SDR PROPOSAL IN RESPONSE TO

RFP-072-23-OT
EMERGENCY RESPONSE AND RECOVERY SERVICES
CITY OF HOLLYWOOD, FLORIDA

Due Date: April 27, 2023, at 3:00 p.m. ET

Southern Disaster Recovery, LLC

Contact information:

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www.gosdr.com

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Disaster Debris

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RFP-072-23-OT-EMERGENCY RESPONSE AND RECOVERY SERVICES CITY OF HOLLYWOOD, FLORIDA

Disaster Debris

TAB B - EXECUTIVE SUMMARY

PROPOSAL EXECUTIVE SUMMARY

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

Our technically diverse management team is uniquely equipped to address the complexity of issues in post disaster recovery work. In addition to SDR's expertise in disaster recovery; our management and supervision team has experience in leadership positions in Public Works, Solid Waste, Emergency Management, Public Safety and Disaster Recovery program monitoring. We are keenly interested in supporting the City of Hollywood, Florida in Emergency Response and Recovery Services to Provide a Successful Solution for The City of Hollywood.

SDR has the broad experience needed to manage disaster recovery operations – program planning, project management, safety, quality control and un-paralleled success in project execution. Our staff are knowledgeable in all aspects of FEMA documentation and reimbursement criteria, thus ensuring that you receive all federal disaster funding to which they are entitled. SDR is committed to excellent business practices and pledges to conduct our endeavors safely, professionally, and ethically.

Corporate Information

- **Formed in 2012 as a LLC**
  FEIN: *45-5312400*
  DUNS: *078499137*
  Cage Code: *6TXC1*
- **2 Partners;**
  Al McClaran, Managing Member
  Mark Ells, Member
- **Headquartered in Greenville, SC**
  109 White Oak Road
  Greenville, SC 29609
- **Office in NC**
  6784 Waterstone Grossing SW Ocean1
  Isle Beach, NC 28469
- **Office in GA**
  2448 US Highway 411
  Fairmount, GA 30139
- **Office in Orlando, FL**
  390 North Orange Avenue Suite 2300,
  Orlando, FL, US 32801
- **Formed to provide excellent service in disaster recovery programs**
- **Have successfully completed over 100 Federally funded or Federally reimbursed projects for State and Local Government**

SDR's significant range and breadth of technical and operational resources are accessible for this project. Our principals and leadership team have over 180 years collective experience in disaster recovery programs and program management dating to Hurricane Hugo in 1989. With the comprehensive abilities and experience of our principals, project managers, liaisons, and safety officer, assets of over $20 million, and annual sales exceeding $40 million, In the past nine years, SDR has safety and successfully completed over 110 disaster debris contracts managing and disposing of over 9.5 million cubic yards of debris, valued over $250 million. SDR is large enough to successfully fulfill our contract obligations to the satisfaction of all parties.

We look forward to being your contractor of choice for this Emergency Response And Recovery Services. We understand that your selection of Emergency Response And Recovery Services for a partner that you are counting on to perform in a challenging time constrained and budget restrained project. We know we are the best contractor to work with and trust that you will come to the same conclusion upon your review of our proposal and completion of your purchasing process.

TAB C - QUALIFICATION AND EXPERIENCE

Company's Technical and Construction Capabilities

Contract management, Accounting, Administrative Practices

Southern Disaster Recovery, LLC

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

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

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

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

Response | Demolition | Collection | Reduction | Final disposal

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

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

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

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

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

- ❖ Our principals and management have collective experience of over 180 years in disaster recovery and debris management.
- ❖ The comprehensive abilities and experience of our project managers and safety officers.
- ❖ Assets of over $20 million.
- ❖ Annual sales exceeding $40 million.

SDR has safely and successfully completed over 110 disaster debris contracts managing and disposing of over 8 million cubic yards of debris, valued over $229 million.

Since our beginning in 2012, SDR has experienced rapid, sustainable growth. Following a catastrophic 2014 ice storm in South Carolina, **SDR processed over 2,000,000 CY of debris valued at over $48 million**. Of that amount, we were the Prime Contractor for nearly 75 percent of the work. Hurricane Matthew provided opportunities for SDR to manage 19 separate contracts throughout North Carolina, Georgia, and South Carolina with a **combined debris total of over 1,000,000 CY**.

Following Hurricanes Irma and Florence in 2018-2019, SDR handled **nearly 1,845,000 CY of debris.** Simultaneously, we also successfully undertook a beach debris removal and berm restoration project in Florida valued at over $7.5 million and completed debris clearing as a result of the catastrophic California wildfires that has continued ongoing.

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

In 2020, a Derecho hit much of central and eastern Iowa with straight line winds over 100 mph, SDR was selected by **the City of Marion, IA for their debris collection & disposal efforts and Waterway Debris Remova**l. SDR has collected 730,000 cubic yards of debris and 289,188 cubic yards of waterway debris for this FEMA Public Assistance (PA) funded project, the total value is at $24,368,800.

After Georgia Tornados in 2021, SDR responded rapidly to support City of Newnan's disaster response and recovery efforts. From 3/29/2021 to 8/6/2021, SDR processed over 388,000 CYD of debris valued at $5,481,300.00.

Following 2021 Winter Storm Uri in KY, SDR operated Debris Removal for the 4 Counties in KY, SDR reduced debris for the total 641,800 CYD, 540 tons and the total value at $ 18,574,100.00.

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

Summary of Proposer's Qualifications:

- Identify the project manager and each individual who will work as part of the engagement. Include resumes for each person to be assigned. The resumes may be included as an appendix.

  A: Please see attached Key Personnel and Resumes in Tab 3

- Describe the experience in conducting similar projects for each of the consultants assigned to the engagement. Describe the relevant educational background of each individual.

  A: Please see attached Resumes.

- Describe the organization of the proposed project team, detailing the level of involvement, field of expertise and estimated hours for each member of the team.
  A: Please see attached the Organization Chart in Tab 3.
  Estimated hours for each member of the team:
  Al McClaran / CEO & Member 10%
  Chip Patterson / VP of Operations 10%
  Jordan McClaran / CPA & Controller 30%
  Sonny Sims / Sr. Project Manager 100%

- Describe what municipal staff support you anticipate for the project.
  A:
  1. *Project Coordinator staff: Municipal staff may be needed to oversee the planning, execution, and monitoring of the project. This may include staff with experience in disaster response and recovery, project management, and logistics.*
  2. *TDMS Locations.*
  3. *Public works and sanitation staff: Municipal staff with experience in public works and sanitation may be required to operate equipment, transport debris, and manage disposal sites.*
  4. *Communications staff: Municipal staff with experience in public relations and communications may be needed to communicate with the public and provide updates on the project.*
- Where are your subcontractors located? Provide a description of the working relationship with the subcontractors and types of projects you have in common? How long have you been working together?
  A: Pride Contracting Inc is located in Bailey, NC and Florida Preferred Group Located is Located in Miami, FL.
  The type of work for the subcontractors is Debris Removal, Loading &Hauling.
  We have been working together since 2018.

- Do you own equipment, or would you have to primarily rely on subcontractors or leases to provide it? What types of equipment do you own or have access to? How old is the equipment? If leased, please provide leasing pricing.

  A: Please see attached Equipment List.

- What is your procedure for checking your employees' backgrounds? What evidence could you provide to verify this? What background information or qualifications do you require from your subcontractors and their staff?
  A*: 1. Criminal record checks*
  2. Employment history checks
  3. Education and credential checks
  4. Reference checks
  To verify that these checks have been done, companies can provide documentation such as background check reports, reference check notes, and employment verification letters. They may also have policies and procedures in place that outline their background check process.

  For the subcontractors and their staff, the requirements for background information and qualifications may vary depending on the nature of the work being subcontracted. Some common requirements may include proof of liability insurance, licenses and certifications, and references from previous clients. Companies may also conduct their own background checks on subcontractors and their staff to ensure that they meet their standards for professionalism and quality of work.

- How do you train your emergency responders?
  A: Please see SDR Training Programs

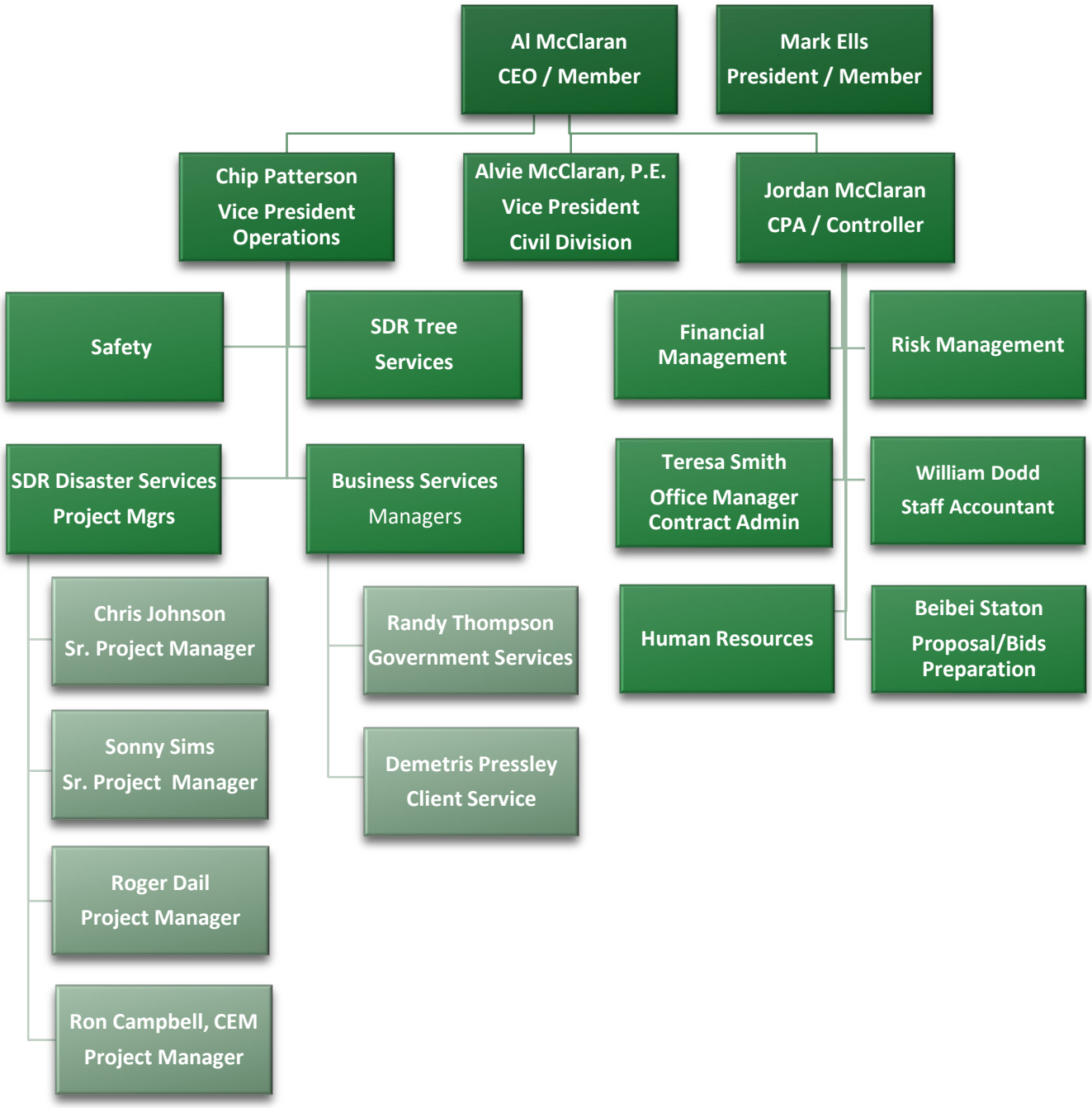
- Provide your firm's safety plan. Include handling of hazardous materials.
  A: Please see attached SDR safety plan

- Project understanding, proposed approach, and methodology.
  A: Please see attached Project understanding document

- Describe your approach to performing the contracted work. This should include the following points:
  - Type of services provided. Discuss your role and that of other parties involved in the data gathering, data analysis and recommendation process.
  - Discuss your project plan for this engagement outlining major tasks and responsibilities, time frames (Up to 180 days after contract activation) and staff assigned.
  - Explain your process for procuring recovery materials as outlined in Section 6002 of the Solid Waste Disposal Act (see attachment "C").

