Aransas, Jefferson County, Houston, Texas City, Harris County, Port Arthur, Port Neches, Nederland, Groves, Humble, Taylor Lake Village, Cleveland, Waller County, Bellaire, Piney Point Village	•	•	•	•	•	•	•	•	•	•	•	•
2016	Hurricane Matthew	•	•	•	•	•			•			•	•
	North Carolina Debris Removal - Hyde County, North Topsail Beach, New Hanover County, Wilmington, Pender County	•	•	•	•				•			•	•
	Florida Debris Removal - Palm Beach Gardens, Debary, Ormond Beach, Deland, Orange City, Daytona Beach, St. Augustine, Leon County, Citrus County, City of Sebastian	•	•	•	•	•						•	•
	Georgia Debris Removal - GDOT Chatham County	•	•	•	•	•						•	•
	Hurricane Hermine	•	•	•	•							•	•
	Florida Debris Removal - Leon County, Citrus County	•	•	•	•							•	•
	Louisiana Severe Storms and Flooding (DR-4277)	•	•	•	•	•	•	•	•	•	•	•	•
	Louisiana Debris Removal - East Baton Rouge Parish/City of Baton Rouge, Ascension Parish, Lafayette Parish, Tangipahoa Parish, St. Martin Parish, Baker, Iberville Parish/City of St. Gabriel	•	•	•	•	•	•	•	•	•	•	•	•
	Louisiana Flood Event	•	•	•	•		•	•		•	•	•	•
	Louisiana Debris Removal - Caldwell Parish, Tangipahoa Parish	•	•	•	•		•	•		•	•	•	•
	North Carolina Tornadoes	•	•	•	•		•		•			•	•
	North Carolina Debris Removal - New Hanover County	•	•	•	•		•		•			•	•
	Texas Tornadoes	•	•	•	•	•	•					•	•

Key Personnel		John Sullivan President	Kurt Thormahlen General Manager	Mark Stafford Vice President	Kristy Fuentes Vice President	Joe Newman Vice President	Charles Kraft Program Manager	Ben Bankston Regional Manager	Tony Swain Regional Manager	Clif Kennedy Regional Manager	Sam Dancer Project Manager	Lisa Garcia Contracts Manager	Jolie Bonvillion Administrative Support
	Texas Debris Removal - TXDOT Smith/Cherokee County	•	•	•	•	•	•					•	•
	Texas Severe Storms and Flooding (DR-4269)	•	•	•	•	•	•					•	•
	Texas Debris Removal - Harris County, City of Houston,	•	•	•	•	•	•					•	•
	Winter Storm Jonas	•	•	•	•		•	•	•			•	•
	Maryland Snow Removal - Maryland DGS, Maryland State Highway Authority, City of Baltimore, and Prince George's County	•	•	•	•		•	•	•			•	•
	Virginia Snow Removal - Louden County	•	•	•	•		•	•	•			•	•
2015	2015 Louisiana Storm Event (Straight Line Winds)			•	•		•	•	•		•	•	•
	Louisiana Debris Removal - East Baton Rouge Parish, Ascension Parish			•	•		•	•	•		•	•	•
	Houston Flood			•	•	•	•	•	•		•	•	•
	Texas Debris Removal - City of Houston, City of Bellaire, TXDOT Waller and Montgomery County			•	•	•	•	•	•		•	•	•
	Severe Storms, Straight-line Winds and Flooding (DR-4237)	•	•							•			
2014	Winter Storm Pax			•	•		•		•		•	•	•
	South Carolina Road Clearing, Debris Removal and Processing - SCDOT			•	•		•		•		•	•	•
	North Carolina Winter Storm Debris Removal - City of Archdale, Pender County, City of Wilmington, New Hanover, Thomasville			•	•		•		•		•	•	•
2013	2013 Midwestern Tornado Outbreak			•	•		•		•		•	•	
	Missouri Storm Debris Removal - St. Charles County, St. Louis County, Bridgeton			•	•		•		•		•	•	
	Oklahoma Storm Debris Removal - Pottawwatomie County, Oklahoma City			•	•		•		•		•	•	
2012	Super Storm Sandy			•	•		•	•			•	•	
	New York Debris Removal - NYDOT Nassua County, NYDOT Suffolk County			•	•		•				•	•	
	Maryland Debris Removal - Harford County			•	•		•				•	•	
	New Jersey Debris Removal - Ocean City, Piscataway			•	•		•				•	•	
	Hurricane Isaac			•	•		•	•	•		•	•	•
	Louisiana Debris Removal - Ascension Parish, LADOTD District 62, Mandeville, St. John the Baptist, Jefferson Parish, East Baton Rouge, St. Charles Parish, New Orleans			•	•		•		•		•	•	•
	Louisiana Emergency Food and Emergency Sand Provisions - State of Louisiana			•	•		•		•		•	•	•
	Hurricane Irene			•	•		•		•		•	•	
	Virginia Debris Removal - Virginia DOT, Richmond, VDEM			•	•		•		•		•	•	

Key Personnel		John Sullivan President	Kurt Thormahlen General Manager	Mark Stafford Vice President	Kristy Fuentes Vice President	Joe Newman Vice President	Charles Kraft Program Manager	Ben Bankston Regional Manager	Tony Swain Regional Manager	Clif Kennedy Regional Manager	Sam Dancer Project Manager	Lisa Garcia Contracts Manager	Jolie Bonvillion Administrative Support
2011	Maryland Debris Removal - St. Mary's County, Harford County, Calvert County			•	•		•		•		•	•	
	North Carolina Debris Removal - Havelock, North Topsail Beach, Pender County, New Hanover County, Pamlico County, Southern Shores			•	•		•		•		•	•	
	Rhode Island Debris Removal - Rhode Island DOT, Providence, Cumberland, Narragansett, Cranston, Barrington			•	•		•		•		•	•	
	2011 Tornado Outbreak			•	•	•	•	•	•		•	•	
	North Carolina Debris Removal - Greene County, Wilson County and Johnston County			•	•		•		•		•	•	
	Alabama Debris Removal - Alabama DOT, Alabama Department of Conservation and Natural Resources, Franklin County, Town of Phil Campbell, Birmingham, Trussville, Calhoun County, Fulton County			•	•	•	•	•	•		•	•	
	Mississippi Debris Removal - Clay County, Holmes County, Durant			•	•		•		•		•	•	
2010	Snow Storm Recovery			•	•		•		•		•		
	Virginia Snow Push - Virginia Department of Emergency Management, Virginia DOT, Arlington County, Prince William County, Alexandria, Richmond			•	•		•		•		•		
	Maryland Snow Push - Anne Arundel County, City of Baltimore, Maryland DOT			•	•		•		•		•		
	Haiti Earthquake	•		•	•		•		•		•		
	Body Recovery, Debris Removal, Housing & Support Facility	•		•	•		•		•		•		
	BP Oil Spill			•	•		•	•	•		•	•	
	Recovery Efforts in Louisiana Parishes of Plaquemines, Terrebonne, St. Bernard, Cities of Lafitte and Grand Isle			•	•		•		•		•	•	
2009	Recovery efforts in State of Florida in Santa Rosa County, Okaloosa County, Escambia County			•	•		•		•		•	•	
	Ice Storm			•	•		•	•	•		•		
	Kentucky Debris Removal - Kentucky DOT Districts 1&2, , Graves County, Lexington-Kentucky Urban County Government,			•	•		•		•		•		
	Arkansas Debris Removal - Fayetteville, Blytheville, Baxter County			•	•		•		•		•		
	Hurricane Ike			•	•		•		•		•		
	Texas Marine Debris Removal - Texas General Land Office	•		•	•		•		•		•		
	Texas Bolivar Ditch Excavation - TXDOT Galveston County	•		•	•		•		•		•		

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	Hurricane Gustav			•	•		•		•		•		
	Louisiana Sunken Barge Removal - Iberville Parish			•	•		•		•		•		
	Louisiana Debris Removal - Assumption Parish			•	•		•		•		•		
	Louisiana Land Trust Demolitions - St. Bernard, Jefferson, Orleans Parishes			•	•		•		•		•		
2008	Hurricane Ike	•		•	•		•		•		•		
	Texas Debris Removal - Houston, Jefferson County, El Lago, Baytown, Port Arthur, Jamaica Beach, Humble, Nederland, Nassau Bay, Port Neches, Bellaire, Taylor Lake Village, Piney Point, Harris County, Galveston, Port of Galveston, Groves, TXDOT Orange County, TXDOT Chambers County, TXDOT Hardin East	•		•	•		•		•		•		
	Hurricane Gustav			•	•		•		•		•		
	Louisiana Debris Removal - LADOTD Districts 2, 3, 61 & 62			•	•		•		•		•		
2008	Louisiana Debris Removal - New Orleans, Tangipahoa Parish, Iberia, Lafayette Parish, Iberville Parish, St. Landry Parish, St. John the Baptist Parish, Kenner, Westwego, Bayou Lafourche Fresh Water District			•	•	•	•		•		•		
	Hurricane Katrina			•	•		•		•		•		
	Port of New Orleans, LA Wharf Demolition and Removal			•	•		•		•		•		
	Plaquemines Parish Construction and Repairs to five Government Buildings			•	•		•		•		•		
2007	Missouri Ice Storm			•	•	•	•		•				
	Missouri Debris Removal - Springfield, Greene County, Marshfield, Webb City, Duquesne, Alba			•	•	•	•		•				
	Hurricane Katrina			•	•		•		•				
	Plaquemines Parish, LA - Canal Debris Removal, Cleaning of Ditches and Culverts,			•	•		•		•				
2006	New York Ice Storm			•	•	•	•		•				
	New York Ice Storm Debris Removal - City of Amherst			•	•	•	•		•				
	Hurricane Katrina			•	•		•		•				
	Louisiana DEQ Vehicle and Vessel Removal, Remediation and Disposal			•	•		•		•				
	Louisiana FEMA Trailer Installation - St. Bernard Parish			•	•		•		•				
	Louisiana Demolition Project and Private Property Debris Removal - Jefferson Parish			•	•		•		•				
	Louisiana Demolition Project - City of New Orleans			•	•		•		•				
	Mississippi Debris Removal Removal - Gulfport			•	•		•		•				

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	Mississippi Marine Debris Removal - USCG Jackson			•	•		•		•				
	Hurricane Wilma						•		•				
	Florida Marine Debris Removal - Monroe County			•	•		•		•				
2005	Hurricane Wilma			•	•		•		•				
	Florida Debris Removal - Monroe County, Plantation, North Miami, Miami, School District of Palm Beach, Hollywood, Martin County, Miami Dade, Palm Beach, Deerfield Beach,			•	•		•		•				
	Hurricane Rita			•	•		•		•		•		
	Texas Debris Removal - Jefferson County			•	•		•		•				
	Louisiana Debris Removal - West Lake			•			•		•				
	Hurricane Ophelia			•	•		•		•				
	North Carolina Debris Removal - North TopSail Beach			•	•		•		•				
2005	Hurricane Katrina			•	•	•	•		•		•	•	
	Florida DOT - Emergency Push Monroe County			•	•		•		•				
	Florida Debris Removal - Miami, Monroe County, Hollywood, Gulf Breeze			•	•		•		•				
	Louisiana Debris Removal - Washington Parish, Louisiana DOT, Baton Rouge			•	•		•		•				
	Hurricane Dennis			•	•	•	•		•				
	Florida Debris Removal - Gulf Breeze, Monroe County, Okaloosa County, Escambia County, Mary Esther, Milton, Shalimar, Santa Rosa			•	•		•		•				



May 29, 2018

City of Hollywood, Florida
City Hall/Procurement Services Division
2600 Hollywood Blvd., Room 303
Hollywood, FL 33020

Re: DRC Emergency Services, LLC
Project: Solicitation RFP-4593-18-PB, Emergency Debris Removal from Limited
Spaces & Gated Communities

To Whom It May Concern:

The Hartford, through its various operating entities, has issued surety bonds for DRC Emergency Services, LLC (DRC) since 2016. In this capacity we have become very familiar with their management, financial and performance capabilities. Through the Hartford, we have established a bonding program with an aggregate limit of \$150,000,000. The Hartford is currently rated A+ (Superior) XV by A. M. Best. Hartford is licensed to do business in Florida and has a resident agent.

It is our understanding that DRC Emergency Services, LLC intends to submit a proposal to you. Hartford is agreeable to issue a \$100,000 performance bond and a \$25,000 payment bond as required by contract on behalf of DRC conditioned upon acceptable review of contract terms, contract amount, bond forms, and financing for each project as well as other pertinent underwriting information at the time of the request. Please understand that any arrangement for any bonds is a matter between DRC and The Hartford. We assume no liability to third parties or you if, for any reason, we do not issue requested bonds.

Our experience with DRC has been excellent, and we highly recommend them to you.