  A: Please see attached Mobilization and Operations Plan in Tab D

SDR CORPORATE ORGANIZATION STRUCTURE



State of Florida
Department of State

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

The document number of this limited liability company is M17000004656.

I further certify that said limited liability company has paid all fees due this office through December 31, 2023, that its most recent annual report was filed on January 18, 2023, and that its status is active.

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

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Eighteenth day of January, 2023

Secretary of State

Tracking Number: 4343158218CC

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

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

PAST PERFORMANCE SUMMARIES: 2011 – 2022

2021 – Winter Storm Uri, KY: SDR was chosen by Carter Co., Boyd Co., Elliott Co and Lawrence Co. KY to help their Counties recover from the devastation of the worst ice storm Uri North – Eastern, KY in March 2021. From March 4th to August 30th, SDR removed in total 641,800 Cubic Yards and 540 tons of the debris valued at $18,574,100.00. Source location, debris type, source and documentation tracked using an ADMS system for 2 of the counties; the 3rd county self monitored and used the SDR paper ticketing system for documentation.

Construction & Demolition Debris

- All waste streams are safely collected consistent with contractual requirements, environmental sensitivity and organized to expedite community recovery
- C&D collected as a separate waste stream and either direct hauled to final disposal or hauled to a TDMS for further segregation of materials and/or reduction

2021 – Oconee Co. Creek/Stream Debris Removal The project is limited to the area 40 feet of top of bank on the creek/stream and includes the removal of fallen/damaged trees within 2020's tornado path in the City of Seneca/Oconee County. From 4/22/2021 to 6/19/2021, SDR processed over 62,000 CYD of water debris valued at $1,575,300. Source location, debris type, source and documentation tracked using the SDR paper ticketing system for documentation.

2021 – GA Tornado, City of Newnan: After Georgia Tornados in 2021, SDR responded rapidly to support City of Newnan's disaster response and recovery efforts. SDR's contract with the City of Newnan including disaster debris removal of numerous waste streams (woody, vegetative; C&D, HHW, white goods/appliances, etc.) as well as removal of dangerous leaners, hangers and stumps. Woody, vegetative debris was reduced by grinding and then hauled for beneficial re-use. Source location, debris type, source and documentation tracked using an ADMS system. From 3/29/2021 to 8/6/2021, SDR processed over 388,000 CYD of debris valued at $5,481,300.00.

Household Hazardous Waste

- All waste streams are safely collected consistent with contractual requirements, environmental sensitivity and organized to expedite community recovery
- HHW is typically collected following first pass of Vegetative and C&D material. HHW is manually loaded into a lined or non-permeable container on a trailer or truck and hauled to a County aggregation site or final processing site.
- In large scale C&D producing events; a field expedient HHW cell is constructed in the TDMS for any material that inadvertently arrives at the TDMS

2020 – Iowa Derecho, Waterway Debris Removal, City of Marion, IA: After the Derecho hit much of central and eastern Iowa in August 2020, Crop damage was extensive across the state and tree damage was catastrophic in the City of Marion. SDR was selected by the City of Marion for their Waterway Debris Removal. Source location, debris type, source and documentation tracked using an ADMS system From Dec. 1, 2020, to June 30, 2021, SDR has collected 289,200 cubic yards of waterway debris for this FEMA Public Assistance (PA) funded project debris at $11,379,600.00.

2020 -- SC Tornado Oconee Co. SC: In April of 2020, a strong line of storms went through Oconee County, SC and was later confirmed a tornado. SDR was selected by the South Carolina Department of Transportation (SCDOT) for debris grinding and haul out in Oconee County. Throughout the duration of the 10-week debris grinding and disposal project, from 4/21/2020 to 6/26/2020, In total, SDR processed over 501,504 cubic yards of debris valued at $2,748,000.

PAST PERFORMANCE SUMMARIES: 2011 – 2022

2020 – Iowa Derecho, Debris Removal, City of Marion, IA: On August 10, 2020, a Derecho hit much of central and eastern Iowa with straight line winds over 100 mph that was sustained for nearly 30 minutes in many locations. Crop damage was extensive across the state and tree damage was catastrophic in the City of Marion. SDR was selected by the City of Marion for their debris collection and disposal efforts. Source location, debris type, source and documentation tracked using an ADMS system From 8/17/2020 to 12/16/2020, SDR collected 730,000 cubic yards with a total project value of $12,988,800 of debris for this FEMA Public Assistance (PA) funded project.

2019 – Hurricane Dorian, BEACH BERM RESTORATION BREVARD COUNTY, FL: Due to damage to public beach access areas as a result of Hurricane Dorian in 2019, South Beaches from R-142 to R-213 in Brevard County, Florida shoreline required beach and dune restoration. From 10/15/2019 to 4/21/2020, SDR successfully completed the original unit price contract by placing 99,841 CY of sand, which was sourced from quality local mines, with a total project value of over $3.3 million. The scope of work mandated that only high-quality sand sources be utilized, and that the project's stringent timeframe be adhered to. Southern Disaster Recovery successfully met both criteria to the satisfaction of the client's Project Manager.

2019 – Hurricane Dorian Debris Removal; Outer Banks, North Carolina: Hurricane Dorian impacted Outer Banks North Carolina with significant storm surge flooding and wind damage. SDR had eight (8) local government contracts activated; Hyde County, Tyrrell County, Town of Columbia, Dare County, Currituck County, Town of Kill Devil Hills, Town of Duck, Town of Southern Shores. Each contract included debris management (ROW removal for woody, vegetative material; Construction and Demolition debris; Household Hazardous Wastes; White goods/Appliances). SDR operated seven (7) Temporary Debris Management Sites (TDMS); three (3) of them were in environmentally sensitive areas within the National Park Service boundaries. Source location, debris type, source and documentation tracked using an ADMS system. From Oct 2019 to May 2020, SDR processed over 316,890 CYD of debris valued at $7.5 million.

2018-2019 - California Wildfire Pacific Gas & Electric Utility Line Debris Removal: In November 2018, California suffered the most devasting wildfire in its history. The Camp Fire burned for approximately two weeks, until it was considered 100% contained. The ensuing tree debris caused perilous conditions in many areas serviced by Pacific Gas and Electric. As a result, Southern Disaster Recovery was contracted to remove debris from those areas. In an effort to be proactive in preventing subsequent property damage and power outages, From Nov 13, 2018 to April 30,2020 Southern Disaster Recovery completed dangerous tree removal projects for Pacific Gas and Electric in California. Thousands of trees have been cut using multiple work crews. The project total is valued at over $48 million.

2018 - Hurricane Michael Debris & Tree Removal Wiregrass Electric Cooperative, Inc., Hartford, AL: Following Hurricane Michael, Southern Disaster Recovery was contracted by the Wiregrass Electric Cooperative, Inc. (Wiregrass), with headquarters in Hartford, Alabama, to collect, remove, and dispose of hurricane generated debris along their 30-foot utility rights-of-way. The project scope included all the Wiregrass managed territory in Houston County, Alabama. In total, From March 12, 2019 to April 28 2019, SDR processed over 52,000 cubic yards of debris valued at nearly $2.1 million. Source location, debris type, source and documentation tracked using the SDR paper ticketing system for documentation.

White Goods

- All waste streams are safely collected consistent with contractual requirements, environmental sensitivity and organized to expedite community recovery
- White goods are typically collected between 1st and 2nd pass. White goods are manually loaded onto a trailer or truck and hauled to a staging area for processing. White goods are inspected, putrescent material removed, and refrigerant removed by a certified technician.
- White goods taken to a recycler following processing.

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

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

2017 - Hurricane Irma: Southern Disaster Recovery (SDR) managed multiple vegetative and C&D debris removal contracts resulting from Hurricane Irma. In Georgia, we were the prime contractor on five debris removal contracts and operated as the prime sub on eight contracts in Florida and Georgia. In total, From Oct 2017 to March 2018, SDR processed over 1,500,000 cubic yards of Vegetative and C&D debris on contracts totaling $18.7 million. Outside of debris recovery and removal, SDR completed a Florida beach berm restoration project hauling over 317,000 tons of sand with a total contract valued at over $7.5 million.

2016 - Hurricane Matthew: Hurricane Matthew affected the coasts of Georgia, South Carolina, and North Carolina in October 2016. SDR managed multiple vegetative and C&D debris removal contracts in eight SCDOT Counties; Hunting Island, SC; the town of Summerville; the city of Lumberton, NC; and seven GDOT Counties. From Oct. 2016 to Feb 2017, SDR processed over 1,000,000 cubic yards of Vegetative and C&D debris on contracts totaling $16.5 million.

PAST PERFORMANCE SUMMARIES: 2011 – 2022

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

2015-2016 - Butte Wildfires, California: Following wildfires along utility lines in San Andreas, California, SDR was contracted to do a $3.5 million tree removal project employing and managing up to 100 laborers comprising 25 work crews. The completion date is from Oct 21, 2015, to Dec 23, 2015.

2014 - Winter Storm Pax: SDR simultaneously directed debris removal and hauling operations for seven different contracts in four South Carolina counties, including county and SCDOT maintained roads, school and county properties, and public service authority rights-of-way as well as creek debris removal. In total, from Feb 13, 2014 to Aug 8, 2014, SDR collected and processed over 2,000,000 cubic yards of debris valued at over $48 million.

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

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

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

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

KEY PERSONNEL FOR CITY OF HOLLYWOOD, FL

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

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

Alvie McClaran – Vice President of Civil Division
Alvie McClaran, SDR VP of Civil Division, Registered Professional Engineer has 10+ years of experience in civil engineering design and project management. Experience with various government entities including EPA, FEMA, USACE, and DOT

Demetris Pressley –Client Service director
Demetris Pressley, Client Services Director, has over 18 years of public works management experience. His past experience includes strategic planning, project management, contract administration, budget and finance, staff development and regulatory compliance. Demetris supports SDR clients with their disaster debris management readiness (plans, procedures, training or exercises) as well as immediate disaster debris clearance operations.

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

Jordan McClaran – Controller

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

Name	Title	Years in Experience	Phone	Email address
Al McClaran	Owner/Chief Executive Officer	20+	864-591-7797	al@gosdr.com
Jordan McClaran	Controller/Data Tracking	8+	864-469-7797	jordan@gosdr.com
Chip Patterson	VP of Operations Operations Manager	30+	904-334-9690	chip@gosdr.com
Alvie McClaran	VP of Civil Division	10+	864-640-1403	alvie@gosdr.com
Demetris Pressley	Client Services	20+	386-479-2298	demetris@gosdr.com
Sonny Sims	Senior Project Manager	30+	864-901-0283	sonny@gosdr.com

Al McClaran
CEO / Member

PROFILE

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

CONTACT

864-561-7797

109 White Oak Rd.
Greenville, SC 29609

al@gosdr.com

CERTIFICATIONS

Over 40 FEMA Certifications
Mr. McClaran is thoroughly knowledgeable of all aspects of FEMA criteria for debris recovery operations.