Very Truly Yours,

David T. Miclette
Attorney-in-Fact

The Hartford
Bond Department
3000 Internet Blvd, Suite 600
Frisco, TX 75035

POWER OF ATTORNEY

Direct Inquiries/Claims to:

THE HARTFORD

BOND, T-12

One Hartford Plaza

Hartford, Connecticut 06155

Bond.Claims@thehartford.com

call: 888-266-3488 or fax: 860-757-5835

KNOW ALL PERSONS BY THESE PRESENTS THAT:

Agency Name: BOWEN MICLETTE & BRITT INS AGY LLC
Agency Code: 46-504809 & 61-613558

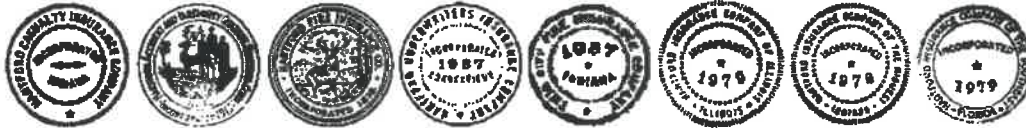
- ☒ Hartford Fire Insurance Company, a corporation duly organized under the laws of the State of Connecticut
☒ Hartford Casualty Insurance Company, a corporation duly organized under the laws of the State of Indiana
☒ Hartford Accident and Indemnity Company, a corporation duly organized under the laws of the State of Connecticut
☐ Hartford Underwriters Insurance Company, a corporation duly organized under the laws of the State of Connecticut
☐ Twin City Fire Insurance Company, a corporation duly organized under the laws of the State of Indiana
☐ Hartford Insurance Company of Illinois, a corporation duly organized under the laws of the State of Illinois
☐ Hartford Insurance Company of the Midwest, a corporation duly organized under the laws of the State of Indiana
☐ Hartford Insurance Company of the Southeast, a corporation duly organized under the laws of the State of Florida

having their home office in Hartford, Connecticut, (hereinafter collectively referred to as the "Companies") do hereby make, constitute and appoint, up to the amount of Unlimited :

Joni Bowen Maness, Kristi Lovett, Ashley Britt, Robert C. Davis, Jennie Goonie, Rita G. Gulizo, Nikole Jeannette, Barry K. McCord, David G. Miclette, David T. Miclette, Tabitha Starkey, Susan Zapalowski of Fort Smith AR, New Orleans LA and of HOUSTON, Texas

their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign its name as surety(ies) only as delineated above by ☒, and to execute, seal and acknowledge any and all bonds, undertakings, contracts and other written instruments in the nature thereof, on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

In Witness Whereof, and as authorized by a Resolution of the Board of Directors of the Companies on May 6, 2015 the Companies have caused these presents to be signed by its Senior Vice President and its corporate seals to be hereto affixed, duly attested by its Assistant Secretary. Further, pursuant to Resolution of the Board of Directors of the Companies, the Companies hereby unambiguously affirm that they are and will be bound by any mechanically applied signatures applied to this Power of Attorney.



John Gray

John Gray, Assistant Secretary

M. Ross Fisher

M. Ross Fisher, Senior Vice President

STATE OF CONNECTICUT

ss. Hartford

COUNTY OF HARTFORD

On this 5th day of January, 2018, before me personally came M. Ross Fisher, to me known, who being by me duly sworn, did depose and say: that he resides in the County of Hartford, State of Connecticut; that he is the Senior Vice President of the Companies, the corporations described in and which executed the above instrument; that he knows the seals of the said corporations; that the seals affixed to the said instrument are such corporate seals; that they were so affixed by authority of the Boards of Directors of said corporations and that he signed his name thereto by like authority.



CERTIFICATE

Kathleen T. Maynard

Kathleen T. Maynard
Notary Public

My Commission Expires July 31, 2021

I, the undersigned, Assistant Vice President of the Companies, DO HEREBY CERTIFY that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is still in full force effective as of May 29, 2018

Signed and sealed at the City of Hartford.



Kevin Heckman

Kevin Heckman, Assistant Vice President

SURETY ACKNOWLEDGEMENT

THE STATE OF TEXAS

COUNTY OF HARRIS

The instrument was acknowledged before me on the 29th of
May, 2018, by David T. Mickle as Attorney-In-Fact of
Hartford Fire Insurance Company, a CT corporation, on behalf of said
Corporation.



A handwritten signature in blue ink, appearing to read "Joni Bowen", written over a horizontal line.

Joni Bowen

Notary Public – State of Texas

Commission Expires: August 17, 2019



11 Greenway Plaza
Suite 2900
Houston, Texas 77046

www.iberiabank.com

July 20, 2016

DRC Emergency Services, LLC
13 Evia Main
Galveston, TX 77554

Re: DRC Emergency Services, LLC

To Whom It May Concern,

This letter is in support of DRC Emergency Services, LLC ("DRC" or the 'Company'). I am writing on behalf of Iberia Bank Corporation ("Iberia"), which is a publicly traded bank holding company. Iberia is the primary lender for DRC's owners and has banked their various entities for over 15 years. The relationship has resulted in loans in excess of over \$25,000,000, which have always paid as required. Currently, the relationship has the capacity to borrow in excess of its existing credit due to its strong liquidity position and capital structure. The Company has the financial ability to bid on and perform contracts in excess of \$100 million.

The decision to commit to an expanded credit facility will be subject to the review and approval of contract terms, conditions and related underwriting criteria at the time of the request. We assume no liability to you if, for any reason, Iberia does not extend additional credit above what is already committed.

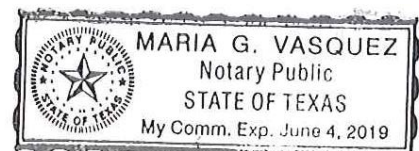
We look forward to working with you and DRC Emergency Services, LLC on future project opportunities.

Sincerely,

Bennett Douglas
EVP – Regional Group Manager
IberiaBank

STATE OF TEXAS
COUNTY OF HARRIS

The foregoing letter was acknowledged before me this 20th day of July, 2016, by Bennett Douglas.

Maria Vasquez



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

07/11/2017

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

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

PRODUCER MCGRIFF, SEIBELS & WILLIAMS OF TEXAS, INC. 818 Town & Country Blvd, Suite 500 Houston, TX 77024-4549	CONTACT NAME:	
	PHONE (A/C, No, Ext): 713-877-8975 FAX (A/C, No): 713-877-8974	
INSURED DRC Emergency Services, LLC P.O. Box 17017 Galveston, TX 77552	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A: Underwriters At Lloyd's, London	15792
	INSURER B: United States Fire Insurance Company	21113
	INSURER C: Texas Mutual Insurance Company	22945
	INSURER D: Argonaut Insurance Company	19801
INSURER E: Crum & Forster Specialty Insurance Company	44520	
INSURER F:		

COVERAGES

CERTIFICATE NUMBER: 2NNUZVUH

REVISION NUMBER:

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

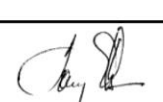
INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:	X	X	B0621EMSSL000317	05/26/2017	05/26/2018	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY	X	X	1337407101	05/26/2017	05/26/2018	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$	X	X	B0621EMSSL000217	05/26/2017	05/26/2018	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
C D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N	N/A X	TSF0001307608 TX WC928318471754	05/26/2017	05/26/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Contractors Pollution & Errors & Omissions	X	X	PKC105162	05/26/2017	05/26/2018	Contractor's Pollution Errors & Omissions \$ 1,000,000 Policy Aggregate \$ 1,000,000 \$ 2,000,000 \$

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

Certificate Holder is included as an Additional Insured on the General Liability, Automobile Liability and Excess Liability policies. Waiver of Subrogation applies in favor of Certificate holder as respects General Liability, Automobile Liability, Workers' Compensation and Excess Liability. The General Liability Policy includes a Per Project Aggregate. Coverage is primary and non-contributory as respects to General Liability, Automobile Liability and Excess Liability policies. All as required by written contract subject to policy, terms, conditions, and exclusions.

In the event of cancellation by the insurance companies the policies have been endorsed to provide 30 days Notice of Cancellation (except for non-payment) to the Certificate Holder shown below.

CERTIFICATE HOLDER**CANCELLATION**

"FOR INFORMATION ONLY"	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

Page 1 of 2 © 1988-2015 ACORD CORPORATION. All rights reserved.

ACORD 25 (2016/03)

The ACORD name and logo are registered marks of ACORD

AGENCY CUSTOMER ID: _____
LOC #: _____



ADDITIONAL REMARKS SCHEDULE

Page 2 of 2

PRODUCER MCGRIFF, SEIBELS & WILLIAMS OF TEXAS, INC.		INSURED DRC Emergency Services, LLC
POLICY NUMBER		
CARRIER	NAIC CODE	ISSUE DATE: 07/11/2017

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: _____ FORM TITLE: _____

Contractors Equipment Coverage
Carrier: Phoenix Insurance Company
Policy #QT6608076X50APHX17
Policy Period: 05/26/2017 to 05/26/2018
Leased/Rented/Borrowed Equipment Limits:
\$500,000 Per Item
\$997,000 Maximum Amount of Payment
Blanket Loss Payee and Additional Insured as their interest may appear as required by written contract.

MASTER SUBCONTRACT AGREEMENT

This Master Subcontract Agreement (“Subcontract”) is entered into between DRC Emergency Services, LLC (“Contractor”) and _____ (“Subcontractor”) effective on this _____ day of _____ 2016:

I. PROJECTS: This Subcontract shall apply to each and every project and all work and services (collectively “Project” or “Projects”) performed by Subcontractor for Contractor.

II. SCOPE OF WORK AND RATES:

Scope of Work: See attached Work Order

Rate: See attached Work Order

The Scope of Work and Rates set forth herein may be supplemented or amended only by separate written Addenda, Amendments or Work Orders which shall form part of this Subcontract. All terms, conditions and obligations set forth in this Subcontract shall be and are hereby deemed to be incorporated in any Addendum, Amendment or Work Order.

III. TERMS AND CONDITIONS: The terms and conditions below apply to all work and services performed by Subcontractor for Contractor unless otherwise noted in an Addendum, Amendment or Work Order.

1. Subcontractor shall furnish, at its sole cost and expense, all insurance coverages required in this Subcontract, labor, personnel, tools, equipment, materials, supplies, fuel, transportation, fees, assessments, supervision, samples, reports, taxes, mobilization/demobilization of equipment, manpower or resources, and any other services necessary to perform and fully complete its work, all of which Subcontractor acknowledges and agrees constitute a component or part of the price or rate paid to Subcontractor under this Subcontract. Subcontractor will obtain at its sole cost and expense all necessary work permits, licenses and approvals, if any, from all government authorities having jurisdiction over its work. Contractor will determine, in its sole discretion, the areas and amount of work assigned to Subcontractor. Subcontractor represents and warrants that it is experienced in the type of services to be provided under any Project and that it has the necessary equipment, manpower, materials and funding to perform this Subcontract. Subcontractor warrants it is not a debarred or suspended contractor or otherwise deemed ineligible by any court, federal, state or local government to perform public contracts. The Subcontractor shall not move from one designated work area until completed to the full satisfaction of Contractor. There are no minimum quantities of work or minimum payments guaranteed to Subcontractor under this Subcontract. Subcontractor may be terminated at will, with or without cause, and without recourse. Contractor may suspend the work, in whole or in part, for such period of time as it may deem necessary, due to conditions unfavorable for the satisfactory prosecution of the work, or conditions which in its opinion warrant such action. Subcontractor is not entitled to an increase in the subcontract rate(s), price(s), damages or additional compensation as a consequence of delays, suspensions or interference in the work unless Contractor is specifically compensated for same by the owner or jurisdiction. In the event Subcontractor is permitted to utilize any vehicles, vessels, equipment or tools procured or provided by Contractor or its affiliates, Subcontractor shall be obligated to pay Contractor: (1) rental for the vehicles,

vessels, equipment and tools calculated on a daily basis at Contractor's cost plus 15% or the agreed rental rate for Contractor or Contractor affiliate owned equipment; (2) all vehicle, vessel, equipment and tool maintenance at Contractor's costs plus 15%; (3) a pro-rata portion of Contractor's insurance costs for coverage on the vehicles, vessels, equipment and tools loaned/rented to Subcontractor plus 15% (or Contractor may require Subcontractor to provide separate liability and property coverage listing Contractor as loss payee); (4) Subcontractor shall be responsible for all insurance deductibles; (5) fuel and lubrication at Contractor's cost plus 15%; (6) all repair costs for damages to the vehicles, vessels, equipment and tools howsoever caused; (7) mobilization and demobilization of the vehicles, vessels, equipment and tools to/from the work site at Contractor's costs.

2. This Subcontract is controlling with respect to the relationship between Contractor and Subcontractor. Any document or agreement which purports to alter or increase Contractor's liability or affect Contractor's rights beyond that stated herein is expressly rejected and does not form a part of this Subcontract. By execution of this Subcontract, Subcontractor acknowledges that all prior agreements and understandings relating to the subject matter herein described have been incorporated into this document, and that no other agreements exist as between Contractor and Subcontractor relating to the subject matter herein described. The Subcontractor is bound to the Contractor to the same extent as the Contractor is bound to the government entity or project owner under the Prime Contract with respect to the Contractor's obligations and performance and completion of each Project. Contractor will make redacted copies of the applicable Prime Contract available for Subcontractor's review at Contractor's home office. It is expressly agreed and understood that Subcontractor and its lower tier subcontractors have no rights under the Prime Contract between Contractor and the government entity or Project owner. Subcontractor shall include the preceding sentence in every sub-subcontract with lower tier subcontractors.