EDUCATION

Bob Jones University, Greenville, SC
Master of Arts, 1983
Bob Jones University, Greenville, SC
Bachelor of Arts, 1980

WORK EXPERIENCE

Southern Disaster Recovery, LLC
CEO & Member, *2012 – Present*

- Responsible for the day-to-day operations of Southern Disaster Recovery.
- Works closely with Emergency Management and other government agencies both before and after disaster events
- Manages up to 100 debris hauling and cutting subcontractors during disaster events.
- Helps with readiness planning and preparation. This includes working on debris management plans and training government personnel in debris recovery operations.
- Coordinates all aspects of the recovery and the documentation process to assure that the applicant receives the funding to which it is entitled.

Disaster Events Worked:

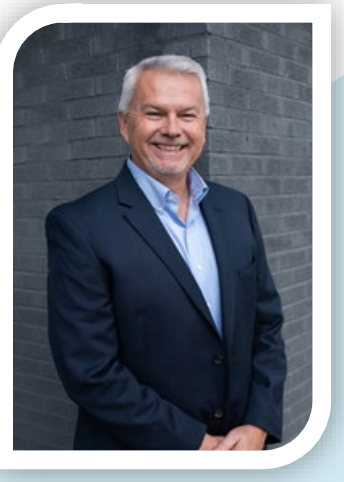
- 2021 Winter Storm Uri – 4 Counties in KY
- 2021 Tornado in GA – City of Newnan, GA
- 2020 Hurricane Zeta in NC
- 2020 Hurricane Isaias – 6 Contractors in NC
- 2019 Hurricane Dorian – 8 Contractors in NC
- 2018 Hurricane Florence – Various Counties and Cities in NC and NCDOT & SCDOT.
- 2017 Hurricane Irma – 15 contracts in Florida and Georgia
- 2016 Hurricane Matthew – 19 contracts in NC, SC and GA
- 2015 Butte Wildfires – San Andreas, California.
- 2015 Flooding Event – South Carolina Department of Transportation.
- 2014 Winter Storm Pax – South Carolina Counties: Aiken,
- Barnwell, Allendale, Williamsburg.

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

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

Disaster Events Worked:

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



Robert "Chip" Patterson
Vice President of Operations

PROFILE

- Has 30+ years of experience in Disaster Management.
- Implementing strategies and operations for disaster recovery services.
- 1st Disaster; 1989- Hurricane Hugo (Ops Technician)
- 1st FL Disaster; 1992- Hurricane Andrew (FEMA ESF 5 Ops Specialist)
- Served in a mayoral appointed position for 10 years as the City of Jacksonville, Florida's Director for Emergency Management.
- State of Florida EOC Director.
- Chief of Operations for the North Carolina Division of Emergency Management.
- Service as a Radiological Emergency Preparedness Planner in North Carolina and 6 years in the United States Navy nuclear propulsion program.

CONTACT
PHONE:
904-334-9690
ADDRESS:
109 White Oak Rd. Greenville, SC 29609
EMAIL:
chip@gosdr.com

EDUCATION

University of the State of New York
Bachelor of Science in Sociology, 1989
Jacksonville University
Master's in Business Administration, 2002

Associations
Adjunct Instructor, University of NC/College of Public Health, *2000-Present*
Adjunct Instructor, Flagler College/Public Administration *2006 - 2017*
US Navy Postgraduate School, Center for Homeland Security and Defense
Mobile Executive Seminars *2006 - 2021*
Florida Emergency Preparedness Association
Florida's Emergency Manager of the Year, *2005*
Board Member, Greater Jacksonville Agricultural Fair, 2010-2020
National Hurricane Conference, Response Committee *2006-Present*

WORK EXPERIENCE

Southern Disaster Recovery, LLC / VP of Operations
February 2018 – Present
Responsible for fulfilling all contractual requirements in disaster response and recovery consistent with FEMA Public Assistance Program and Policy Guide and associated policy documents.

J. B. Coxwell Contracting, Inc / Director of Disaster Services
July 2006 to February 2018
Emergency management and homeland security business development and service delivery for a 300-person civil construction firm providing services in all phases of emergency management. Public Assistance activities included debris clearance and removal in eighteen (18) jurisdictions.

City of Jacksonville Emergency Preparedness Division Chief
Duval County Emergency Preparedness Director
January 1996 to July 2006
Responsible for a comprehensive emergency management program that included plans and procedures development; public education; disaster response and recovery management; facilities management; program development and marketing; personnel development; press availabilities; and, interacting with elected officials in a jurisdiction of 840 square miles with a population of over 800,000. Incident Management Team Lead in Harrison County, MS for Hurricane Katrina; IMT Lead in Lee County, FL in Hurricane Wilma. Oversight of disaster recovery programs for ten Presidential declared disasters; Managed disaster response and administered FEMA Public Assistance and Hazard Mitigation programs.

Florida Division of Emergency Management
Response Services Administrator
June 1993 to December 1995
Managed State of Florida delivery of disaster resources (equipment, personnel and programs). Non-disaster related activities included development and maintenance of the State's Comprehensive Emergency Management Plan, Radiological Emergency Preparedness Program and management of seven field offices. Disaster-related opportunities included managing the State Emergency Operations Center. Oversight during six Presidential declared disasters.

North Carolina Division of Emergency Management / Chief of Operations
March 1989 to June 1993
Managed State of North Carolina disaster resources delivery.
Managed the 24/7 State Warning Point. Planner for Radiological Emergency Preparedness.

Demetris Pressley
Client Service Director

PROFILE

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

CONTACT

PHONE:
386-479-2298

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

EMAIL:
demetris@gosdr.com

EDUCATION

Daytona State College, Daytona Beach, FL
Public Relations & Marketing, 2011
Indian River State College, Fort Pierce, FL
American Public Works Association - Public Works Leadership Institute 2011
Professional Associations & Events:
APWA, ICMA, FGBC, FSA, Blue Spring Group, West Volusia Leadership 2014, FEMA Emergency Management Group, FEPA.

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

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

WORK EXPERIENCE

Southern Disaster Recovery, LLC / Senior Director

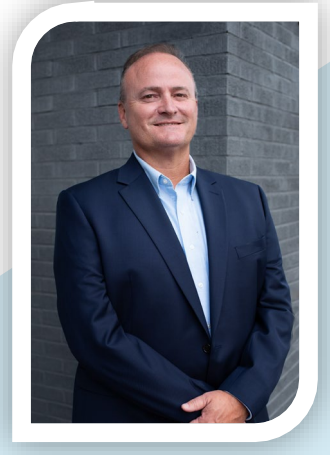
Senior Client Services Director, December 2020 - present
SDR Client Service Director, has over 18 years of experience in leading public works daily and disaster operations. His work has included strategic planning, project management, contract administration, budget and finance, staff development and regulatory compliance. Demetrius supports our clients with their disaster debris management readiness (plans, procedures, training or exercises) as well as immediate disaster debris clearance operations.

CITY OF DELAND, DELAND, FL

Public Works & Deputy Public Services Director, Since April 2015
Management, supervisory and logistical responsibility for 65 (+/-) full-time employees (professional, administrative, technical, general labor, contract labor, etc.), 2 Department of Corrections work squads and multiple multi-year maintenance contracts/contractors for state roadway assets within the City.

Deputy Public Works Director, August 2013 – March 2015
Manages, supervisory and logistical responsibility for 45 (+/-) full-time employees (professional, administrative, technical, general labor, contract labor, etc.), 2 Department of Corrections work squads and multiple multi-year maintenance contracts/contractors for state roadway assets within the City

Environmental Compliance Coordinator / Engineering Inspector
March 2005 – July 2013
Responsible for all NPDES compliance inspections, maintenance plan development and permit compliance monitoring and reporting to state agencies (FDEP).



John (Sonny) Sims
Operations Manager

PROFILE

- An experienced Disaster Debris Removal Project Manager who brings forth valuable experience in the industry with exceptional safety and client satisfaction.
- An ISA certified Arborist
- Has completed over 89 disaster debris removal projects over 30 years.
- Adept at managing multiple priorities; integrating various interests into a successful project for all
- Ornamental Horticulture Degree, 1992

CONTACT

PHONE:
864-901-0283

ADDRESS:
308 Edens Ridge Dr. Six Mile, SC 29682

EMAIL:
sonny@gosdr.com

EDUCATION

Certifications

- *IS- 00632.a Introduction to Debris Operations*
- *IS-00633 Debris Management Plan Development*
- *IS-00100.PWc Introduction to Incident Command System,*
- *ICS-200; Basic Incident Command System*
- *IS-00253.a Overview of FEMA Environmental and Historic Preservation Review Responsibilities*
- *HAZWOPER 40 HR*
- *ISA Board Certified Arborist*
- *Landfills and Land Application Sites 2020*
- *AT-TC3TS010-15-T1 - Maintenance of Traffic for Supervisors*

WORK EXPERIENCE

Southern Disaster Recovery, LLC

Operations Manager, 2014 – Present

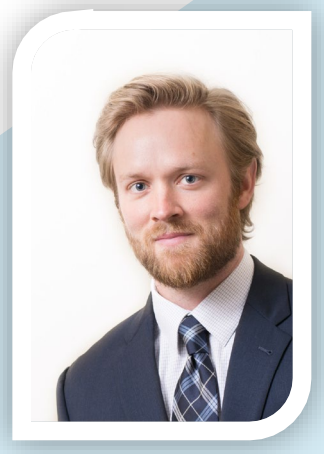
- Successfully led all daily operational aspects.
- Managed and evaluated workflow and productivity, making changes where necessary.
- Developed and implemented performance standards and procedural changes to drive productivity and quality.

Disaster Events Worked:

- 2021 Hurricane Ida – Plaquemines Parish, LA
- 2020 SC Tornado- Hampton Co, SC
- 2020 SC Tornado-SCDOT Barnwell Co, SC
- 2020 SC Tornado-SCDOT Oconee Co, SC
- 2020 Spartanburg Tornado- Spartanburg, SC
- 2009 Ice Storm Dunklin County, Missouri
- 2018 Hurricane Florence- New Bern, NC
- 2017 Hurricane Irma- City of Miami & City of Deltona, Florida
- 2016 Hurricane Matthew- Marion County & Lumberton Co, NC
- 2014 Ice Storm Barnwell County, SCDOT, South Carolina

Previous Experience

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



Alvie McClaran III, P.E.

Vice President of Civil Division

PROFILE

- Has 10+ years of experience in civil engineering design and project management.
- Registered Professional Engineer
- Experience with various government entities including EPA, FEMA, USACE, and DOT.

CONTACT

864-469-9776

109 White Oak Rd.
Greenville, SC 29609

alvie@gosdr.com

EDUCATION

Clemson University, Clemson, SC
Bachelor of Science in Civil Engineering, 2011

WORK EXPERIENCE

Southern Disaster Recovery, LLC / VP of Civil Division
June 2021 – Present
Lead and action officer for business development, marshalling technical capability and conduct of projects associated with civil engineering projects.

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

Managed the civil team and was the civil Engineer of Record in the design and preparation of plan sheets for the mass and fine grading, stormwater management, truck routing, underground utilities, and temporary construction facilities layout for the Rhyolite Ridge mine process plant. This encompassed approximately 160 acres and over 1 million cubic yards of earth work.

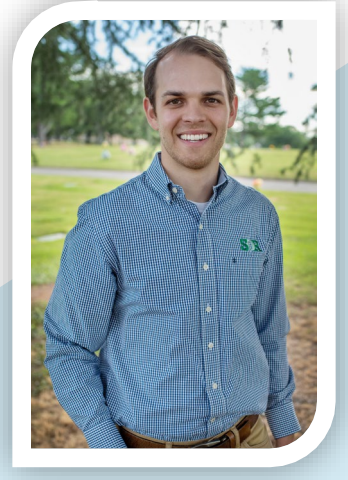
Managed the civil team in the design and preparation of plan sheets for new rail, grading, stormwater and underground utilities for the US Steel Edgar Thompson Steel Works site. Responsible for the preparation of an NPDES Stormwater Pollution Prevention Plan. This involved bringing the entire 100+ year-old site into compliance with new environmental requirements by separating the existing combined storm water and process waste systems into separate systems for treatment before releasing into the Monongahela River.

Assisted in design, model development and preparation of plan sheets for grading, stormwater and underground utilities for the addition of a new carbon fiber manufacturing line at the existing site in Decatur, Alabama.

Designed site layouts, grading, paving, stormwater management systems and underground utilities for private and government clients ranging from pharmaceutical manufacturing plants to military facilities.

Land Planning Associates, Inc. – Easley, SC
Staff Engineer, *2011 - 2017*

Responsible for site plan layouts, water supply design and flow calculations, coordination and permitting with federal, state, and local authorities, project management, and representation of firm before clients and government officials.



Jordan McClaran
Controller

PROFILE

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

CONTACT

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EMAIL:
jordan@gosdr.com

CERTIFICATIONS

Certified Public Accountant State of SC

EDUCATION

Clemson University, Clemson, SC
Master of Professional Accountancy, August 2013

Bob Jones University, Greenville, SC
B.S., Accounting, May 2012

WORK EXPERIENCE

Southern Disaster Recovery, LLC
Controller, 2014 – Present

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

Cherry Bekaert, LLP - Greenville, SC
Audit Staff, 2013 - 2014

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

Cherry Bekaert, LLP - Greenville, SC
Audit Intern, 2012

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

TRAINING AND CERTIFICATIONS HELD BY MANAGEMENT TEAM

Summary

Professional Engineer –	Alvie McClaran
ISA Certified Arborist –	Sonny Sims, Brett Huett
Certified Emergency Manager –	Randy Thompson, Roger Dail, Ron Campbell
Licensed Landfill Operator (GA) –	Chris Johnson
NPDES Certifications –	Sonny Sims, Chris Johnson, Chip Patterson
MOT for Supervisors (ASHTO) –	Chip Patterson, Sonny Sims, Chris Johnson, Randy Thompson
USACE Contractor Quality Control –	Chip Patterson
Certified Public Accountant –	Jordan McClaran

Al McClaran (CEO)

IS-1	Emergency Manager: An Orientation to the Position
IS-5.a	An Introduction to Hazardous Materials
IS-7	A Citizen's Guide to Disaster Assistance
IS-10.a	Animals in Disaster: Awareness and Preparedness
IS-15.b	Special Events Contingency Planning for Public Safety Agencies
IS-22	Are You Ready? An In-depth Guide to Citizen Preparedness
IS-26	Guide to Points of Distribution
IS-33.12	FEMA Initial Ethics Orientation
IS-35.12	FEMA Safety Orientation
IS-55	Household hazardous Materials-A Guide for Citizens
IS-100.a	Introduction to Incident Command
IS-100.Pwb	Introduction to the Incident Command System for Public Works
IS-208.a	State Disaster Management
IS-230.a	Fundamentals of Emergency Management
IS-235.b	Emergency Planning
IS-240	Leadership and Influence
IS-241.a	Decision Making and Problem Solving
IS-242.a	Effective Communication
IS-253	Coordinating Environmental and Historic Preservation Compliance
IS-271	Anticipating Hazardous Weather and Community Risk
IS-293	Mission Assignment
IS-324	Community Hurricane Preparedness
IS-340	Hazardous Materials Prevention
IS-403	Introduction to Individual Assistance
IS-630	Introduction to the Public Assistance Process
IS-632	Introduction to Debris Operations
IS-634	Introduction to FEMA's Public Assistance
IS-650.a	Building Partnerships with Tribal Governments
IS-700.a	National Incident Management System (NIMS), An Introduction
IS-800.b	National Response Framework, An Introduction
IS-801	Emergency Support Functions (ESF) #1- Transportation
IS-802	ESF #2 – Communications
IS-803	ESF #3 – Public Works and Engineering
IS-804	ESF #4 – Firefighting
IS-805	ESF #5 – Emergency Management
IS-806	ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services
IS-807	ESF #7 – Logistics Management and Resource Support Annex

IS-808	ESF #8 – Public Health and Medical Services
IS-809	ESF #9 – Search and Rescue
IS-810	ESF #10 – Oil and Hazardous Materials Response Annex
IS-811	ESF #11 – Agriculture and Natural Resources Annex
IS-812	ESF #12 – Energy
IS-813	ESF #13 – Public Safety and Security Annex
IS-814	ESF #14 – Long Term Community Recovery
IS-820	Introduction to NRF Support Annexes
EM16	Debris Management (G202 12.0 Credit Hours)

Randy Thompson (Government Affairs)

NC-1002.2	NCEMA Spring Conference
IS-00394.A	Protecting Your Home or Small Business from Disaster
IS-00453	Introduction to Homeland Security Planning
IS-00230.c	Fundamentals of Emergency Management
G-146	HSEEP - Homeland Security Exercise and Evaluation Program
IS-00548	Continuity of Operations (COOP) Manager
IS-00026	Guide to Points of Distribution
G-386	Mass Fatalities Incident Response
G191	ICS/EOC Interface
G-271	Hazardous Weather and Flooding Preparedness
G-400	ICS-400 - Advanced Incident Command System Command and General Staff - Complex Incidents
G-300	ICS-300 - Intermediate Incident Command System for Expanding Incidents
NC771	Brunswick WMD Training Exc
NC815.1	Incident Command System 200 TTT
NC714	WMD Radiological/Nuclear Awareness TTT
NC290	Basic Public Information Officers (PIO)
NC-999.3	Damage Assessment
G-288	Local Volunteer and Donations Management
NC654	Capstone Seminar
G280	Public Policy in Emergency Mgmt
G244	Developing Volunteer Resources
G652	Managing the Search Operation
G241.1	Basic Skills/Decision Making & Problem
G240.1	Basic Skills/Leadership & Influence
G-385	Disaster Response and Recovery Operations
G320	Fundamental Course for Radiological Monitor
G330	Refresher Course for Radiological Monitors
NC-601	Public Officials Conference (POC)
G326	Fundamental Course for Rad Response Teams
G305.7	Overview of the Incident Command System
NC-601	Public Officials Conference (POC)
G326	Fundamental Course for Rad Response Teams
G652	Managing the Search Operation
G-130	Exercise Evaluation
G120	Exercise Design Course
G242	Basic Skills/Effective Communications
G243	Basic Skills/Creative Financing
NC-999.3a	Damage Assessment
G230	Introduction to Emergency Mgmt

G-386	Mass Fatalities Incident Response
G346	Hospital Emergency Dept Mgmt of Rad Accident
G652	Managing the Search Operation
G235	Emergency Planning Course
G305.8	Hazmat Workshop for EMS Providers
G605	Family Preparedness
G651	Managing Emergency Operations
G650	New Coord/sec Workshop
G340	Radiological Monitor Instructor Course
G323	Fundamental Crs for Radiological Officer
G801	Hazmat 1st Responder
ASHTO	Maintenance of Traffic for Supervisors

Chip Patterson (Vice President of Operations)

Certified Emergency Manager (CEM) 2012-2017
USACE Contractor Quality Control
OSHA 30-hour Safety
OSHA HAZWOPER
ASHTO - Maintenance of Traffic for Supervisors
ICS – 100, 200, 300, 400
G-449 (FL) – ICS Curricula TtT
NIMS/ICS Instructor
Florida Professional Emergency Management (2001-2006)
IS 700.a - National Incident Management System (NIMS), An Introduction
IS630 - Introduction to the Public Assistance Process
IS631 - Public Assistance I & II
IS632 - Debris Operations in FEMA's PA Program
FEMA Instructor – Emergency Operations Center
FEMA Exercise Design Control Evaluate Certified
FEMA Integrated Emergency Management Course
Navy Postgraduate School Center for Homeland Defense and Security Mobile Executive Training SME 2006-2021
University of North Carolina, Gilling's School of Public Health, Emergency Preparedness Certificate, Adjunct Instructor 2006-present
Flagler College, Public Administration Program, Adjunct Professor, (Emergency Management; Fiscal Administration; Intergovernmental Relations) 2012-2017
North Carolina SERT Emergency Operations Chief; 1990-1993
Florida SERT Comprehensive Emergency Management Plan (CEMP) Administrator; 1993-1995
Florida SERT Emergency Operations Chief; 1993-1995
Florida SERT Hurricane Katrina Incident Management Team Lead (Harrison County, MS)
Florida SERT Hurricane Wilma Incident Management Team Lead (Lee County, FL)
Florida County (Duval) Emergency Management Director; 1996-2006
Florida's Emergency Manager of the Year - 2005
Florida Governor's Hurricane Conference 2018; Lead Trainer; "Evaluating Debris Management and Monitoring RFPs"
National Hurricane Conference; Response Planning Subcommittee; 2008-present.
US Army Emergency Operations Center Training Development Team; 2014-2016
US Army Emergency Operations Center Training Cadre; 2014-2019
Emergency Management Accreditation Program (EMAP); Standards Subcommittee; 2015-2018

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

Roger Dail (Project Manager)
IS-35.22 FEMA Safety Orientation 2022
ICS 300 Incident Command System
ICS 400 Advanced Incident Command System
ICS 402 Incident Command System for Executives / Senior officials
IS - 700 NIMS
IS – 01009 Conditions of the Public Assistance Grant
IS – 00632.a Introduction to Debris Operations
IS – 00633 Debris Management Plan Development
IS – 01000 Public Assistance Program and Eligibility
IS – 01001 The Public Assistance Delivery Model Orientation
Hazardous Waste Site workers - 40 hours
Hazardous Materials Incidents - 40 hours
Chemistry of Hazardous Materials

Demetris Pressley (Client Service Director)
Advanced Certified Stormwater Inspector
Diversity: Inclusion in the Modern Workplace Certificate of Completion
Certified the American Public Works Institute
Disaster Management for water and Wastewater Utilities
Stormwater Operator - Level 2
ICS IAP workshop (4) hours
Construction of Quality Treatments for Preventive Maintenance for FL DOT
Professional Member of ASCE

Christopher Johnson (Project Manager)
IS-000.35.20 FEMA Safety Orientation 2020
IS-00632.a Introduction to Debris Operations
IS-00633 Debris Management Plan Development
IS-00037.20 Managerial Safety and Health

Jordan McClaran (Controller)
Debris Management Planning for State, Tribal and Local Officials
IS-00632.a Introduction to Debris Operations
IS-00001.a Emergency Manager: An Orientation to the Position

Beibei Staton (Administrative Staff)
IS-00632.a Introduction to Debris Operations
IS-00634 Introduction to FEMA's Public Assistance Program
IS-910 Emergency Management Preparedness Fundamentals
IS-253 Coordinating Environmental and Historic Preservation Compliance

SUBCONTRACTOR PROTOCOL

MBE | WBE | DBE | Local Participation

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

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

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

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

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

MBE | WBE | DBE | Local Participation

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

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

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

5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
6) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in paragraphs (1) through (5) of this section.