3. The Subcontractor is in all respects an independent contractor. Nothing herein shall create, or be construed to create, between Contractor and Subcontractor an employer/employee, principal/agent, partnership, joint-venture or joint-employer relationship. Subcontractor shall have no right to obligate Contractor for work, performance or payment of any kind to any third-party. Contractor shall not instruct Subcontractor or its employees/contractors regarding rates of pay to any person or entity, or the means, manner or methods of performing or accomplishing Subcontractor's work, nor shall Contractor have the right to do so. Contractor is interested only in the results obtained under this Subcontract. The means, manner and methods of conducting the Subcontractor's work are under the sole control of Subcontractor. The Subcontractor shall not interfere with the Contractor's relationship with any government entity or project owner nor any other entity or person. Subcontractor shall not deal directly with the government entity or project owner without prior authorization, in each instance, in writing, from the Contractor.

4. Subcontractor has reviewed and inspected the work areas and the conditions affecting its work including those bearing upon collection, transportation, disposal of debris and other materials, ability to reduce the debris by any means including burning or grinding (if applicable), availability of labor, roads, and uncertainties of weather, river stages, conditions of all waterways and waterbodies above and below the surface, tides or similar physical conditions of the work areas and the type of equipment and facilities needed to perform the work. Subcontractor has satisfied itself as to the surface and subsurface conditions of all work areas from a prior inspection of same or reasonable opportunity to inspect same. Contractor assumes no responsibility for any conclusions or interpretations made by Subcontractor on the basis of any information made available by the government entity, its representatives, the Project owner or Contractor. Subcontractor may not assert and hereby expressly waives any and all claims based upon

differing site conditions.

5. Time is of the essence in Subcontractor's performance of its work. Subcontractor shall timely make payment for all labor, services, supplies, equipment and/or subcontracts relating in any way to Subcontractor's work. **SUBCONTRACTOR SHALL DEFEND, INDEMNIFY AND HOLD CONTRACTOR, THE GOVERNMENT ENTITY AND PROJECT OWNER, AND THE MEMBERS, MANAGERS, OFFICERS, CONSULTANTS, AGENTS, AND EMPLOYEES OF EACH OF THEM, HARMLESS FROM ANY LOSS OR EXPENSE (INCLUDING ATTORNEYS FEES) ARISING OUT OF OR IN ANY WAY RELATING TO CLAIMS FOR PAYMENT ASSERTED BY PERSONS OR ENTITIES WHO SUPPLIED LABOR, EQUIPMENT OR SUPPLIES OF ANY TYPE IN CONNECTION WITH OR RELATING TO THE PERFORMANCE OF SUBCONTRACTOR'S WORK HEREUNDER.** Contractor shall have the right and option, but shall not be obligated to, pay the claims of any lower tier subcontractor or supplier and back-charge the Subcontractor such amount plus an additional 20% as an administrative fee.

6. Subcontractor agrees that in performing its work, it will not create, use or dispose of any hazardous chemicals or substances in an unlawful or hazardous manner and shall be solely responsible for the lawful, proper and safe handling, storage and removal of all hazardous wastes, chemicals and substances. Subcontractor agrees to flow down or make applicable all the obligations of this Subcontract to any person or entity with whom Subcontractor subcontracts any work. Subcontractor warrants that all vehicles, materials, tools, vessels and equipment utilized in the performance of its work shall be in good working order, properly licensed and permitted and in compliance with all local, state and federal safety requirements. If required, all vehicles, equipment and trailers transporting debris shall be covered with tarps or other similar coverings and be equipped with a tailgate that will effectively contain all debris during transport. Trucks, trailers and other vehicles and equipment used to haul debris must be capable of rapidly dumping its load without the assistance of other equipment. Subcontractor warrants that all drivers of vehicles and equipment participating in Subcontractor's work, whether directly employed or contracted by Subcontractor or not, are properly licensed under all applicable federal, state and local transportation laws and regulations. Subcontractor shall give all notices and comply with all codes, laws, ordinances, rules, regulations and orders of any public authority bearing on the performance of the work.

7. Subcontractor shall comply with federal, state and local, laws, ordinances, codes, regulations, tax laws, labor laws, wage and hour laws, including Social Security Acts, Unemployment Compensation Acts, Workers' Compensation Acts, Truth in Negotiations Act, Copeland Act, Fair Labor Standards Act, Service Contract Act, Contract Work Hours and Safety Standards Act, Drug-Free Work Place Act, and the Davis Bacon Act, to the extent that these laws apply to Subcontractor's work, all of which (including regulations promulgated by the relevant government agencies) are incorporated herein by reference. If applicable, Subcontractor shall comply with 29 CFR 4.6, the U.S. Department of Labor prevailing wage determinations, together with the provisions set forth in Form FHWA-1273, all of which are attached hereto and form part of this Subcontract. See Schedule of Attachments. Subcontractor shall comply with all procedures, rules and regulations with regard to nondiscrimination issued or to be issued by any federal, state or local government or agency, including the Equal Employment Opportunity Commission, insofar as they may apply to the work under this Subcontract. If the Davis Bacon Act, Service Contract Act or other federal or state minimum wage, overtime or labor laws apply to Subcontractor's work, or if required by Contractor, the Subcontractor shall submit certified payrolls to the Contractor by the following Wednesday of each work week. Submission of these certified payrolls is a strict precondition to payment

for Subcontractor's work and no payment to Subcontractor will be made or owed unless and until Subcontractor complies with the requirements of this paragraph. In the event the Project is audited for any reason to determine compliance with any laws, regulations or ordinances, Subcontractor shall pay its pro-rata share to Contractor for such costs and expenses, including attorneys' fees, as calculated by Contractor; such amounts shall be paid by Subcontractor to Contractor or may set-off, back-charged or deducted from any progress payments, final payment(s) or retainage owed Subcontractor. In the event any penalties, charges or amounts of any kind are threatened or assessed against Contractor based on potential or actual claims asserted by any government entity or by Subcontractor's employees or employees of Subcontractor's lower tier subcontractors based on wage underpayment(s) or violation of any federal, state or local laws, including, tax laws, labor laws, wage and hour laws, work safety standard laws, Social Security Acts, Unemployment Compensation Acts or Workers' Compensation Acts, then Contractor shall have the right to set-off, back-charge and deduct from Subcontractor an equal amount from any progress payment(s), final payment or retainage owed Subcontractor.

Subcontractor represents and warrants that it has complied with all federal and all applicable state and local, immigration and employee eligibility laws, statutes, rules, codes, orders and regulations (collectively "Immigration Laws"), including, without limitation, the Immigration Reform and Control Act of 1986, as amended (including but not limited to the provisions of the Act prohibiting hiring and continued employment of unauthorized aliens, requiring verification and record keeping with respect to identity and eligibility for employment, and prohibiting discrimination on the basis of national origin, United States citizenship, or citizenship status), and the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, as amended, and any successor statutes thereto. Subcontractor represents and warrants that it has properly maintained all records required by the United States Immigration and Customs Enforcement ("ICE") or any other federal, state, or local authority that may have jurisdiction over the Work ("Immigration Authorities"), including, without limitation, completion and maintenance of the Form I-9 for each of Subcontractor's employees, and that it has responded in a timely fashion to any inspection requests related to such I-9 Forms. Subcontractor agrees to comply with all Immigration Laws during the term of the Project, to properly maintain all records required by ICE or other Immigration Authorities, and to timely respond to any inspection requests. Subcontractor further agrees to fully cooperate, and to cause its directors, officers, managers, agents and employees to fully cooperate, with any audit, inquiry, inspection or investigation of Subcontractor, or any of its employees, that may be conducted by ICE or other Immigration Authorities. Subcontractor shall immediately, and in no event later than two (2) hours, notify Contractor's representative in writing and by in-person voice communication (not voice mail) of any unscheduled inspections, raids, investigations, inquiries, visits or audits conducted by ICE or any other Immigration Authority of Subcontractor, or its subcontractors, material men, or employees. Subcontractor shall ensure that its subcontractors and materialmen are in compliance with the provisions of this Article. **TO THE FULLEST EXTENT PERMITTED BY LAW, SUBCONTRACTOR SHALL DEFEND, INDEMNIFY AND HOLD HARMLESS CONTRACTOR, THE GOVERNMENT ENTITY AND PROJECT OWNER, AND THE MEMBERS, MANAGERS, OFFICERS, CONSULTANTS, AGENTS, AND EMPLOYEES OF EACH OF THEM, FROM AND AGAINST ANY AND ALL CLAIMS, DAMAGES, LOSSES AND EXPENSES, INCLUDING BUT NOT LIMITED TO ATTORNEY'S FEES, ARISING OUT OF OR RESULTING FROM THE SUBCONTRACTOR'S BREACH OF THIS PARAGRAPH.** Subcontractor shall enroll in the E-Verify program and provide to Contractor acceptable evidence of enrollment at the time of the execution of this Subcontract. Acceptable evidence consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company. Additional information regarding the Employment Eligibility Verification System (E-Verify) program may be obtained at following website: [//www.dhs.gov/E-Verify](http://www.dhs.gov/E-Verify). Subcontractor shall familiarize itself with all rules and regulations governing this program.

8. Subcontractor shall be solely responsible for the safety of its operations and its employees and contractors and shall take all reasonable safety precautions with respect to its work. Subcontractor shall comply with all safety policies and procedures initiated by Contractor for any Project, including Contractor's policy regarding drugs, alcohol and controlled substances. Subcontractor shall comply with all applicable laws, ordinances, rules, regulations and orders of any public authority for the safety of persons or property, including, but not limited to, the Federal Occupational Safety and Health Act (OSHA). Subcontractor shall immediately notify Contractor of any injury to any of the Subcontractor's employees or its subcontractors of any tier. Subcontractor shall require its personnel to attend any safety meetings Contractor might conduct and direct its lower tier subcontractors to attend.

9. Subcontractor shall not assign or transfer the performance of this Subcontract or any part thereof without the prior written consent of Contractor, which may be withheld for any reason. Subcontractor shall notify the Contractor in writing of any assignment of amounts due Subcontractor, or to become due it, under this Subcontract. Subcontractor agrees that this Subcontract shall be freely assignable by the Contractor and agrees to perform or continue to perform Subcontractor's obligations for the assignee. In the event Subcontractor subcontracts any work or services required to be performed under this Subcontract: (i) Subcontractor shall utilize a subcontract agreement in substantially the same form as this Subcontract; and, (ii) Contractor and its affiliates shall and are hereby deemed third-party beneficiaries of such subcontract agreement(s), and Contractor shall have the right, but not the obligation, to directly enforce the terms thereof.

10. SUBCONTRACTOR AGREES, TO THE FULLEST EXTENT PERMITTED BY LAW, TO RELEASE, INDEMNIFY, DEFEND AND HOLD HARMLESS CONTRACTOR, CONTRACTOR'S AFFILIATES, THE GOVERNMENT ENTITY OR PROJECT OWNER UNDER THE PRIME CONTRACT, TOGETHER WITH THEIR RESPECTIVE OWNERS, MEMBERS, OFFICERS, MANAGERS, EMPLOYEES, AGENTS, OTHER SUBCONTRACTORS, PARTNERS, JOINT-VENTURERS, CO-CONTRACTORS, INDEMNITEES, INSURERS/UNDERWRITERS, SURETIES, SUBROGEEES, SUCCESSORS, ASSIGNS AND REPRESENTATIVES OF EACH (COLLECTIVELY "INDEMNITEES") FROM AND AGAINST ALL CLAIMS, DEMANDS, CAUSES OF ACTION, LIABILITIES (INCLUDING THE INDEMNITEES' CONTRACTUAL LIABILITIES TO THIRD PARTIES), COSTS, LOSSES, EXPENSES (INCLUDING, WITHOUT LIMITATION, ATTORNEYS' AND CONSULTANTS' FEES AND EXPENSES OF LITIGATION), JUDGMENTS, FINES, PENALTIES, ASSESSMENTS AND TAXES (COLLECTIVELY "CLAIMS"), WITHOUT REGARD TO THE CAUSE(S) THEREOF, WHICH ANY INDEMNITEE MAY AT ANY TIME SUFFER OR SUSTAIN OR BECOME LIABLE FOR, WHICH IN ANY WAY ARISES OUT OF OR IS RELATED TO SUBCONTRACTOR'S WORK, THIS SUBCONTRACT OR THE SUBCONTRACT DOCUMENTS. THE INDEMNITY, DEFENSE AND HOLD HARMLESS OBLIGATION IN FAVOR OF THE INDEMNITEES INCLUDES BUT IS NOT LIMITED TO CLAIMS CAUSED OR RESULTING FROM THE SUBCONTRACTOR'S, OR ANY OF SUBCONTRACTOR'S AGENTS, CO-CONTRACTORS, PARTNERS, JOINT-VENTURERS, REPRESENTATIVES, LOWER TIER SUBCONTRACTORS, SUPPLIERS OR ANYONE DIRECTLY OR INDIRECTLY EMPLOYED BY ANY OF THEM OR ANYONE FOR WHOSE ACTS THEY MAY BE LIABLE FOR: (1) VIOLATION OF ANY LAW OR GOVERNMENTAL REGULATION; (2) BREACH OF ANY REQUIREMENT OR REPRESENTATION IN THE SUBCONTRACT DOCUMENTS; (3) ANY CLAIM BY ANY THIRD PARTY REGARDLESS OF