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

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

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

Subcontractor List:

1	Company Name	*Pride Contracting Inc*
	Business Type	*W/S/DBE*
	Address:	*12603 Camp Charles Rd. Bailey, NC 27807*
	Contract person	*Jamey Byrd*
	Phone	*252-245-0936*
	Email:	jamey@prideinc.net
	Type of work:	*Loading & Hauling*
2	Company Name	*Florida Preferred Group*
	Business Type	*DBE WBE*
	Address:	*3806 SW 148th Ave, Miami, FL 33132*
	Contract person	*Jennifer Oves / President*
	Phone	*786.643.6853*
	Email:	info@floridapreffergroup.com
	Type of work:	*Debris Removal, Loading & Hauling*

EQUIPMENT LIST

Company Name	Equipment Type/Name	Owned/Leased/Sub	SOW Mission
SDR	Lowboy Trailer - 2015 Talbert	Owned	Mobilization
SDR	Road Truck w/26'Forage Trailer - 2016 Kenworth T880	Owned	Haul
SDR	Live BottomTrailer - 2001 Peerless	Owned	Haul
SDR	Road Tractor / 2004 Mack CHN 600	Owned	Haul
SDR	Equipment Trailer / 10 Ton / HTD182003 Hudson	Owned	Mobilization
SDR	Bucket Truck / 2006 International 4000S	Owned	Haul
SDR	Road Truck with 30' Trinity Trailer / 2019 Kenworth T880	Owned	Haul
SDR	Dump Truck / 2020 Kenworth T880	Owned	Haul
SDR	Road Tractor / 2021 Kenworth T880	Owned	Haul
SDR	Excavator - PC300-6 / 1999 Komatsu	Owned	Haul
SDR	Off-Road Truck / 2016 Volvo Artic Hauler	Owned	Haul
SDR	Trommel Screener / Mccloskey	Owned	TDS Mgt
SDR	Wheel Loader - IT38G / Caterpillar	Owned	Debris Clearance, Loading, Site Mgt
SDR	Excavator - PC200LC-8 / 2007 Komatsu	Owned	Debris Clearance, Loading, Site Mgt
SDR	WA250-6 Wheel Loader with CouplerBuckets & Forks / 2010 Komatsu	Owned	Debris Clearance, Loading, Site Mgt
SDR	Track Loader 953C / 2005 Caterpillar	Owned	Debris Clearance, Loading, Site Mgt
SDR	Air Curtain Incinerator / 2004 McPherson	Owned	TDS Mgt
SDR	Excavator PC210LC-10 with 42" bucket&thumb / 2014 Komatsu	Owned	Debris Clearance, Loading, Site Mgt
SDR	Crawler Dozer - D39PX-23 / 2014 Komatsu	Owned	Site Mgt
SDR	Reach Fork lift / 6K-34'Diesel FL01-0381	Owned	Loading
SDR	Excavator - PC170LC-10 with 42" bucket & thumb / 2017 Komatsu	Owned	Debris Clearance, Loading, Site Mgt
SDR	Track Loader - 259D / 2017 CAT	Owned	Debris Clearance, Loading, Site Mgt
SDR	Wheel Loader WA320-7 with bucket / Komatsu	Owned	Debris Clearance, Loading, Site Mgt
Pride Contracting, Inc	Grapple Truck w/Palfinger Loader 82 Cyds / Peterbilt 567	Sub	Load/Haul
Pride Contracting, Inc	Debris Pup Trailer 86 Cyds / Homebuilt 9332	Sub	Load/Haul
Pride Contracting, Inc	Grapple Truck w/ Palfinger Loader 82 Cyds / Peterbilt 567	Sub	Load/Haul
Pride Contracting, Inc	Debris Pup Trailer 86 Cyds / Homebuilt 9325	Sub	Load/Haul
Pride Contracting, Inc	Grapple Truck w/ Serco Loader 82 Cyds / Peterbilt 567	Sub	Load/Haul
Pride Contracting, Inc	Debris Pup Trailer 86 Cyds / Homebuilt 9326	Sub	Load/Haul
Pride Contracting, Inc	Grapple Truck w/ Serco Loader 82 Cyds / Peterbilt 567	Sub	Load/Haul
Pride Contracting, Inc	Debris Pup Trailer 86 Cyds / Homebuilt 9327	Sub	Load/Haul
Pride Contracting, Inc	Grapple Truck w/ Rotobec Loader 82 Cyds / Peterbilt 379	Sub	Load/Haul
Pride Contracting, Inc	Debris Pup Trailer 86 Cyds / Homebuilt 9328	Sub	Load/Haul
Pride Contracting, Inc	Grapple Truck w/ Rotobec Loader 69 Cyds / Sterling 9500	Sub	Load/Haul

Company Name	Equipment Type/Name	Owned/Leased/Sub	SOW Mission
Pride Contracting, Inc	Debris Pup Trailer 67 Cyds / Homebuilt	Sub	Load/Haul
Pride Contracting, Inc	Road Tractor / Peterbilt 379	Sub	Load/Haul
Pride Contracting, Inc	55 Ton Air Ride Lowboy Trailer / Kaufman - FRDT55	Sub	Mobilization
Pride Contracting, Inc	Aluminum Framed Dump Trailer 76 Cyds / Rhodes - DUM-SE	Sub	Haul
Pride Contracting, Inc	Fuel/Lube Truck / International - 8100	Sub	Maintenance
Pride Contracting, Inc	Chipper Truck / Freightliner M2106	Sub	Hazardous Trees
Pride Contracting, Inc	Chipper Truck / Ford F550	Sub	Hazardous Trees
Pride Contracting, Inc	Bucket Truck / International 4700	Sub	Hazardous Trees
Pride Contracting, Inc	Bucket Truck / Ford F550	Sub	Hazardous Trees
Pride Contracting, Inc	Bucket Truck / Ford F550	Sub	Hazardous Trees
Pride Contracting, Inc	Crew Cab 4x4 Work Truck / Ford F550	Sub	Transport
Pride Contracting, Inc	Crew Cab 4x4 Work Truck / Dodge 2500	Sub	Transport
Pride Contracting, Inc	Crew Cab 4x4 Work Truck / Chevy 1500	Sub	Transport
Pride Contracting, Inc	Crew Cab 4x4 Work Truck / Chevy 1500	Sub	Transport
Pride Contracting, Inc	Crew Cab 4x4 Work Truck Chevy 3500	Sub	Transport
Pride Contracting, Inc	7x16 Utility Trailer /Utility World	Sub	Logistics
Pride Contracting, Inc	20' Tilt Top Equipment Trailer /Kaufman - Utility World	Sub	Logistics
Pride Contracting, Inc	20' Tilt Top Equipment Trailer /Big Tex - BT20TT	Sub	Logistics
Pride Contracting, Inc	20' Tilt Top Equipment Trailer /Big Tex - BT20TT	Sub	Logistics
Pride Contracting, Inc	All Terrain Aerial Trimmer /Kershaw - Skytrim 75G2	Sub	Hazardous Trees
Pride Contracting, Inc	All Terrain Aerial Trimmer /Kershaw - Skytrim 75G2	Sub	Hazardous Trees
Pride Contracting, Inc	Skidsteer w/ Attachments /Kubota - SVL-75 - 8752	Sub	Debris Clearance, Loading, Site Mgt
Pride Contracting, Inc	Skidsteer w/ Attachments /Kubota - SVL-75 - 8011	Sub	Debris Clearance, Loading, Site Mgt
Pride Contracting, Inc	Skidsteer w/ Attachments /Kubota - SVL-75 - 5332	Sub	Debris Clearance, Loading, Site Mgt
Pride Contracting, Inc	Skidsteer w/ Attachments /Kubota - SVL-75 - 9223	Sub	Debris Clearance, Loading, Site Mgt
Pride Contracting, Inc	Utility Tractor w/ Attachments / Kubota - M-5111	Sub	Debris Clearance, Loading, Site Mgt
Pride Contracting, Inc	Compact Wheel Loader w/ Attachments /Kubota - R-640R	Sub	Debris Clearance, Loading, Site Mgt
Pride Contracting, Inc	UTV / Kubota - RTV-1140	Sub	Logistics
Pride Contracting, Inc	18" Chipper /Vermeer - 18 XL	Sub	Hazardous Trees
Pride Contracting, Inc	22" Chipper / Morbark - 2230	Sub	Hazardous Trees
Pride Contracting, Inc	19" Chipper /Bandit - 19XPC	Sub	Hazardous Trees
Pride Contracting, Inc	Tracked Excavator w/ Attachments /Doosan - 225	Sub	Debris Clearance, Loading, Site Mgt
Pride Contracting, Inc	Rotating Grapple Saw / Ryan - RGPS	Sub	Hazardous Trees
Pride Contracting, Inc	Tracked Excavator w/ Attachments / Doosan - DX225	Sub	Debris Clearance, Loading, Site Mgt
Pride Contracting, Inc	Rotating Grapple Saw / Ryan - RGPS	Sub	Hazardous Trees
Pride Contracting, Inc	Stump Screw /Terex - XP-St	Sub	Hazardous Stumps
Pride Contracting, Inc	All Terrain Forwarder / Ponsee - Gazelle	Sub	All Terrain Haul

Company Name	Equipment Type/Name	Owned/Leased/Sub	SOW Mission
Pride Contracting, Inc	All Terrain Forwarder / Ponsee - Bison	Sub	All Terrain Haul
Pride Contracting, Inc	All Terrain Forwarder /Valmet - 840.2	Sub	All Terrain Haul
Pride Contracting, Inc	Forestry Mulcher / ASV - RT-120F	Sub	Hazardous Trees
Pride Contracting, Inc	30' Camper / Keystone	Sub	Logistics
Pride Contracting, Inc	35'x12'x3' Debris Barge w/AM230 Log Loader/Durapoly Boats 35DB-1.361	Sub	Waterway Debris
Pride Contracting, Inc	35'x12'x3' Debris Barge w/AM230 Log Loader/Durapoly Boats 35DB-1.362	Sub	Waterway Debris
Florida Preferred Group	Self-Loader - Qty 5	Sub	
Florida Preferred Group	Dump Truck (<40 cubic yards) - Qty 24	Sub	
Florida Preferred Group	Dump Truck (40-80 cubic yard capacity) - Qty 3	Sub	
Florida Preferred Group	Dump Truck (>80 cubic yard capacity)	Sub	
Florida Preferred Group	Sid Steer/ Bobcat - Qty 2	Sub	
Florida Preferred Group	Front End Loader - Qty 5	Sub	
Florida Preferred Group	Low boy trailers to transport machinery - Qty 4	Sub	
Florida Preferred Group	Bucket Truck (>50' broom) - Qty 1	Sub	
Florida Preferred Group	Excavator - Qty 2	Sub	
Florida Preferred Group	Walking Floor Trailer - Qty >5	Sub	
Florida Preferred Group	Water Truck - Qty 4	Sub	
Florida Preferred Group	Ford Transit Bus - Qty 1	Sub	
Florida Preferred Group	Motorhome - Qty 1	Sub	
Florida Preferred Group	Pressure washing truck with water tank- Qty 1	Sub	
Florida Preferred Group	Pressure washing machines - Qty 4	Sub	
Florida Preferred Group	Generators (2,000-6,000 watts) - Qty 4	Sub	
Florida Preferred Group	Portable gas tanks (5 gallons - 200 gallons) - gas transport available	Sub	

TRAINING PHILOSOPHY & COURSE OUTLINE

Training is an integral component of disaster preparedness and readiness, both for entities which may experience the results of the disaster, and for the companies who will respond to assist entities in the aftermath.

Southern Disaster Recovery (SDR) takes pride in the quality of services we provide and the requirements we have for those working under our purview. SDR can support our clients by providing the following training to augment their ongoing emergency management and disaster readiness program. We believe that joint training increases the effectiveness we have as a team during a disaster.

To ensure our employees and entities are fully educated and prepared, SDR assures the following criteria:

Facilitate Courses

IS – 631 – FEMA Public Assistance Program
IS - 632 – FEMA Intro to Debris Operations in the PA program
IS - 100 – Introduction to the Incident Command System
IS - 200 – Basic Incident Command System
IS - 700 – National Incident Management System
IS - 800 – National Response Plan

Teach[1]

I-300 – FEMA Intermediate Incident Command System
I-400 – FEMA Advanced Incident Command System
G775 – EOC Management and Operations
Debris Monitoring – independent course for field monitoring and audit

4.1 TRAINING OUTLINE[2] FOR SDR EMPLOYEES

Table 8: Training Summary

Training Summary			
Course #	**Course Name**	**Method of Delivery**	**Who Should Take It**
I-700	National Incident Management System	Internet/proctored locally	Supervisors and above
IS-800	National Response Plan	Internet/proctored locally	Supervisors and above
IS-100 IS-200	Incident Command System Intro Basic Incident Command System	Internet/proctored locally	Supervisors and above
I-300	Intermediate ICS	Classroom/delivered locally	Elective/managers
I-400	Advanced ICS	Classroom/delivered locally	Elective/managers
IS-630	Intro to PA Process	Internet	Accounting

[1] ICS and EOC courses taught by qualified instructor to FEMA standards
[2] Training outline excerpted from SDR Disaster Debris Removal Procedures

IS-631	PA Operations	Internet	Accounting
IS-632	Intro to Debris Operations in the PA Program	Internet/proctored locally	Supervisors and above
CQC[3]	Debris Quality Control Training (in-house developed)	Classroom/Field expedient	All
USACE CQC	US Army Corps of Engineers Contractor Quality Control Training	Classroom	Project Managers
OSHA Disaster Worker	OSHA Disaster Worker	Classroom	Managers and Supervisors
Command Center	Command Center	Classroom/Field expedient	All working in Command Center

4.2 DEBRIS OPERATIONS QUALITY CONTROL PROGRAM TRAINING OUTLINE

SDR Disaster Debris Removal Procedures Overview
Quality Control Chain of Command
Debris Eligibility
Non-compliance issues
Ethics
Stewardship of Tax Dollars
Professionalism
QC Site Manager Training
Debris loading
Segregation
Reduction
Disposal sites
Household hazardous waste orientation
HTRW (Hazardous, Toxic and Radiological Waste)

4.3 FIELD OFFICE AND CONTRACT INITIATION TRAINING

Field Office “Go” Boxes
Forms
References
Contract information
Subcontract management
Project Kick off Meeting with Owner
Debris Clearance documentation
TDMS Permits
Truck Certification documentation
Safety Orientation(s)
Debris Removal Documentation

[3] CQC – CONTRACTOR QUALITY CONTROL

4.4 DEBRIS ELIGIBILITY TRAINING MODULE[4]

General

For debris removal to be eligible, the work must be necessary to:

- Eliminate immediate threats of significant damage to improved public or private property
- Ensure the economic recovery of the affected community to the benefit of the community at large
- Mitigate the risk to life and property by removing substantially damaged structures and associated appurtenances as needed to convert property acquired through a FEMA hazard mitigation program to uses compatible with open space, recreation and wetlands management practices.

Examples include:

- Debris removal from a street or highway to allow safe passage of emergency vehicles.
- Debris removal from public property to eliminate health and safety hazards.

Eligibility[5]

Public Assistance funds are available to eligible applicants for debris clearance, removal and disposal operations. Eligible applicants include State and local governments, Indian tribes, and certain private nonprofit organizations. In order to be eligible for FEMA funding, the debris removal work must:

- Be a direct result of a Presidentially declared disaster;
- Occur within the designated disaster area; and
- Be the responsibility of the applicant at the time of the disaster.

In addition, at least one of the following must apply:

- Removal eliminates immediate threats to human lives, public health and safety;
- Removal eliminates immediate threats of significant damage to improved public and private property; and/or
- Removal ensures economic recovery of the affected areas to the benefit of the community-at-large.

Debris located on public property and rights-of-way is eligible. Eligible debris can include downed trees, sand, building wreckage, and damaged personal property.

Generally, debris removal from private property is not eligible under the Public Assistance Program; however, FEMA may approve debris removal from private property on a case-by-case basis when extenuating circumstances exist. Applicants should contact their State Emergency Management officials prior to debris removal for specific eligibility requirements. Debris that threatens private homes may be eligible under FEMA's Individual Assistance Program.

[4] FEMA Report 321 Oct. 2001 p. 28
[5] FEMA Report 327; PAPPG

Emergency Phase Restoration of Access

Our contract with a client may include restoring access to privately owned driveway, road or bridge. This type of work is eligible for the client's reimbursement under the FEMA Public Assistance program in the emergency phase. When this is eligible, this will be briefed as a part of the Incident Action Plan and daily briefing.

4.5 Ethics Training Module[6]

As an employee, you are a direct representative of Southern Disaster Recovery. If you are a sub-contractor, you are a representative of not only your company, but of SDR as well. All personnel performing work on the job are, by extension, representatives of our client. Our company's reputation is important. Your individual ethics and conduct impact our reputation and service to our client. Your decisions matter.

We all are interested in performing the highest quality job possible and preserving the reputation of our client and our company. We all will work to avoid even the appearance of impropriety.

Characteristics of Ethical Conduct

- Work performed should be to the highest craftsmanship possible
- All safety issues are immediately reported to a supervisor
- All real or perceived violations of our company's procedures or policies are immediately reported to a supervisor.
- All real or perceived violations of our contracts are immediately reported to a supervisor.
- Supervisors will identify the issues and work to resolve any violations of our company's procedures, policies or contracts.
- Our Customer Service Plan outlined in the SDR Disaster Procedures is followed.
- Accept no gifts or other like service for work performed outside procedures, policies, contracts or the daily Incident Action Plan
- Make no commitments outside of that the company cannot fulfill. Procedures, policies, contracts and the daily IAPs are guides to our commitments.
- When in doubt, seek advice of a supervisor; if not resolved the Quality Control Manager or Deputy Quality Control Manager should be consulted.

You are expected to seek advice regarding this standard. A duty to report under this standard does not absolve an individual or organization the duty to report under other federal, state or local laws.

SDR EMPLOYEE ACKNOWLEDGEMENT

As an employee of Southern Disaster Recovery (SDR), I agree to adhere to the training received regarding disaster response and debris recovery and removal and ethical conduct.

I acknowledge this ethics training and agree to perform to the standards described herein.

_____ _____

Signature Date

[6] US Office of Government Ethics Standards of Ethical Conduct for Employees of the Executive Branch Oct. 2002 used as reference

DISASTER DEBRIS REMOVAL

SAFETY PLAN

DEBRIS REMOVAL SAFETY

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OSHA Job Related Injuries: Facts and Requirements

Over the past four decades, employers, safety and health professionals, and the Occupational Safety and Health Association (OSHA), along with their state partners, have had a dramatic effect on workplace safety. Worker deaths have decreased on average from about 38 worker deaths per day in 1970 to 14 per day in 2016. Worker injuries and illnesses are down from 10.9 incidents per 100 workers in 1972 to 2.9 per 100 in 2016. Nevertheless, we must remain diligent in our efforts to educate employees on proper work behaviors to ensure the maximum level of safety for all concerned.

OSHA is working with employers and employees to move toward zero injuries and illnesses in U.S. workplaces by utilizing the following criteria:

- Reporting Catastrophes – When a worker is killed in the job and/or three or more workers are hospitalized, the employer covered by OSHA must report to the agency within 8 hours.
- Providing First Aid – Employers who cannot reach a hospital, infirmary, or clinic within a reasonable amount of time must be prepared to provide first aid to workers who experience injuries or illnesses on the job. OSHA requires that first aid supplies be readily available and that someone must be adequately trained to render first aid.
- Recording Injuries and illnesses – Most employers in high hazard industries are required to keep records of injuries and illnesses experienced by their employees. Those with 10 or fewer employees are exempt from recordkeeping requirements in most cases.
- One of the hallmarks of an effective safety and health management system is a commitment to investigate EVERY incident that results in a worker injury or illness, including the near-misses. By immediately following up, employers can identify root causes and take corrective steps to prevent future problems.

When it comes to injuries and illnesses, the best defense is a good offense – a pro-active safety and health management systems that focuses on finding and fixing hazards before they can lead to problems.

Proper safety can mean the difference between no injuries, a minor injury, and a major incident with severe injuries or even death.

Safety During Disaster Cleanup and Recovery

Hurricanes and major storms often result in widespread flooding and damage to property and infrastructure. Clean up and recovery activities involve hazards that can cause serious injuries or death.

- It is important that you assess the potential for hazardous conditions and/or exposures *before* you engage in any cleanup activities.
- Based on initial assessment of hazards, employers need to provide workers with the appropriate personal protective equipment (PPE), training, and information to safely perform the work.
- Workers' Rights – The Occupational Safety and Health Act of 1970 (OSHA Act) was passed to prevent workers form being killed or seriously harmed at work. The law requires that employers provide their employees with working conditions that are free of known dangers. OSHA sets and enforces protective workplace safety and health standards. Workers may file a complaint to have OSHA inspect their workplace if they believe their employer is not following OSHA standards.

OHSA provides the following hazards and safety measures:

	Possible Hazards	Protective Measures
Contaminated Floodwaters	• Bacteria and other infectious organisms (from sewage) in water and soil. • Toxic substances from flooded industrial and waste sites. • Mold and fungi in the air. 	• Ventilate enclosed spaces with fresh air. • Assume that floodwater is contaminated unless proven otherwise. • Allow only trained workers with the proper personal protective equipment to clean up toxic chemicals, other hazardous waste, and mold. • Be up-to-date with a tetanus shot (within the last 10 years). • Discard water-damaged and visibly contaminated materials. • Use waterproof boots, latex or rubber gloves and other protective clothing. Consider using special chemical-resistant outer clothing and protective goggles. • Use an N-95 NIOSH-approved disposable respirator, at a minimum, when handling mold-contaminated materials. • Keep an adequate supply of clean water available for drinking and washing.
Downed Power Lines	• Burns and electrocution from contact with energized lines or objects, including tree limbs, in contact with downed power lines.	• Assume that all power lines are live or energized. • Establish and clearly mark a danger zone around downed lines. Stay at least 10 feet from all downed lines. • Allow only properly trained and equipped workers to repair electrical wires.
Tree Trimming and Debris Removal	• Electrocution from contact with power lines or tree limbs in contact with power lines. • Being struck or crushed by falling tree limbs. • Injuries from equipment, such as chain saws and chippers. • Strains and sprains from lifting or moving tree limbs and other debris.	• Contact the utility company to de-energize and ground or shield power lines. All tree trimming/removal within 10 feet of a power line must be done by trained tree trimmers. • Establish and clearly mark a danger zone where tree debris may fall onto workers. Stay alert at all times. • Use work gloves, a hard hat, work boots, hearing protection and eye/face protection. Wear chaps when using a chainsaw. • Watch out for chainsaw kickback. Do not cut with saw tip. • Do not get too close to a chipper. Never reach into an operating chipper. • Use mechanical equipment to lift heavy objects. If not possible, use extra people and proper lifting techniques.