THE ALLEGED FAULT, NEGLIGENCE OR STRICT LIABILITY OF INDEMNITEES; OR (4) NEGLIGENCE ACTS OR OMISSIONS IN PERFORMANCE OF THE WORK UNDER THIS SUBCONTRACT REGARDLESS OF WHETHER SUCH LIABILITIES ARE CAUSED IN WHOLE OR IN PART BY THE ALLEGED FAULT, NEGLIGENCE OR STRICT LIABILITY OF ANY INDEMNITEE. THE DEFENSE, INDEMNITY AND HOLD HARMLESS OBLIGATION GRANTED HEREIN IN FAVOR OF THE INDEMNITEES SHALL INCLUDE ALL CLAIMS (AS PREVIOUSLY DEFINE ABOVE) FOR DAMAGE OR LIABILITY OF ANY SORT, WITHOUT REGARD TO THE CAUSE(S) THEREOF, INCLUDING PERSONAL INJURY AND DEATH, ASSERTED BY ANY PERSON OR ENTITY CAUSED BY THE SOLE, GROSS, JOINT OR CONCURRENT FAULT, NEGLIGENCE OR STRICT LIABILITY OF ANY INDEMNITEE, WHETHER ACTIVE OR PASSIVE. THIS INDEMNIFICATION OBLIGATION SHALL NOT BE LIMITED IN ANY WAY BY ANY LIMITATION ON THE AMOUNT OR TYPE OF DAMAGES, COMPENSATION OR BENEFITS PAYABLE BY OR FOR SUBCONTRACTOR UNDER WORKERS' COMPENSATION ACTS, DISABILITY BENEFIT ACTS OR OTHER EMPLOYEE BENEFIT ACTS OR INSURANCE COVERAGE OF SUBCONTRACTOR. THE TERM "CONTRACTOR'S AFFILIATES" AS USED THROUGHOUT THIS SUBCONTRACT SHALL INCLUDE, WITHOUT LIMITATION DRC EQUITY LLC, TOGETHER WITH EACH OF ITS OWNERS, MEMBERS, MANAGERS, OFFICERS, PARTNERS AND EMPLOYEES. THE TERM "SUBCONTRACT DOCUMENTS" SHALL MEAN THIS SUBCONTRACT, THE PRIME CONTRACT BETWEEN CONTRACTOR AND THE PROJECT OWNER, GOVERNMENTAL ENTITY OR JURISDICTION, AND ANY CONTRACT(S) OR AGREEMENT(S) BETWEEN SUBCONTRACTOR AND ITS EMPLOYEES, DRIVERS, OPERATORS, SUPPLIERS OR CONTRACTORS. NOTWITHSTANDING ANY PROVISION OF THIS SUBCONTRACT TO THE CONTRARY, CONTRACTOR SHALL BE ENTITLED TO RECOVER REASONABLE ATTORNEYS' FEES AND LITIGATION EXPENSES TO JUDICIALLY ENFORCE THE TERMS OF THIS PARAGRAPH.

11. Subcontractor waives all rights related to and will save and keep the Project and the lands upon which it is situated or work performed free from all mechanic's liens and all other liens, claims or privileges by reason of Subcontractor's work or any labor, materials or other things used on the Project. If Subcontractor fails, within thirty (30) days after the filing or recordation of any such lien, claim or privilege, to remove any lien, claim or privilege by bonding it or otherwise, Contractor may retain sufficient funds, out of the Subcontract amount, to pay the same and all costs incurred by reason thereof, including, without limitation, attorney's fees.

12. Subcontractor shall cooperate with Contractor and other subcontractors whose work or responsibilities might interfere with Subcontractor's work on the Project, and shall coordinate his/its operations in areas of congestion, specifically advising Contractor of any such interference.

13. Subcontractor has no exclusive right to any work areas, zones, districts, neighborhoods, or other portions of the Project.

14. Subcontractor is solely responsible for all repairs of damages caused by it or its lower tier subcontractors, including but not limited to damaged streets, curbs, sidewalks, driveways, buildings, improvements, other constructions, electric transmission lines, water/sewer lines, cable television lines, lawn and landscape. In addition to any other remedies provided to Contractor herein, Contractor may, in its sole discretion, repair any such damage and deduct or back-charge the Subcontractor the cost of the repair from any progress or final payment or retainage. All determinations by the government entity, Project owner, government entity/owner's representative or Contractor regarding the cause and responsibility for such damages referenced in this subparagraph shall be final and conclusive for purposes of assigning fault and liability to Subcontractor or any other person/entity.

15. Retainage shall be forfeited by Subcontractor if the Subcontractor vacates the Project prior to completion of its designated work without being released by Contractor.

16. Subcontractor shall submit all invoices and payment requests, together with haul or load tickets, within 30 days from the date of issuance of any haul/load ticket or performance of work. Haul/load tickets submitted beyond such 30-day time period are deemed forfeited by Subcontractor and will not be paid. All volume calculations for any work performed by Subcontractor (including load and haul work, debris site management, debris reduction, and final haul out) shall be based on final, reconciled amounts of eligible debris or eligible items as calculated and approved by the appropriate government entity representative or by Contractor in its/their sole discretion. Subcontractor shall not be paid for work in connection with ineligible debris, ineligible items or estimated debris volumes. Trucks or equipment designated for use under this Agreement shall not be used for any other work during Subcontractor's performance under this Subcontract. Subcontractor shall not solicit or undertake work from any private citizen. Under no circumstances shall Subcontractor mix debris hauled for others with debris hauled under this Subcontract.

17. Subcontractor shall perform its work so not to interfere with other disaster response and recovery activities of federal, state, and local governments, agencies or utilities.

18. At no time will Subcontractor or any of its subcontractors of any tier enter private property without a properly executed "Right of Entry Form" approved by the government entity, owner or government entity/owner's agent.

19. The Contractor shall retain 10% of each progress payment requested by Subcontractor and approved by Contractor. Subject to the condition precedent ("suspensive condition") stated below, all amounts owed to Subcontractor are payable in current funds ten (10) days after the Contractor has received funds from the government entity or Project owner for same. Notwithstanding any provisions herein to the contrary, it shall be an absolute condition precedent ("suspensive condition") to any liability or obligation of the Contractor to the Subcontractor for payment of progress, final payments or retainage for work performed by the Subcontractor on any Project that the Contractor be in receipt of full payment from the government entity or Project owner for the work performed by Subcontractor. If the Contractor has not been paid by the government entity or Project owner, for whatever reason, the Subcontractor agrees that the Contractor shall not be obligated to, liable to, or indebted to, the Subcontractor on account of Subcontractor's work. The Subcontractor accepts the risk that it will not be paid for work performed by the Subcontractor in the event that the Contractor, for whatever reason, is not paid in full by the government entity or Project owner for such work, and the Subcontractor states that he/it relies entirely for payment for work performed on the credit of the government entity or Project owner and not the Contractor. The

Subcontractor acknowledges it understands and agrees to the terms and conditions of payments as outlined in this paragraph. The Subcontractor agrees that the liability of the surety on any payment bond, if any, for payment to the Subcontractor, is subject to the same conditions precedent or suspensive conditions as are applicable to the Contractor's liability to the Subcontractor. Acceptance by the Subcontractor of any payment made after the receipt by Contractor of Subcontractor's invoice or pay request shall be and shall operate as a release of all claims, liens, privileges and liability by the Subcontractor relating to such invoice or pay request for all things done or furnished or relating to the work and for every act or alleged neglect of the Contractor arising out of the Subcontract except for claims for retained percentages withheld by the Contractor in accordance with this subcontract. Subject to the terms and conditions of this Subcontract and the reconciliation of Contractor and Subcontractor's records by the owner/jurisdiction's agent or representative, retainage will be paid upon: (i) the final release or close-out of the Project by the Project owner, governmental entity or jurisdiction; (ii) the completion of all work by Subcontractor including final clean-up and damage repairs if any; (iii) Subcontractor's provision of proof to Contractor of satisfactory payment and settlement with all Subcontractor's employees, lower-tier subcontractors, vendors and suppliers. Contractor has the right to require from Subcontractor executed release of liens and claims, in an acceptable form, stating that all bills have been paid and no claims exist against Contractor or its surety. Contractor may deduct from the amounts due the Subcontractor pursuant to this Subcontract, any sums due or to become due to the Contractor from the Subcontractor whether or not said sums are in any way related to this Subcontract or the Project.

20. Subcontractor shall maintain in effect for the duration of this Subcontract the following insurance policies:

Commercial General Liability Insurance: minimum limit of not less than US\$1,000,000 each occurrence, and shall cover liability arising from premises, operations, independent contractors, products-completed operations, personal injury and advertising injury, and blanket contractual liability coverage including Subcontractor's defense, indemnity and hold harmless obligations set forth in paragraph 10 above. When work is performed on, over, or in close proximity to navigable waters or vessels or in any way involves maritime workers, any vessel exclusion and exclusion for non-owned watercraft shall be deleted as respects liability coverage and contractual liability coverage.

Business Auto Liability Insurance: minimum limit of not less than US\$1,000,000 each accident including coverage for any and all owned, non-owned and hired vehicles.

Workers Compensation and Employers Liability Insurance: The workers' compensation and/or employers liability minimum limits shall not be less than US\$1,000,000 each accident. If any Work to be performed under this Contract will be on, over, or in close proximity to navigable waters or vessels or in any way involves maritime workers, the U.S. Longshore and Harbor Workers Compensation Act endorsement shall be attached to the policy. If any Work to be performed under this Contract will involve maritime workers or vessels, the Maritime Coverage endorsement (WC 00 02 01) shall be attached to the policy.

Pollution Liability Insurance: Contractor shall maintain in force for the duration of this Contract pollution legal liability insurance applicable to bodily injury; property damages, including loss of use of the damaged property or of property that has not been physically injured or destroyed; cleanup costs; and Defense, including costs and expenses incurred in the investigation or settlement of claims; all in connection with any loss arising from the insured facility. Coverage shall be with minimum limits of not

less than US\$1,000,000 per occurrence.

Vehicles, Vessels, Equipment and Tools: In the event Subcontractor is permitted to utilize any vehicles, vessels, equipment and tools furnished by Contractor, Subcontractor shall maintain in full force and effect insurance covering the full value of such vehicles, vessels, equipment and tools naming Contractor as loss payee and naming Contractor as an additional named insured with full waiver of subrogation.

General Insurance Provisions: Within five (5) days of Subcontractor's signing of this Subcontract, Subcontractor shall furnish Contractor with all certificates of insurance. All certificates shall provide for 30 Days' written notice to Contractor prior to the cancellation or material change. All insurance policies of Subcontractor shall be primary and non-contributory to Contractor or any Indemnitees' (as defined in paragraph 10 above) insurance coverages and be endorsed to waive all rights of subrogation against Contractor and any Indemnitee, and (except worker's compensation coverage and professional liability coverage) shall, to the extent of the risks and liabilities assumed by Subcontractor, name Contractor and any Indemnitee (as defined in paragraph 10 above) as an additional insured on a broad form endorsement. All insurance required of Subcontractor shall be placed with insurers acceptable to Contractor with a minimum rating of A- VII by the A.M. Best Company or equivalent. Subcontractor shall require the same coverages described herein from each of its lower-tier subcontractors. **SUBCONTRACTOR SHALL BE LIABLE TO, AND SHALL DEFEND, INDEMNIFY, AND HOLD HARMLESS, CONTRACTOR AND ANY INDEMNITEE (AS DEFINED IN PARAGRAPH 10 ABOVE) FOR ANY LOSS OR EXPENSE, INCLUDING REASONABLE ATTORNEYS FEES, RESULTING FROM SUBCONTRACTOR'S FAILURE TO PROVIDE OR REQUIRE ANY INSURANCE COVERAGE DESCRIBED HEREIN.** Contractor may withhold any and all payment(s) to Subcontractor unless or until Contractor receives evidence of the foregoing insurance coverages, which are deemed a strict condition precedent (suspensive condition) to Contractor's payment obligation to Subcontractor. If Subcontractor fails to procure or maintain all insurance coverages required in this Subcontract, or if Subcontractor fails to deliver all certificates of insurance, the Contractor may, but is not obligated to, procure such insurance coverages and deduct the premium costs (or deductibles) for same from any payments owed to Subcontractor. Subcontractor's insurance obligations are independent from Subcontractor's defense, indemnity and hold harmless obligations in this Subcontract, which defense, indemnity and hold harmless obligations are not limited or diminished by this Paragraph 20. All insurance benefits and protections granted to Contractor (or any indemnitee) under this Subcontract shall extend to or be used to satisfy all Subcontractor's defense, indemnity and hold harmless obligations under this Subcontract.

21. If any provision, part or term of this Subcontract is held to be void or unenforceable by a court of competent jurisdiction, then such provision, part or term shall be deemed stricken, and all remaining provisions shall continue to be valid and binding upon Contractor and Subcontractor, who agree that the Subcontract shall be reformed to replace such stricken provision, part or term thereof with a valid and enforceable provision that comes as close as possible to expressing the intention of the stricken provision.

22. The rights of the parties under this services contract shall be construed in accordance with the laws of the State of Texas. The Parties hereby irrevocably submit to the jurisdiction of the State or Federal courts sitting in Galveston County, Texas, and venue for any proceeding brought in connection with this Subcontract shall only be proper in such courts.

23. Subcontractor hereby waives and releases Owner, Owner's Agent, Contractor, Contractor's affiliates, any Indemnitee, together with their respective members, partners, managers, officers, employees, insurers, underwriters, sureties, successors and assigns from all liability, claims, causes of action and demands for lost profits, incidental, unabsorbed overhead, delay damages, attorneys' fees, punitive damages, equitable claims including unjust enrichment and *quantum meruit*, consequential or special damages of any kind, without regard of the cause(s) thereof, including without limitation those in connection with or related to Subcontractor's work, this Subcontract, the Subcontract Documents, including any alleged breach thereof.

24. Contractor may pay Subcontractor's lower tier contractors directly which Subcontractor acknowledges and agrees shall not create an implied contract between Contractor and such lower tier contractors. In the event Contractor pays Subcontractor's contractor(s) directly, then all terms, conditions and obligations of this Subcontract remain in full force and effect. In the event, Subcontractor fails to pay its lower tier contractors, Contractor may pay Subcontractor's lower tier contractors which payment shall discharge Contractor's obligation to Subcontractor for such amount(s).

25. This Subcontract contains the entire agreement and understanding between the parties and exclusive statement of the terms of their agreement. All prior agreements, written or oral, between the parties are merged herein. No modifications shall be valid unless reduced to writing and signed by the parties.

26. Prior to the institution of any legal claim by Subcontractor, the parties shall submit to non-binding mediation before a neutral mediator. Subject to Contractor's written consent, Subcontractor hereby stipulates, consents and agrees to resolve all claims and disputes arising out of or relating to this Subcontract and Subcontractor's work through binding arbitration to be held in Houston, Texas utilizing the American Arbitration Association's Commercial Arbitration Rules R-1 through R-54, and specifically including the right to conduct full discovery prior to any trial or hearing.

Signature page following

Signature page to Master Subcontract Agreement

Thus done and signed on the dates indicated below.

SUBCONTRACTOR:

Sportfield Solutions, LLC

Sign: _____

Print Name: _____

Title: _____

Date: June 4, 2016

CONTRACTOR:

DRC Emergency Services, LLC

Sign: _____

Print Name: _____

Title: _____

Date: June 4, 2016

SCHEDULE OF ATTACHMENTS:

(a) For any federal projects: Subcontractor acknowledges that a copy of 29 CFR 4.6 and the U.S. Department of Labor prevailing wage determinations have been attached hereto and form part of this Subcontract. _____

Initial

(b) For any state Department of Transportation federal-aid highway construction contracts: Subcontractor acknowledges that a copy of Form FHWA-1273 has been attached hereto and forms part of this Subcontract. _____

Initial

SCOPE OF SERVICES AVAILABLE

For over 29 years, DRC has provided extensive disaster recovery services, environmental services and civil construction to governments and private citizens alike. As a leader in the recovery industry, our passion is helping communities prepare for the worst while being prepared to deliver a rapid response when necessary, all to facilitate the most efficient recovery possible. Setting new industry standards is what our customers have come to expect, and DRC takes pride in our versatility and in our innovative approach to every job. Having successfully completed over \$2 billion in contracts over the last 29 years alone, DRC employs scores of talented professionals ready to satisfy our client's needs. We are proven, and we are ready.

The primary mission of DRC is to provide a **professional, honest, and immediate response** to natural and man-made disasters throughout the world. DRC provides services as needed which can be on a full time basis, but it contingent on natural disasters. DRC has developed extensive experience and capabilities in emergency response and recovery over 29 years including, but not limited to:

- Debris Management
- Demolition
- Marine Debris, Salvage, and Recovery
- Vehicle and Vessel Removal and Processing
- Technical Assistance and Project Management
- Temporary Housing, Workforce Housing and Life Support
- Construction and Construction Management
- Landfill Management
- Civil, Heavy, and Recovery Construction
- Oil Spill Response and Mining
- Right-of-way maintenance
- Beach Renourishment
- Canal Bank Stabilization
- Drainage Improvement Projects
- Hazardous Waste Segregation
- Environmental Control
- Traffic Control
- Tree Trimming and Removal
- Emergency Supplies and Support

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

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

NOTABLE ACHIEVEMENTS AND EXPERIENCE

- Following Louisiana Severe Storms and Flooding (DR-4277), DRC picked up 1 million cubic yards of debris over the course of 30 days in East Baton Rouge Parish.
- Simultaneously mobilizing, staffing and successfully operating 39 individual projects throughout the Southeastern US valued in excess of two hundred million dollars
- Providing, placing in service and simultaneously utilizing in excess of 4,000 pieces of specialized equipment Maintaining an experienced cadre of over fifty Program and Project Managers
- Establishing a single-day productivity record for post-disaster debris removal as recognized by FEMA in 2008 for collecting 440,000 cubic yards in a single day
- Earning recognition as one of the Top 50 Specialty Contractors by *Engineering News-Record*
- Designing, implementing, managing and financing a 150-mile Gulf of Mexico shoreline protection system in response to the BP oil spill
- Establishing industry standards for total volume recycled by recycling 100% of the volume collected in Houston, TX following Hurricane Ike
- Designing and implementing new standards for moving work zones
- A 29-year record of 100% federal reimbursement for eligible work performed

DRC AS THE MOST EFFECTIVE AND BENEFICIAL CONTRACTOR

The primary mission of DRC Emergency Services, LLC is to provide a professional, honest and immediate response to natural and man-made disasters. Due to the unexpected nature of natural disasters, DRC cannot know how large or small a project may be. DRC services many different clients, all with their own unique needs. In the past, DRC has picked up as little as 170 cubic yards for a single client and over 11 million cubic yards during 39 simultaneous activations. DRC takes pride in our versatility and commitment to provide a professional, honest, and immediate response to jurisdictions of all sizes.

DRC's knowledge and experience of the South Florida market is unrivaled. In 2004 following the historic landfall of Hurricanes Charley, Frances, Ivan, and Jeanne, DRC responded to 37 simultaneous contract activations in Florida. In 2016 DRC responded to Hurricanes Hermine and Matthew. Most recently for Hurricane Irma, DRC was activated in 26 jurisdictions simultaneously while managing 13 debris management sites. These multi-jurisdiction activations ultimately provided DRC an unparalleled opportunity to establish contacts, deepen our environmental relationships, and develop unique collection and disposal strategies which are exclusively tailored for the Florida market and the challenging logistics of the state. Having managed more than \$150,000,000.00 in Emergency Work and more than 10,000,000 cubic yards of debris Statewide, our capacity to respond and provide unmatched service to the South Florida sets DRC apart, and clearly defines us and the most effective and beneficial choice for the City of Hollywood.

AVAILABILITY OF FIRM'S RESOURCES

AVAILABILITY OF KEY PERSONNEL

For the past 29 years, the DRC team has responded to major natural or man-made disasters occurring within the continental United States and its territories, in theatres of U.S.-led troop operations, and in Central America. The DRC personnel are trained, motivated and available for immediate deployment in an emergency response. All assigned personnel will be available to the City as needed. Personnel are N.I.M.S.-certified and/or have specialized training in safety and asbestos management and are equipped with utility vehicles, digital, handheld, multi-state, two-way radios, cellular communications, and handheld computers. DRC personnel will have the experience and/or training to respond **immediately** to disasters and are provided with a DRC ES supervisor handbook including required reports and forms for successful disaster response and management thereof.

"DRC's knowledge base, experience, and ability to make experts available in the field were instrumental in the successful completion of this work." – Donald G. Donaldson, P.E., Engineering Director/County Engineer, Martin County, FL

AVAILABLE EQUIPMENT

DRC Emergency Services, LLC and associated and affiliated companies and subcontractors, owns substantial trucks and specialized pieces of heavy equipment, attachments and support equipment specifically designed for emergency response. DRC owns dozens of cellular and radio telephones for use in an emergency. DRC and/or their subcontractors have national priority contracts with multiple national equipment leasing companies and subcontractors and/or independent contractors through which hundreds of trucks and/or pieces of heavy loading equipment are available to supplement DRC's and/or the subcontractor's fleets. In summary, DRC is capable of mobilizing all of the listed equipment and more, as needed, to meet the clearing requirements of a Notice to Proceed.

DRC estimates that there are only between 1100 to 1500 self-loading double box, one hundred cubic yard plus rigs in the United States. All of our primary subcontractors operate this type of equipment which allows DRC to set industry standards for maximum capacity collected. **DRC set a FEMA record by collecting over 400,000 cubic yards in a single day of operation.**

In addition to the equipment owned by DRC, we have national accounts with multiple equipment rental companies that offer us the capability to meet the equipment needs of the City. DRC also has accounts with national and international Industrial supply warehouses, such as Aramsco and Grainger, who offer environmental safety, disaster response, surface preparation and restoration goods and services which includes fire safety and PPE of all types.

*Please refer to detailed equipment list provided in Tab 7 Summary of Proposer's Qualifications

SUBCONTRACTORS

DRC maintains a cadre of hundreds of subcontractors of which approximately thirty are primary subcontractors that have been used in all of DRC's responses to major events within the last twenty-nine years. These subcontractors along with DRC's own personnel and equipment are capable of mobilizing an event of huge magnitude. For instance, in 2008 while responding to the aftermath of Hurricane Ike in Louisiana and Texas, DRC operated and managed over 2000 pieces of equipment. DRC's advanced team was imbedded in emergency operations centers throughout these two States and was functioning at eighty percent capacity within seventy-two hours of the notices to proceed. The event encompassed the collection, processing, recycling and disposal of over eleven million cubic yards of debris, all of which was performed in just ninety days.

ABILITY TO MANAGE MULTIPLE CONTRACTS

DRC has implemented a comprehensive Corporate Level Advance Mobilization Plan to ensure a coordinated, expeditious and effective response to disasters by its personnel and resources. This plan has been utilized by DRC to respond quickly in the following contracts:

2017 HURRICANE IRMA

- DRC was activated in 26 jurisdictions simultaneously while managing 13 debris management sites. DRC anticipates removing over debris over 4,000,000 cubic yards of debris.

2017 HURRICANE HARVEY

- DRC was activated in 17 jurisdictions following Hurricane Harvey and simultaneously ran more than 16 debris management sites during this activation.
- DRC has recovered and reduced over 2,750,000 cubic yards of debris to date.

2016 HURRICANE HERMINE

- In Citrus County, Florida, DRC successfully removed and disposed of more than a thousand tons of residential flood debris and tens of thousands of cubic yards of vegetation in less than 30 days

2016 LOUISIANA SEVERE FLOODING DR4277

- DRC picked up 1 million cubic yards of debris over the course of 30 days in East Baton Rouge Parish, Louisiana.
- DRC opened and operated two Temporary Debris Management Sites to compact and recycle C&D debris prior to haul out for final disposal. These sites operated with such efficiency that FEMA and the USACE filmed the operation to use in training sessions.

WINTER STORM JONAS 2016

- The snow from Winter Storm Jonas started the morning of January 22nd and by the evening DRC had started mobilizing in 5 different jurisdictions. Operations continued 24 hours a day and required two operators per piece of equipment, around the clock management and support personnel. The project was completed in 10 days.

ICE STORM PAX 2014

- DRC was simultaneously activated in New Hanover County, NC, Pender County, NC, and the City of Wilmington, NC for debris removal and reduction of approximately 400,000 cubic yards of debris.
- The South Carolina Department of Transportation contracted DRC to cut, remove and transport vegetative debris in 8 counties, totaling over 12,000 miles of roadway clearing and the trimming of over 225,000 trees.
- DRC managed and operated over 15 Debris Management Sites reducing and recycling over 1.5 million cubic yards of debris.

THE HURRICANE SEASON OF 2012

- DRC simultaneously operated 14 contracts throughout the Southeast in response to Hurricane Isaac. DRC concurrently operated six TDSRS sites in Louisiana alone.

THE HURRICANE SEASON OF 2009

- The Texas GLO requested assistance for the removal of marine debris that was generated as a result of Hurricane Ike in 2008. These services were performed in Trinity, Galveston, East and West Bay and have an approximate contractual value of \$22,703,700.00.
- DRC also provided services for areas such as Kentucky and Arkansas that were ravaged by severe ice storms. These services are valued at approximately \$11,157,132.02.

THE HURRICANE SEASON OF 2008

- DRC responded in service to 36 separate contracts, including the cities of New Orleans, Houston, and Galveston in response to Hurricanes Gustav and Ike devastating the Louisiana and Texas coastlines. DRC's work in these regions was nearly completed in a little over two months.

- DRC established a single-day productivity record for post-disaster debris removal as recognized by FEMA by collecting 440,000 cubic yards of debris in a single day in the City of Houston.
- In just ninety days, DRC collected more than 5.6 million cubic yards of debris from the City of Houston alone.
- DRC's expedited operation using more than 2,000 pieces of collection equipment made it possible for the city of Houston to receive reimbursement in the greater than 80% range.
- Following Hurricane Ike, DRC simultaneously operated seven TDSRS sites handling 11,000,000 CY of debris, recycling materials out of the waste stream in two of those facilities.

THE HURRICANE SEASON OF 2005

- DRC is proud to have assisted in the recovery following the devastation of Hurricanes Katrina, Rita, Wilma, and Cindy affecting the Florida Keys, throughout Mississippi and Louisiana, and into Houston, Texas. To date, DRC has successfully completed over \$130,000,000 in disaster remediation in the hardest hit parishes of Louisiana and in Monroe, Escambia, and Miami-Dade counties in Florida, as well as the eastern coastal counties of Texas.
- Following Hurricane Wilma, DRC simultaneously operated five TDSRS sites in Louisiana, processing debris for the Louisiana DOTD. Also in 2005, DRC simultaneously operated six TDSRS sites for the Louisiana DOTD in two districts following Hurricane Katrina.