(Continued on next page)

	Possible Hazards	Protective Measures
Falls	• Falls from aerial lifts, ladders, roofs, and other elevated work surfaces. • Slippery and uneven working surfaces that can create injuries due to slips, trips and falls.	• Use safe procedures to prevent aerial lift tip-overs. Use a body harness or restraining belt with a lanyard attached to the boom or basket of the lift. • Use proper ladder safety (e.g., set on firm and stable ground, maintain "three-point" contact, do not stand on top rung). • Be aware of wet or slippery surfaces, obstacles, or uneven surfaces on the site.
Portable Generators	• Shocks and electrocution from gas- and diesel-powered generators. • Toxic carbon monoxide (CO) from generator exhaust. • Fires from improper refueling and fuel storage.	• Never run a portable generator inside a house or in an enclosed space like a garage. • Inspect electric cords to ensure they are in good condition and free of defects. Use a ground-fault circuit interrupter (GFCI). • Ensure that spaces where generators are used are properly ventilated. • Shut down the generator before refueling. Never store fuel or the generator indoors.
Work Zones	• Transportation incidents (injuries and deaths) in work zones where workers are struck by moving vehicles and mobile equipment.	• Wear high-visibility clothing and headwear compliant with ANSI/ISEA 107-2004. • Use proper traffic controls (i.e., signs, cones, barriers). • Use proper lighting, flaggers and worksite communications. • Make sure that vehicle operators are properly trained. • Always use seat belts and rollover protection.
Construction Activities	• Exposure to asbestos-contaminated materials during the demolition of buildings and structures. • Spaces with limited access, suffocation hazards, or which are confined spaces. • Trenching and excavation accidents (cave-ins). • Risk of back, knee and shoulder injuries from manual lifting and handling of building materials and fallen tree limbs.	• Properly select and use PPE (personal protective equipment) which may include respiratory protection, along with other procedures detailed in 29 CFR 1926.1101. • Do not enter permit-required confined spaces without training and a permit to enter. See 29 CFR 1910.146 for more information. • Prevent cave-ins by benching, sloping, shoring, or shielding the soil. See 29 CFR 1926.651 and 1926.652 for more information. • Use proper lifting techniques and teams of two or more to move bulky or heavy items.

Work Zone Traffic Safety

There must be a traffic control plan for the movement of vehicles in areas where there are also workers conducting other tasks. The authority in charge: federal, state, or local, will determine the configuration of the temporary traffic control zone for motorists and pedestrians. The project manager will determine the internal traffic control plan within the construction/demolition worksite.

- Signs – standard highway signs for information, speed limits, and work zones will assist drivers in identifying, in designated traffic paths.
- Traffic Control Devices – standard traffic control devices, signals, and message boards such as cones, barrels, barricades, and delineator posts will instruct drivers to follow a path away from where work is being done.
- Flagging - Flaggers and others providing temporary traffic control should wear high visibility clothing with a background of fluorescent orange-red or yellow-green and retroreflective material of various colors. These will make the worker visible against the background for at least 1,000 feet from any direction.
- Drivers should have advanced warning with signs that there will be a flagger ahead. Flaggers should use STOP/SLOW paddles, paddles with lights, or flags.
- Lighting – Flagger stations should be illuminated. Lighting for workers on foot and equipment operators is to be at least 5 foot-candles or greater. Where available lighting is not sufficient, flares or chemical lighting should be used. Glare affecting workers and motorists should be controlled or eliminated.
- Driving – Seat belts and rollover protection should be used on equipment and vehicles as stated by the manufacturer.

Flagger Safety

As a flagger, you have a crucial job to do. Safely controlling the flow of traffic around services vehicles and work sites ensures the safety of the operators, equipment and passing motorists. You must tell them when they need to stop, slow down or the direction in which they should proceed.

Basic rules for flagger safety are:

- Stay alert. Keep your mind on your job.
- Stand on the shoulder. Stay off the roadway and out of the way of traffic.
- Face traffic—so you can check the path and speed of approaching vehicles.
- Protect yourself.
- Have an escape route planned.
- Leave your post ONLY when you have been relieved.
- Always wear high-visibility safety apparel that meets the requirements of ANSI/ISEA 107-1999 for class 2 risk exposure. All workers on a Federal-Aid or Texas state highway must wear safety apparel that meets the requirements of ANSI/ISEA 107-2004 for Class 2 or Class 3 exposure: A hardhat, safety footwear, and safety eyewear is also recommended.

For your safety, you should pay close attention to the flow of traffic, and to the placement and condition of signs and other traffic control devices. Be especially alert for the following:

- Unusual driving behavior, such as sudden braking and stopping.
- Skid marks, a warning sign of motorist confusion.
- Signs and other traffic control devices out of place.
- Faded, stained or damaged signs and other traffic control devices.
- Traffic problems caused by the weather or by changed road or pavement conditions.
- For your safety, report all problems to your supervisor immediately. Traffic control adjustments may be needed.

For your safety, it is extremely important for drivers to see you in time to respond to your signals and to stop at the intended stopping point. To make certain the motorists see you, stand out from your surroundings and:

- Stand alone, not with other workers.
- Do not stand in the shade.
- Do not stand in front of construction equipment or signs.
- Keep your vehicle away from your flagger station.

Speed	Distance
20 mph	115 feet
25 mph	155 feet
30 mph	200 feet
35 mph	250 feet
40 mph	305 feet
45 mph	360 feet
50 mph	425 feet
55 mph	495 feet
60 mph	570 feet
65 mph	645 feet
70 mph	730 feet
75 mph	820 feet

Personal Protection Equipment (PPE)

Using personal protective equipment (PPE) is often essential but is generally the last line of defense after engineering controls, work controls, and administrative controls.

- Protection from head injuries – hard hats can protect from head impact, penetration injuries and electrical injuries such as falling or flying objects, fixed objects or contact with electrical conductors.
- Protection from foot and leg injuries – foot guards, safety shoes, industry leggings protects from falling or rolling objects, sharp objects, wet and slippery surfaces, molten metals, hot surfaces and electrical hazards.
- Protection from eye and face injuries – goggles, face shields, and spectacles with side shields protect against flying fragments, large chips, hot sparks, optical radiation, splashes, sand, dirt, mists, dusts and glare.
- Protection from hearing loss – high noise levels can cause irreversible hearing loss or impairment.
- Protection from hand injuries – protects against harmful substances, severe cuts and lacerations, severe abrasions, chemical burns, thermal burns and harmful temperature extremes.
- Protection from respiratory injuries – appropriate and properly fitted respirators and masks must be worn at times to protect against harmful dusts, fumes, fogs, mists, gases, smokes, sprays or vapors.

**Note: Required respirators must be NIOSH-approved and medical evaluation and training must be provided before use.*

OSHA Hurricane Cleanup PPE Matrix

- Workers engaged in hurricane cleanup and recovery activities may be exposed to a variety of hazards. A comprehensive list of potential hazards and controls are provided in OSHA'S Hurricane Matrix to assist employers in determining the PPE needed for specific task.
- In addition to PPE, proper sanitation and hygiene are essential for minimizing the spread of contaminants and disease. Hand washing is a critical component of good hygiene. In the absence of suitable facilities, workers should be provided with hand sanitizer.
- It is essential that employers and employees assess each site and operation individually to determine the actual or potential hazards based on site-specific conditions. Employees must always be trained to recognize hazards and take necessary precautions.
- Workers relying on PPE must be trained to recognize these limitations, as well as the safe ways to put on and remove PPE, properly store it, take care of it, and when it's time to replace it.

PPE / Task		Normal Cleanup Activities	Working in Wet Conditions	Working with Chain Saws	Working Near/Over Water	Working at Heights Over 6 ft.	Working Near Loud Noise
Head	Hard Hat	X	X	X	X	X	X
Eyes	Safety Glasses	X		X	X	X	X
	Safety Goggles		X				
Face	Face Shield			X			
Ears	Hearing Protection			X			X
Hands	Work Gloves	X		X	X	X	X
	Latex/Rubber Gloves		X				
Body	Hi-Visibility Garment	X	X	X	X	X	X
	Impervious Body Suit		X				
	PFD and Life Ring				X		
	Chaps			X			
	Fall Protection					X	
Feet	Steel Toe Boots	X		X	X	X	X
	Waterproof Boots		X				
Other PPE	Workboat/Skiff				X		

Respiratory Protection: The employer must assess site-specific conditions for potential respiratory contaminants and protection.

- Where mold is known to be or potentially may be present, use an approved respirator. See the OSHA fact sheet (OSHA FS-3619).
- Where asbestos is known to be or potentially may be present and disturbed, higher levels of protection are required. In addition, the requirements of OHSA's Asbestos standard, 29 CFR 1910.1001, also need to be followed.
- Where chemical contaminates are present, such as organic chemicals, different cartridges or filters are required depending on the chemical.
- Common respirators do not protect workers from carbon monoxide (CO), which is present in the exhaust from generators and other internal combustion engines.
- Training regarding the limitations of respirators, proper fitting, when they should be replaced, and medical considerations for the user is essential.

Vehicle Safety

It is the responsibility of the user/operator to read and understand the safety and users' manuals for the vehicle and equipment in which they are operating. Safety policies and procedures protect the individual

operator, the employer and the people around you. A copy of the user's manual must be kept in the vehicle at all times as a reference guide.

- Equipment required - User manual, chock blocks (2), fire extinguisher, traffic cones w/stripes (4), first aid kit, full body harness, lanyard - < 2" in length, appropriate protective clothing. Loose fitting clothing, hair and the like must be restrained to prevent accidental introduction into electrical or mechanical.
- Additional safety equipment includes a portable radio for communication when operator is alone, safety glasses for face shields if required, head protection, and equipment and tools used on the work site must be compatible with the environment.

Vehicle Safety - Vehicle Inspection

Daily safety checks – As required, the operator of the vehicle for that particular day shall conduct a *"safety circle check"* of the vehicle to determine hazards, identify damage and leaks and report same to the vehicle maintenance supervisor.

A quick walk-around inspection will help you identify safety-related problems before you begin your trip.

– Courtesy of Evergreen Safety Council

Daily check shall include but is not limited to:

- A visual inspection of the vehicle exterior, including: broken, damaged, loose or missing parts, tire bulges, cuts and pressure, oil and hydraulic leaks; weld integrity, such as cracks and rust, lighting (beam, directional and safety), all required decals and stickers on or around the articulating boom must be in place, legible and understandable. A complete vehicle inspection form and the identified deficiencies shall be provided to the Supervisor or the Vehicle Maintenance Department as soon as possible for corrective action.
- Vehicle placement and operation – prior to starting the vehicle walk around to verify safe operation; remove cone from the front or rear of the vehicle depending on weather you are backing or heading in a forward direction; whenever possible (in accordance with vehicle safety policy) a “spotter” shall be used when the vehicle is being set into reverse.