THE HURRICANE SEASON OF 2004

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

2000 WINTER ICE STORM

- In January 2000, in the aftermath of the Winter Ice Storm, DRC performed debris removal and landfill management services in North and South Carolina and Georgia. Approximately 800,000 cubic yards of debris was removed and processed within approximately 90 days.

TIME MANAGEMENT AND BUDGETING

DRC understands the economic incentives associated with FEMA's accelerated debris removal (increased federal cost share on a sliding scale). Following Hurricane Ike in 2008, DRC established an industry standard for volume collected in a single day (as recognized by FEMA). During this operation more than 5.6 million cubic yards were collected, processed, and recycled in a little more than 60 days. While fragments of the project lasted slightly longer, DRC's expedited operation using more than 2,000 pieces of collection equipment made it possible for the city of Houston to receive reimbursement in the greater than 80% range.

COMMUNICATION METHODS

CLIENT INTERACTION PROGRAM

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

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

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

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

POST EVENT COMMUNICATION WITH CITY STAFF

In any post-event scenario, participation by select City Staff is critical. City employees, generally from Public Works or Solid Waste, provide direction and support pertaining to project approach, prioritization of push and collection routes, critical roadways & facilities, and physical nuances otherwise not know. DRC takes very seriously the responsibility of facilitating an effective disaster debris recovery operation and will begin to develop relationships with those responsible within the local government immediately upon contract award so as to establish and gain a deep understanding of the unique needs, concerns, and priorities of the City of Hollywood. DRC believes that "pre-event planning & preparation" is essential, and will always result in a more successful post-event operation.

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

COORDINATION WITH LOCAL CITY VENDORS

DRC will establish an outreach office for all major contracts where local City vendors and waste haulers can participate in the project after meeting minimum requirements. This conforms to the requirements of the Stafford Act. Please review DRC's previous work in the City of Hollywood (04-05).

PROCEDURAL PROCESSES

DETERMINATION OF LENGTH OF RECOVERY SERVICES

The length of recovery is dependent upon several factors. Two of the most important factors are severity of the event and kind of event. For instance, flood events tend to last sometimes twice as long as vegetative events because debris appears ready for collection in unpredictable spurts and quantities and Insurance Companies may delay the process. Volumes predicated upon severity will obviously also play a role. However, most events will maintain a length of 60-90 days.

DETERMINATION OF WHEN RECOVERY WORK IS COMPLETE

The work will be deemed complete when the City of Hollywood feels that our services are no longer required. On a debris mission, that point is generally reached when three passes are completed.

ESTABLISHING A LOCAL OFFICE

If available office space is not available in the City, DRC will use a temporary space provider (ex. Modspace etc.) or haul in our owned office trailer.

ESTABLISHING DEBRIS MANAGEMENT SITES

Upon contract award, DRC will immediately dispatch an operations team to the City in order to field certify available sites within the City and ensure advanced permitting is in place. DRC maintains an active working list of environmentally approved sites that will serve as a baseline for the operations team.

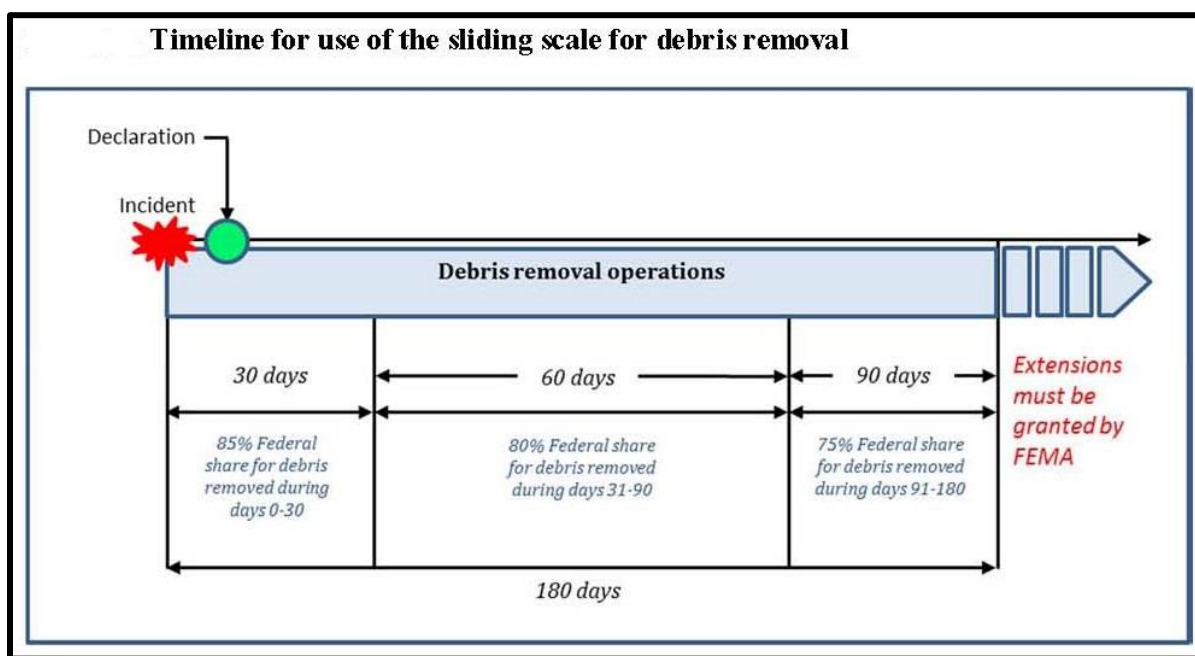
EXPERIENCE WITH FEMA REIMBURSEMENT

For the past 29 years, DRC has responded to emergency/disaster events for numerous government entities, almost all of which were under FEMA disaster declaration and were FEMA grant reimbursable. **The maximum reimbursement rate was granted by FEMA to the customers for every event.**

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

COMPLETION WITHIN 180 DAYS

DRC is cognizant of FEMA's Alternate Funding mechanism and the advantages to accelerated debris removal resulting in increased Federal cost sharing. As such, DRC has provided rapid response to recent events such as the Winter Storm Pax where we provided over fifty million dollars of debris collection to the SCDOT in fewer than ninety days and in the Houston Texas floods of 2015 where the eighty percent of the work was performed in the first thirty days. Our description of the storms of 2004 above details DRC's ability to collect, process and haul out to final disposal in excess of ten million cubic yards in one hundred days.



Perhaps more importantly, DRC has extensive experience in serving the needs of the East Coast having responded to disasters in these areas over the past few years. DRC has thorough knowledge of the State, active and potential debris sites, collection routes, sand beach management issues, and policies and procedures. Moreover, DRC has developed strong relationships with local partners and officials involved in cleanup efforts.

FEMA REIMBURSEMENT

Compliance with federal and state guidelines is critical for recovery operations conducted under the auspices of the *Federal Public Assistance Program*. The reference materials that establish these guidelines are the Debris Management Guide (FEMA), the Policy Digest (FEMA), the Public Assistance Guide Act (US Congress), and 44

C.F.R. (Code of Federal Regulations). Non-compliance a contractor or subcontractor can jeopardize the client's reimbursement and, in extreme cases, result in an investigation by the Office of the Inspector General (OIG). DRC's compliance with these federal guidelines is critical to our reputation. DRC has a 29-year history of 100 % maximum reimbursement for its clients.

DRC Emergency Services strives to continuously stay ahead of changes in FEMA policy and guidance, especially that policy which may impact our clients. One such policy change took place in December of 2014, this being the implementation of the FEMA "Super Circular" otherwise known as Uniform Guidance, 2 C.F.R. 200 Procurement & Documentation. At DRC, we took the time to read, discuss, and implement internal measures to be certain that our clients, or prospective clients, are on course to be fully compliant with this guidance. DRC carefully review scopes of service, terms of inclusion, evaluation, pricing models, and other key components for any items which may be called in to question following this recent guidance revision by FEMA. We see this as just another opportunity to assist the local government in their mission to attain full reimbursement for post-event activations and operations.

PROJECT WORKSHEET AND APPLICATION PROCESS

The Project Worksheet (PW) is the FEMA document used to request funding for specific recovery projects. A properly formatted PW will fully detail the necessity of a project, the scope of the project and will accurately forecast the costs associated with the project. Small projects (equal to or less than \$120,000 after 2/24/2014) are written by local governments and large projects (greater than \$120,000 after 2/24/2014) are written by FEMA. Debris removal projects, which make up the majority of all Public Assistance grants, are almost exclusively large projects. The FEMA PA Project Specialist (formerly known as the Project Officer) assigned to the local government will begin the process of gathering data and writing the debris removal PW within days or weeks after the event. Several sets of critical data are necessary to complete the PW.

- Accurate estimates of the total amount of debris to be collected
- Accurate estimates of the total cost of the debris removal project
- Accurate database tracking of work completed to date
- Invoices submitted by and payments to the contractor

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

INITIAL DAMAGE ESTIMATE

In order to accurately populate information necessary for the FEMA project worksheet DRC routinely conducts initial damage estimates with the help of its municipal client. These assessments are calculated by taking a representative sample (typically four linear miles in various parts of the jurisdiction) and calculating the amount of debris within those sectors. This amount of debris is multiplied by the number of total street miles within the jurisdiction to determine preliminary damage (expressed in cubic yards). To reinforce this estimate it is also typical for DRC to provide a helicopter to determine if any anomalies are present within the affected jurisdiction.

IMMEDIATE NEEDS FUNDING

The purpose of Immediate Needs Funding is to provide applicants with funding for urgent needs, without burdening them with extensive paperwork during peak crisis operations. The maximum amount of INF an applicant can receive is 50% of the emergency work estimated in the Preliminary Damage Assessment (PDA). Eligible emergency work typically includes debris removal, emergency protective measures, and removal of

health and safety hazards. INF is not intended for emergency work projects with Special Considerations or projects that will take more than 60 days to complete. INF is designated for emergency work costs such as overtime payroll, equipment expenses, temporary employee payroll, materials purchased, equipment rented, and contractor payments. INF is placed in the State's account within days of the disaster declaration and ensures that the immediate needs of the applicant are met. DRC has helped numerous applicants, over its 29-year history, obtain INF.

FEMA TECHNICAL MANAGEMENT TRAINING

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

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

PERCENTAGE OF FEMA PAPERWORK TO BE PRODUCED BY DRC

DRC will handle any amount FEMA paperwork required, however the City's monitoring firm generally initiate this paperwork. This process has become simplified since monies come from the same source today.

ACCOUNTING AND DOCUMENT MANAGEMENT

DRC's invoicing procedure is as follows:

- Load tickets are received, logged, and then scanned into DRC's database system. Tickets are then entered and audited for accuracy.
- Invoice is worked up along with the ticket data backup.
- The reconciliation process then takes place with either the Monitoring Firm or the reconciliation contact with the municipality (if there isn't a Monitoring Firm).
- Once the invoice and ticket data has been 100% reconciled, the Monitoring Firm, or the reconciliation contact with the municipality, then recommends the invoice to FEMA for payment.
- Frequency: The invoicing is usually done on a weekly basis

REQUIRED DOCUMENTATION

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

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

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

DOCUMENTATION AND RECOVERY PROCESS

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

- Prepare detailed estimates and submit to FEMA for use in Project Worksheet preparation.
- Implement and maintain a disaster debris management system linking load ticket and TDSRS information, including reconciliation and photographic documentation processes.

- Provide daily, weekly or other periodic reports for the City of Hollywood managers and the Debris Management Monitor, noting work progress and efficiency, current/revised estimates, project completion and other schedule forecasts/updates.

DRC will provide the following assistance:

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

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

PROMPT COMPLAINT RESOLUTION

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

Critical Path Method Schedule

MAJOR PROJECT TASKS	TIMEFRAME												
	Assigned Personnel	Contract Award	NTP +24 Hours	NTP +48 Hours	NTP +72 Hours	NTP +7 Days	NTP +14 Days	NTP +30 Days	NTP +60 Days	NTP +90 Days	90 Plus Days		
	Project Manager Assigned	Sam Dancer											
	DMS Identified	Joe Newman											
	Training Held	Director of Training											
	Project Manager on Site	Sam Dancer											
	DMS Permitting	Kristy Fuentes											
	DMS Operational	Joe Newman & Mark Stafford											
	Mobilization of Crews	Mark Stafford											
	Fully Mobilized												
	Certification of Equipment												
	Debris Operations Begin												
	Processing Begins												
	Ancillary Services Begin												
	Debris Operations Conclude												
	Processing and Restoration Conclude												
	Hot Wash Held	Sam Dancer, Joe Newman, Kristy Fuentes & Mark Stafford											

Mark Stafford - Vice President of Response and Recovery

Kristy Fuentes - Vice President of Compliance and Administration, Secretary, Treasurer

Joe Newman - Vice President of Operations

Sam Dancer - Project Manager

SUMMARY OF THE PROPOSER'S FEE STATEMENT

If DRC is tasked with work that falls outside the scope of the contract, our Program Manager will work with the City and its Monitoring firm to construct unanimously agreed upon pricing that qualifies for FEMA reimbursement. Many times this pricing is borrowed from other competitively procured contracts which contain the pertinent line items.

Please see Fee Schedule attached

**City of Hollywood, Florida
Solicitation # RFP-4593-18-PB**

Issue Date: May 8, 2018

ATTACHMENT A

**Emergency Debris Removal from Limited Spaces &
Gated Communities Price Sheet**

A. Debris Removal

Please complete this section if interested in Debris Removal opportunities. All prices are to be submitted in cost per cubic yard to collect and transport to a site designated by the City.

NOTE: It is the intent of this contract to use hourly/unit pricing for the initial “push” (First 70 hours).

ITEM/DESCRIPTION	PRICE PER CUBIC YARD, UP TO 25 MILES
A. Vegetation	\$9.95
B. Construction and Demolition Debris / Mixed Debris	\$14.55
C. Mixed Vegetative & C & D	\$14.55

Unit Prices, unless otherwise indicated, shall include all labor (operators, laborers, supervisors) and materials including but not limited to: supplies, equipment maintenance, repairs, repair parts, fuels, lubricants, cellular phones, transportation, and housing, if required, necessary to accomplish the project. The quantities and distributions are estimated for the purpose of making an award. Locations of sites, debris quantities, destinations, material densities, etc. may differ substantially in an actual disaster.

Stump Grinding, Stump Removal, Hangers, and Leaners

Stumps are to be ground down to four inches below grade and all voids left by removed or ground stumps are to be filled with clean soil and graded level with the surrounding area. . Stump mulch is to be removed

Stump Grinding, Stump Removal, Hangers, and Leaners

Please complete this section if interested in Stump Grinding and removal. Stumps are to be ground down to 4” below grade. Stump mulch is to be removed. All voids left by removed or ground stumps are to be filled with clean soil and graded level with the surrounding area.

City of Hollywood, Florida
Solicitation # RFP-4593-18-PB

Issue Date: May 8, 2018

Stump Grinding

Stump Diameter	Cost
13" to 28"	\$ 325.00
29" to 45"	\$ 495.00
46" to 60"	\$ 750.00
61" and greater	\$ 1,250.00

Fill Material – Clean Soil	\$ 20.00 cubic yard
Root Removal	\$ 175.00 per root
Additional Cut – Tall Stump	\$ 75.00 ea.

Stump Removal

Stump Diameter	Cost
0"-12"	\$ 250.00
13"-28"	\$ 350.00
29"-45"	\$ 650.00
46"-60"	\$ 1,250.00
61" or greater	\$ 1,400.00

Fill Material – Clean Soil	\$ 20.00 cubic yard
Root Removal	\$ 175.00 per root

Removal of Leaners (Whole Trees) down to remaining 15" of trunk

Tree Diameter	Cost
Up to 12"	\$ 45.00
13" to 28"	\$ 145.00
29" to 45"	\$ 345.00
46" to 60"	\$ 635.00
61" or greater	\$ 745.00

Removal of Hangers (Damaged Tree Limbs)	\$ 150.00 per tree
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Staking of Trees

Tree Diameter	Price per tree
10"	\$ 150.00
11" to 20"	\$ 295.00
21" to 30"	\$ 395.00
31" to 40"	\$ 495.00

PROJECT TIME SCHEDULE

RESPONSE TIME

DRC Emergency Services (DRC ES) proposes the following time frames in which services can be provided without unwarranted delay or interference. DRC will mobilize the appropriate number of personnel and equipment crews as required immediately upon request. Advance deployments will be strategically staged in advance of a predicted weather event. DRC will have management personnel within the Emergency Services Center 24 – 48 hours prior to the arrival of a disaster. If the disaster could not be predicted, DRC will have management personnel within the Emergency Services Center within 24 hours after the event. Equipment for emergency PUSH will be staged no more than 6 hours away from the City. DRC will commence mobilization of equipment, operators, and laborers immediately upon receipt of a Task Order Notice to Proceed that shall meet all requirements of The City of Hollywood.

- **WITHIN 24 HOURS:** DRC initiates Emergency Road Clearance (Push) operations with 15-20 crews or more as dictated by the events severity.
- **WITHIN 48 HOURS:** 50% Mobilization When the initial assessment phase is complete DRC submits the required information such as site-specific safety plan, insurance, bonds, quality control plan, subcontracting plan with specific subcontractors and goals, location of staging area, location of DMS, final disposal sites and all applicable licenses, permits, organizational structure etc.
- **WITHIN 72 HOURS:** - Emergency Road Clearance is complete, DMS construction is underway, and DRC's projected management staff, including subcontractors and consultants, will be operational.
- **WITHIN 96 HOURS: 100% FULL MOBILIZATION** - At full mobilization, the average daily production rate for load and haul will be approximately 10-20,000 cubic yards (again depending upon the severity of the event). The hauling activity normally last approximately 60 days and an additional 30 days for reduction; site closure and project close out.

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

PROJECT MOBILIZATION TEAM

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

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

RAPID DEPLOYMENT CREWS

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

OPERATIONS MANAGER

The Senior Management together with the Project Management Team will assign and provide a DRC Operations Manager to The City of Hollywood. The Operations Manager will henceforth be on call and available to respond to

the Contracting Officer 24 hours a day, 7 days a week throughout the life of the Task Order. The DRC Operations Manager will have full electronic linkage to City via cell phone, satellite phone, internet, and/or two-way radios.

OPERATIONAL PLANS

Within 3 days of Task Order, DRC will furnish the contracting officer with a Management/Operations plan specific to the Task Order, with Site Specific Safety Plan. DRC will also furnish the client with a complete Subcontracting Plan listing all subcontractors.

MEASUREMENT

Beginning during Mobilization, trucks and trailers used for the purpose of transporting debris will be measured by The City of Hollywood or representative thereof. DRC will provide appropriate measurement forms as specified by The City of Hollywood.

Please see Critical Path Method Schedule attached in Tab 8

REQUIRED DOCUMENTATION

Please see the following Required Documentation attached:

- Acknowledgement and Signature Page
- Disclosure of Conflict of Interest
- Hold Harmless and Indemnity Clause
- Non-Collusion Affidavit
- Sworn Statement on Public Entity Crimes
- Certifications Regarding Debarment, Suspension and Other Responsibility Matters
- Drug-Free Workplace Program
- Solicitation, Giving, and Acceptance of Gifts Policy
- P.65 of the RFP
- M.O.T. Enrollment
- Reference Questionnaires
- Florida Contractor's License
- Secretary of State Certificate
- SunBiz Registration

DRC is headquartered in Galveston, TX. The state of Texas does not offer occupational licenses

**City of Hollywood, Florida
Solicitation # RFP-4593-18-PB****Issue Date: May 9, 2018****ACKNOWLEDGMENT AND SIGNATURE PAGE**

This form must be completed and submitted by the date and the time of bid opening.

Legal Company Name (include d/b/a if applicable): DRC Emergency Services, LLCFederal Tax Identification Number: 63-1283729If Corporation - Date Incorporated/Organized: September 12, 2001State Incorporated/Organized: AlabamaCompany Operating Address: 110 Veterans Boulevard, Suite 515City Metairie State LA Zip Code 70005Remittance Address (if different from ordering address): Same as above

City _____ State _____ Zip Code _____

Company Contact Person: Kristy Fuentes Email Address: Kfuentes@drcusa.comPhone Number (include area code): (888) 721-4372Fax Number (include area code): (504) 482-2852Company's Internet Web Address: www.drcusa.com

IT IS HEREBY CERTIFIED AND AFFIRMED THAT THE BIDDER/PROPOSER CERTIFIES ACCEPTANCE OF THE TERMS, CONDITIONS, SPECIFICATIONS, ATTACHMENTS AND ANY ADDENDA. THE BIDDER/PROPOSER SHALL ACCEPT ANY AWARDS MADE AS A RESULT OF THIS SOLICITATION. BIDDER/PROPOSER FURTHER AGREES THAT PRICES QUOTED WILL REMAIN FIXED FOR THE PERIOD OF TIME STATED IN THE SOLICITATION.


Bidder/Proposer's Authorized Representative's Signature: _____ Date 5/24/18Type or Print Name: Kristy Fuentes

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF BIDDER/PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE BID/PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY BID/PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE BIDDER/PROPOSER TO THE TERMS OF ITS OFFER.

ANY EXCEPTION, CHANGES OR ALTERATIONS TO THE GENERAL TERMS AND CONDITIONS, HOLD HARMLESS/INDEMNITY DOCUMENT OR OTHER REQUIRED FORMS MAY RESULT IN THE BID/PROPOSAL BE DEEMED NON-RESPONSIVE AND DISQUALIFIED FROM THE AWARD PROCESS.

City of Hollywood, Florida
Solicitation # RFP-4593-18-PB

Issue Date: May 9, 2018

Persons with disabilities who require reasonable accommodation to participate in City programs and/or services may call the Equal Opportunity Manager, Office of Human Resources and Risk Management at (954) 921-3218 (voice). If an individual is hearing or speech impaired, please call Florida Relay Service 1-800-955-8771.

L. PUBLIC ENTITY CRIMES

"A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list."

M. DECLARATION

The aforementioned, as Proposer (herein used in the masculine singular, irrespective of actual gender and number), declares, under oath that no other person has any interest in this Proposal or in any resulting agreement to which this Proposal pertains, that this Proposal is not made with connection or arrangement with any other persons, and that this Proposal is made without collusion or fraud.

The Proposer further declares that he has complied in every respect with all the instructions to Proposers, that he has read all addenda, if any, issued prior to the opening of Proposals, and that he has satisfied himself fully relative to all matters and conditions with respect to the general conditions of the agreement and all relevant information to which this proposal pertains.

N. DISCLOSURE OF CONFLICT OF INTEREST

Vendor shall disclose below, to the best of his or her knowledge, any City of Hollywood officer or employee, or any relative of any such officer or employee as defined in Section 112.3135, Florida Statutes, who is an officer, partner, director or proprietor of, or has a material interest in the vendor's business or its parent company, any subsidiary, or affiliated company, whether such City official or employee is in a position to influence this procurement or not.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City of Hollywood Purchasing Ordinance.

Name

Relationship

City of Hollywood, Florida
Solicitation # RFP-4593-18-PB

Issue Date: May 9, 2018

N/A	N/A

In the event the vendor does not indicate any name, the City shall interpret this to mean that no such relationship exists.

**City of Hollywood, Florida
Solicitation # RFP-4593-18-PB****Issue Date: May 9, 2018****HOLD HARMLESS AND INDEMNITY CLAUSE**

DRC Emergency Services, LLC

Kristy Fuentes

(Company Name and Authorized Representative's Name)

, the contractor, shall indemnify, defend and hold harmless the City of Hollywood, its elected and appointed officials, employees and agents for any and all suits, actions, legal or administrative proceedings, claims, damage, liabilities, interest, attorney's fees, costs of any kind whether arising prior to the start of activities or following the completion or acceptance and in any manner directly or indirectly caused, occasioned or contributed to in whole or in part by reason of any act, error or omission, fault or negligence whether active or passive by the contractor, or anyone acting under its direction, control, or on its behalf in connection with or incident to its performance of the contract.


SIGNATURE

Kristy Fuentes Vice President/Secretary/Treasurer

PRINTED NAME

DRC Emergency Services, LLC

COMPANY OF NAME

5/24/18

DATE

Failure to sign or changes to this page shall render your bid non-responsive.

**City of Hollywood, Florida
Solicitation # RFP-4593-18-PB****Issue Date: May 9, 2018****NON-COLLUSION AFFIDAVIT**STATE OF: LouisianaCOUNTY OF: Jefferson Parish/Kristy Fuentes, being first duly sworn, deposes and says that:

- (1) He/she is VP/Secretary/Treasurer of DRC Emergency Services, LLC, the Bidder that has submitted the attached Bid.
- (2) He/she has been fully informed regarding the preparation and contents of the attached Bid and of all pertinent circumstances regarding such Bid;
- (3) Such Bid is genuine and is not a collusion or sham Bid;
- (4) Neither the said Bidder nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the contractor for which the attached Bid has been submitted or to refrain from bidding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, firm or person to fix the price or prices, profit or cost element of the Bid price or the Bid price of any other Bidder, or to secure an advantage against the City of Hollywood or any person interested in the proposed Contract; and
- (5) The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(SIGNED)  VP/Secretary/Treasurer
Title**Failure to sign or changes to this page shall render your bid non-responsive.**

**City of Hollywood, Florida
Solicitation # RFP-4593-18-PB**

Issue Date: May 9, 2018

**SWORN STATEMENT PURSUANT TO SECTION 287.133 (3) (a) FLORIDA STATUTES ON PUBLIC ENTITY
CRIMES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS

1. This form statement is submitted to City of Hollywood
by Kristy Fuentes VP/Secretary/Treasurer for DRC Emergency Services, LLC
(Print individual's name and title) (Print name of entity submitting sworn statement)
whose business address is 110 Veterans Boulevard, Suite 515, Metairie, LA 70005
and if applicable its Federal Employer Identification Number (FEIN) is 63-1283729 If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement.
N/A

2. I understand that "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 bid, proposal, reply, or contract for goods or services, any lease for real property, or any contract for the construction or repair of a public building or public work, involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misinterpretation.

3. 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 of guilt, in an federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that "Affiliate," as defined in paragraph 287.133(1)(a), Florida Statutes, means:

1. A predecessor or successor of a person convicted of a public entity crime, or
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment 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.

5. I understand that "person," as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or any 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 bids or applies to bid on contracts let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

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

X Neither the entity submitting sworn statement, nor any of its officers, director, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.


 The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity, has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

 The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime, but the Final Order entered by the Hearing Officer in a subsequent proceeding before a Hearing Officer of the State of the State of Florida, Division of Administrative Hearings,

**City of Hollywood, Florida
Solicitation # RFP-4593-18-PB****Issue Date: May 9, 2018**

determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (attach a copy of the Final Order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THAT PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017 FLORIDA STATUTES FOR A CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.


(Signature)Sworn to and subscribed before me this 23rd day of May, 2018.Personally knownOr produced identification _____ Notary Public-State of LA_____
(Type of identification) my commission expires _____
(Printed, typed or stamped commissioned name of notary public)

CARY A. DES ROCHES
NOTARY PUBLIC
State of Louisiana, Bar No. 19550
My Commission is for 11/1/2020

Failure to sign or changes to this page shall render your bid non-responsive.

**City of Hollywood, Florida
Solicitation # RFP-4593-18-PB****Issue Date: May 9, 2018****CERTIFICATIONS REGARDING DEBARMENT, SUSPENSION AND OTHER
RESPONSIBILITY MATTERS**

The applicant certifies that it and its principals:

- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of Federal benefits by a State or Federal court, or voluntarily excluded from covered transactions by any Federal department or agency;
- (b) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction, violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
- (d) Have not within a three-year period preceding this application had one or more public transactions (Federal, State, or local) terminated for cause or default.

Applicant Name and Address:

DRC Emergency Services, LLC110 Veterans Boulevard, Suite 515Metairie, LA 70005

Application Number and/or Project Name:

Emergency Debris Removal from Limited Spaces & Gated CommunitiesApplicant IRS/Vendor Number: 63-1283729

Type/Print Name and Title of Authorized Representative:

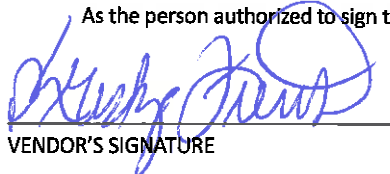
Kristy Fuentes Vice President/Secretary/TreasurerSignature: Date: 5/24/18**Failure to sign or changes to this page shall render your bid non-responsive.**

**City of Hollywood, Florida
Solicitation # RFP-4593-18-PB****Issue Date: May 9, 2018****DRUG-FREE WORKPLACE PROGRAM**

IDENTICAL TIE BIDS - Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employee that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program (if such is available in the employee's community) by, any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of these requirements.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.


VENDOR'S SIGNATURE

Kristy Fuentes Vice President/Secretary/Treasurer
PRINTED NAME

DRC Emergency Services, LLC
NAME OF COMPANY

**City of Hollywood, Florida
Solicitation # RFP-4593-18-PB****Issue Date: May 9, 2018****SOLICITATION, GIVING, AND ACCEPTANCE OF GIFTS POLICY**

Florida Statute 112.313 prohibits the solicitation or acceptance of Gifts. - "No Public officer, employee of an agency, local government attorney, or candidate for nomination or election shall solicit or accept anything of value to the recipient, including a gift, loan, reward, promise of future employment, favor, or service, based upon any understanding that the vote, official action, or judgment of the public officer, employee, local government attorney, or candidate would be influenced thereby." The term "public officer" includes "any person elected or appointed to hold office in any agency, including any person serving on an advisory body."

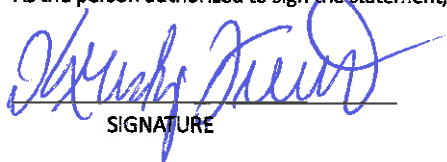
The City of Hollywood policy prohibits all public officers, elected or appointed, all employees, and their families from accepting any gifts of any value, either directly or indirectly, from any contractor, vendor, consultant, or business with whom the City does business.

The State of Florida definition of "gifts" includes the following:

- Real property or its use,
- Tangible or intangible personal property, or its use,
- A preferential rate or terms on a debt, loan, goods, or services,
- Forgiveness of indebtedness,
- Transportation, lodging, or parking,
- Food or beverage,
- Membership dues,
- Entrance fees, admission fees, or tickets to events, performances, or facilities,
- Plants, flowers or floral arrangements
- Services provided by persons pursuant to a professional license or certificate.
- Other personal services for which a fee is normally charged by the person providing the services.
- Any other similar service or thing having an attributable value not already provided for in this section.

Any contractor, vendor, consultant, or business found to have given a gift to a public officer or employee, or his/her family, will be subject to dismissal or revocation of contract.

As the person authorized to sign the statement, I certify that this firm will comply fully with this policy.


SIGNATUREKristy Fuentes

PRINTED NAME

DRC Emergency Services, LLC

NAME OF COMPANY

Vice President/Secretary/Treasurer

TITLE

Failure to sign this page shall render your bid non-responsive.

**City of Hollywood, Florida
Solicitation # RFP-4593-18-PB**

Issue Date: May 8, 2018

Please fill out and return with your proposal.

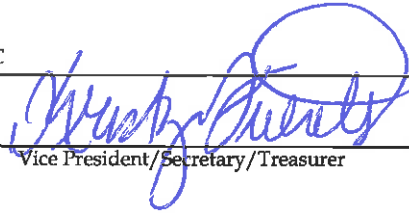
COMPANY NAME: DRC Emergency Services, LLC

PROPOSER'S SIGNATURE

Kristy Fuentes

Vice President/Secretary/Treasurer

Dated this 30th day of May 2018



Olivia Marino

From: Mark Stafford
Sent: Thursday, May 24, 2018 6:25 AM
To: Olivia Marino
Cc: Kristy Fuentes; Lisa garcia; Jay Gunter
Subject: FW: Class Registration Receipt

REGISTRATION for Jay MOT Immediate below

From: Safety Links an IOA Company - health, safety and environmental training and consulting organization
[\[mailto:info@safetylinks.net\]](mailto:info@safetylinks.net)
Sent: Thursday, May 24, 2018 6:20 AM
To: Mark Stafford <mstafford@drcusa.com>
Subject: Class Registration Receipt



Class Registration Receipt

Dear Mark,

Thank you for registering for the following:

Training Course:

- **Intermediate TTC/MOT – 06/15-15/2017**

[Print Ticket](#)

Price: \$227.00

Receipt ID: 5d4905a3a82e9610e5019bbc1abf94cf

Payment Method: Credit Card

Location:

Access to our office is on the WEST SIDE (same side as 4Rivers Smokehouse)
of the Insurance Office of American building. Go through the double doors on

the stairs and the training room will be down the hall on the left #283.

Attendance Policy:

- Class starts promptly at scheduled time. If student arrives more than 10 minutes late, student must reschedule for a future class.
- If the student cannot attend, he or she must notify Safety Links one week prior to class date.

Cancellation Policy:

- 100% refund if requested more than 1 week before the class.
 - 0% refund in the last week before the class. This includes NO SHOW's!
- All refunds will be processed in the same method of payment within 5 business days of the refund request.

Thank you again for your business. If you have any questions or need further information, please do not hesitate to contact us.

Thank you,

Safety Links

1855 West State Road 434 STE 283.

Longwood, FL. 32703

<http://www.safetylinks.net>

T. 1.800.768.7036

e. info@safetylinks.net

You'll receive your tickets in another email.

Safety Links an IOA Company – health, safety and environmental training and consulting organization

**City of Hollywood, Florida
Solicitation # RFP-4593-18-PB**

Issue Date: May 9, 2018

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: DRC Emergency Services, LLC

Firm giving Reference: Ascension Parish, Louisiana

Address: 42077 Churchpoint Road, Gonzales, LA 70737

Phone: (225) 450-1326

Fax: (225) 473-9931

Email: Menlow@ap.gov US MENLOW@APGOV.US

1. Q: What was the dollar value of the contract?

A: \$5,903,607.41

2. Have there been any change orders, and if so, how many?

A: No

3. Q: Did they perform on a timely basis as required by the agreement?

A: YES

4. Q: Was the project manager easy to get in contact with?

A: YES

5. Q: Would you use them again?

A: YES

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A: MANAGEMENT USES/LEVERAGES RELATIONSHIPS W/ STATE & FED ENTITIES TO HELP PERFORM FOR THE CLIENT. DRC GOES ABOVE & BEYOND TO ENSURE THE TOP GUTS D

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

Name: MICHAEL J. ENLOW
Title: ASSISTANT DIRECTOR DPW

Signature:  Date: 5/24/2018

**City of Hollywood, Florida
Solicitation # RFP-4593-18-PB****Issue Date: May 9, 2018****REFERENCE QUESTIONNAIRE**

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: DRC Emergency Services, LLCFirm giving Reference: City of Debary, FloridaAddress: 12 Colomba Road, Debary, FL 32713Phone: (386) 668-2040Fax: (386) 668-3523Email: Awilliamson@debary.org

1. Q: What was the dollar value of the contract?

A: \$256,463.67

2. Have there been any change orders, and if so, how many?

A: No

3. Q: Did they perform on a timely basis as required by the agreement?

A: Yes

4. Q: Was the project manager easy to get in contact with?

A: Yes

5. Q: Would you use them again?

A: Yes

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A: We have used DRC for Hurricane Matthew and Irma

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

Name: Alan WilliamsonTitle: Public Works DirectorSignature: Alan WilliamsonDate: 25 May 2018

**City of Hollywood, Florida
Solicitation # RFP-4593-18-PB****Issue Date: May 9, 2018****REFERENCE QUESTIONNAIRE**

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: DRC Emergency Services, LLCFirm giving Reference: Leon County, FloridaAddress: 2280 Miccosukee Road, Tallahassee, FL 32308Phone: (850) 606-1500Fax: (850) 606-1501Email: Parkt@leoncountyfl.gov

1. Q: What was the dollar value of the contract?

A: \$1,591,250.93

2. Have there been any change orders, and if so, how many?

A: No

3. Q: Did they perform on a timely basis as required by the agreement?

A: Yes

4. Q: Was the project manager easy to get in contact with?

A: Yes

5. Q: Would you use them again?

A: Yes

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A: Leon County was pleased with the services provided by DRC.

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

Name: Tony Park, P.E.
Title: Public Works DirectorSignature: Date: 5-24-2018



**STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

**CONSTRUCTION INDUSTRY LICENSING BOARD
1940 NORTH MONROE STREET
TALLAHASSEE FL 32399-0783**

(850) 487-1395

**SMITH, HAMILTON BEVERIDGE
DRC EMERGENCY SERVICES, LLC
6258 MARSHALL FOCH STREET
NEW ORLEANS LA 70124**

Congratulations! With this license you become one of the nearly one million Floridians licensed by the Department of Business and Professional Regulation. Our professionals and businesses range from architects to yacht brokers, from boxers to barbeque restaurants, and they keep Florida's economy strong.

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Our mission at the Department is: License Efficiently, Regulate Fairly. We constantly strive to serve you better so that you can serve your customers. Thank you for doing business in Florida, and congratulations on your new license!



**STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND
PROFESSIONAL REGULATION**

CRC1331307 ISSUED 06/19/2016

**CERTIFIED RESIDENTIAL CONTRACTOR
SMITH, HAMILTON BEVERIDGE
DRC EMERGENCY SERVICES, LLC**

**IS CERTIFIED under the provisions of Ch.489 FS.
Expiration date : AUG 31, 2018 L1606190001450**

DETACH HERE

RICK SCOTT, GOVERNOR

KEN LAWSON, SECRETARY

**STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
CONSTRUCTION INDUSTRY LICENSING BOARD**

LICENSE NUMBER

CRC1331307

**The RESIDENTIAL CONTRACTOR
Named below IS CERTIFIED
Under the provisions of Chapter 489 FS.
Expiration date: AUG 31, 2018**

**SMITH, HAMILTON BEVERIDGE
DRC EMERGENCY SERVICES, LLC
P.O. BOX 170 P.O. BOX 17017
GALVESTON TX 36608**



State of Florida

Department of State

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

The document number of this limited liability company is M05000003946.

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

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

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



Ken Detjen
Secretary of State

Authentication ID: CU5800449263

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

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



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Detail By Document Number](#) /

Detail by Entity Name

Foreign Limited Liability Company
DRC EMERGENCY SERVICES, LLC

Filing Information

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

Principal Address

13 Evia Main
Galveston, TX 77554

Changed: 04/25/2016

Mailing Address

110 VETERANS MEMORIAL BLVD,
SUITE 515
METAIRIE, LA 70005

Changed: 01/31/2018

Registered Agent Name & Address

COGENCY GLOBAL INC.
115 North Calhoun St.
Suite 4
Tallahassee, FL 32301

Name Changed: 10/29/2013

Address Changed: 07/07/2015

Authorized Person(s) Detail

Name & Address

Title Vice President/ Secretary

FUENTES, KRISTY

13 Evia Main
Galveston, TX 77554

Title Exec. Vice President/ General Manager

Thormahlen, Kurt
13 Evia Main
Galveston, TX 77554

Title VP

Sullivan, William W
13 Evia Main
Galveston, TX 77554

Title VP

Sullivan, Todd P
13 Evia Main
Galveston, TX 77554

Title President

Sullivan, John R
13 Evia Main
Galveston, TX 77554

Title VP

Stafford, Mark
13 Evia Main
Galveston, TX 77554

Annual Reports

Report Year	Filed Date
2016	04/25/2016
2016	04/28/2016
2017	04/14/2017

Document Images

04/14/2017 -- ANNUAL REPORT	View image in PDF format
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2/7/2018

Detail by Entity Name

10/15/2010 -- REINSTATEMENT	View image in PDF format
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Florida Department of State, Division of Corporations