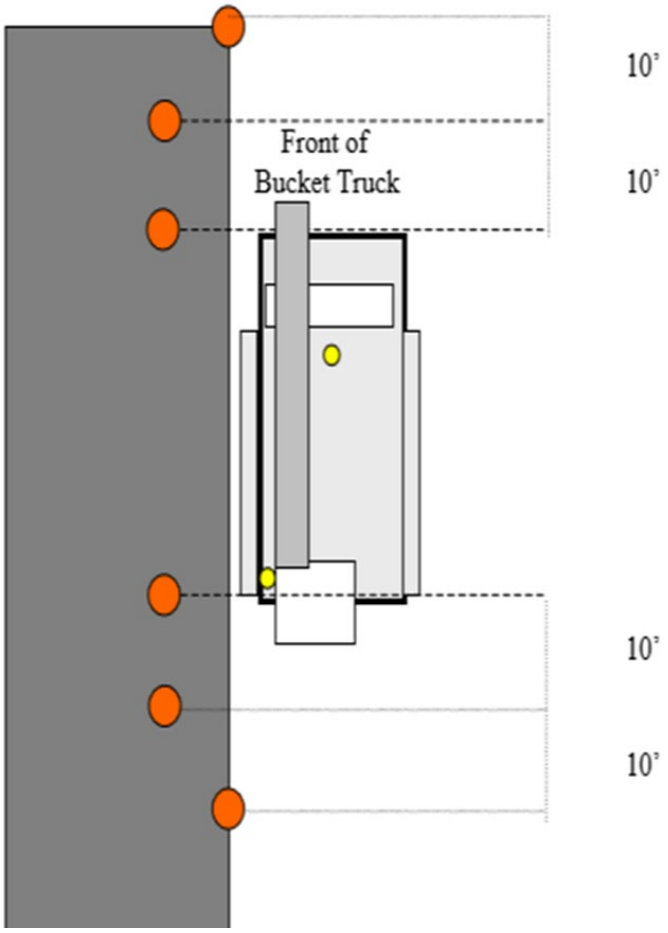
Work Site Safety (vehicle related):

- Identify the most level grade from which to operate – the slope should not exceed 5 degrees. If operation of bucket must be performed on an include > 5 degree, then the bucket shall only be sued on the high side of the vehicle.
- Set emergency brake - the aerial platform should not operate until the brake has been engaged.
- Position both wheel chocks, one on each side of the tire
- Set barricades and cones around the vehicle. If the operator will be working in a pedestrian area then barricades, “Caution” tape or fencing shall be utilized; cones are NOT permitted.
- Maintain proper distance from electrical power lines
- Do not operate an articulating boom if the wind gusts exceed 30 mph and/or there is or could be an electrical storm.
- Verify that the area under and around the work site is free of passers-by.
- Check out overhead clearances – building design, fixtures and set-up, equipment, lights, sprinkler heads and tree limbs.

Traffic Safety and Cone Placement:

- Special planning for traffic control is necessary on a case by case basis. Maintenance work that takes place either on or near the roadway creates a potentially hazardous situation, which shall require the use of traffic controls. It is the responsibility of the person in charge or their designee to establish and maintain safe and efficient controls.
- All necessary traffic control devices shall be installed before maintenance work begins and must be maintained during the entire work period
- Traffic control devices (i.e. barricades, cones etc.) provide proper drivers with sufficient advanced warning, provide proper protection for the motorists and our employees and advise motorists of proper travel path
- When parked, a cone shall be placed at the rear of the vehicle when the truck will be backed up or out of spot and at the front of the vehicle when the truck will be driven forward.
- The Speed Limit on Campus is 15 mph, therefore a minimum of (2) cones shall be placed behind and in front of the bucket truck when use in the street is required and each cone must be separated by a distance of not less than 10”.

Vehicle Safety: Cone Placement



Crane, Boom and Bucket Truck Safety

As reported in the 2012 Safety Leader's Discussion Guide, the average number of incidents involving the use of cranes killed 50 US workers per year.

Although OSHA may exempt knuckle boom and articulating boom trucks that make deliveries to construction sites form the stringent regulations affecting cranes, companies using these trucks still must take steps to ensure safe use.

It's important that we empower and authorize the operator to refuse to make any lift that he or she determines he or she cannot make safely.

Acceptable Lift Conditions

- Position the boom truck in a manner that the boom will maintain a minimum of 10 feet from the power lines or 10 feet, plus 4 inches for ever increase in 10Kv Power intensity.
- Position the boom truck in a manner which ensures stability. (For example. Both stabilizers can fully extend and lower; the surface is such that the operator can use the stabilizers with or without additional padding, etc.)
- Position the boom truck in a manner to avoid striking any object or person.

Unacceptable Lift Conditions

- DO NOT position the boom truck in a manner that the boom cannot maintain the required distance specified by OSHA.
- DO NOT position the boom truck in a manner in which the operator cannot ensure stability. (For example, both stabilizers cannot fully extend and lower; the surface is so soft that the operator cannot use the stabilizers even with additional padding, etc.
- DO NOT position the boom truck in a manner in which the operator cannot avoid striking an object or person.
- The wind is judged to be blowing hard enough to prevent a safe lift.
- Any other situation in which the operator does not believe he or she can run the boom truck safely.

Critical Lift Conditions

The National Institute for Occupational Safety and Health (NIOSH) and others have identified certain types of hoisting operations that require special considerations to ensure worker safety. The operator judges if the wind is blowing hard enough to affect the safety of the lift. A critical lift generally identifies hoisting operations for which the margin for error is reduced. A critical lift occurs when either one or both of the following conditions exist:

- A lift that exceeds 75 percent of the rated capacity of the crane or derrick.
- Requires the use of more than one crane or derrick.

Bucket trucks are used in many industries and can be seen alongside roads every day. These trucks come in a variety of sizes and shapes, each designed to help you complete your work in a comfortable, safe, and efficient manner. While your bucket truck can make your job easier to complete, it is still a large piece of equipment with many inherent hazards including tip overs, falling objects, danger of electrocution and falls. Bucket truck operators must be trained to use them properly and comply with the OSHA standard for aerial lifts (1926.453).

Safety Tips

- The operator of the vehicle should conduct a safety/circle check of the vehicle to determine hazards, identify damage and leaks
- The daily check includes but is not limited to a visual inspection of the vehicle exterior, including: broken, damages or loos parts; tire bulges, cuts and pressure; oil and hydraulic leaks; weld integrity such as cracks and rust; lighting, all required decals and stickers on or around the articulating boom must be in place legible and understandable.
- Do not park on uneven ground.
- Keep an eye out for drops offs, holes and debris.
- Do not operate the boom if wind gusts exceed 30 mpg or there is a threat of an electrical storm.
- Set emergency brake.
- Position wheel chocks.
- Look out for overhead obstructions.
- Always keep feet on the floor of the bucket.
- Do not sit, stand or climb on the edge of the basket.
- Do not try place any item in the bucket for the purpose of increasing work height (ladders, step stools).
- Do not try to climb down from the bucket when it is raised.
- Make sure the bucket floor is clear of debris.

- Always Wear Fall Protection!
- Do not push or pull anything while raised in the bucket.
- Do not carry ladders, etc. in bucket
- Do not exceed the load capacity.
- Do not move the truck when bucket is raised.
- Make sure outriggers are positioned properly.
- Never use the bucket truck as a crane.
- Watch for traffic and beware of blind spots when driving the truck – take it SLOW.
- Travel very slow on bumpy or sloped ground and when driving near other workers or pedestrians.
- Never leave a truck unattended unless the key is taken out and the truck is secured from unauthorized users.
- Never refuel the truck when the engine is running.
- NEVER USE A DAMAGED MACHINE!

Tree Care Work: Falls and Falling Object Hazards

Falling Object Incident:

A tree care worker was dragging trimmed branches to a mobile wood chipper. A second worker, a trimmer, was working from a mobile bucket truck. The trimmer was piecing out a large maple tree
scheduled for removal from the rear of a residence. The trimmer cut a piece of a limb that was approximately one foot in diameter and 20 inches long. When the limb fell, it struck the tree care worker on the head, killing him. An investigation of this incident determined that ground personnel should not have been in the tree- trimming area, or “drop zone”, while the trimmer was performing overhead work. The employer was required to establish a system of verbal and visual communications that the trimmer could use to inform ground personnel to stand clear when an overhead hazard existed.

Fall Incident:

A worker climbed a large hickory tree to remove the top of the tree. After he cut one section off the top of the tree and was roping down a second section, the trunk of the tree he was working from snapped in half. This caused the worker and the entire top of the tree to fall approximately 65 feet to the ground, killing the worker. The employer could have prevented this incident by performing a preliminary examination of the tree before starting work. A thorough preliminary examination would have shown that the tree could not support the forces resulting from rigging and roping down cut tree sections.

Tree Care Work Hazard Prevention

- Assess the work site for all and falling object hazards – Assess the sloped ground where ladders or equipment will be used to prevent falls from equipment overturns and ladder slippage: nearby overhead objects or structures; and weather-related hazards.
- Determine if rigging is necessary and, if so, that workers can use it safely.
- Determine if workers will need to climb or use areal lifts. Make sure that ladders and lifts are securely positioned and in good condition.
- If workers cannot remain at least 010 feet from electric lines to perform tree care operations, contact the utility company to de-energize and ground the lines.

- Establish and mark drip zones with equipment, such as cones, where there is a hazard of objects falling.
- Ensure that all workers follow safety training procedures when entering the drop zone.
- Ensure that ground workers maintain a distance away from the tree-felling operations that is at least two times the height of the tree.
- When using a rope to fell a tree, workers must be at a distance of at least one-and-a-half times the height of the tree being felled.
- Establish a visual or audible communication system between overhead workers and workers on the ground before starting rigging operations for piecing out the tree. They system must effectively communicate when employees who are beneath overhead tree workers should stand clear of the drop zone, and when it is safe to approach a drop zone.
- Provide traffic and pedestrian traffic control around the jobsite prior to the start of the tree care operation.
- Have emergency procedures in place prior to the start of the tree care operation.

Tree Trimming Hazard Prevention

- Determine the felling direction and how to deal with forward lean, back lean, and/or side lean.
- Provide a retreat path so the logger can reach safety while the tree is falling.
- Determine the proper hinge size to safely guide the tree in it's fall.
- Look out for hazards and make sure you know where everyone is located.
- Always use proper PPE as recommended by the manufacturer
- Broken or hanging branches, attached vines, or a dead tree that is leaning.
- If you must cut a dead tree, be careful. The top could break off.
- If the tree is broken and under pressure, make sure you know which way the pressure is going. If not sure, make small cuts to release some of the pressure before cutting up the section.
- Be careful of young trees that other trees have fallen against. They act like spring poles and can propel back. (Many professional loggers have been hurt in this manner.)
- A tree may have not fallen completely to the ground and be lodged against another tree. Extreme care must be taken to safely be taken to safely bring the trees to the ground.
- If possible, avoid falling into other trees or objects. Don't turn your back on the tree as it fills and hide behind a standing tree if possible.
- As trees fall through other trees or objects, branches and objects may get thrown back towards logger.
- More people are killed while felling trees that during any other logging activity.

Cleanup Hazards – Floods

- Cleanup work of any kind is hazardous, but flood conditions make it even more so. Following the procedures listed below will help to keep you safe and healthy while cleaning up after natural disasters that involve flooding.
- Healthy tips – take frequent rest breaks when lifting heavy, water-laded objects. Avoid overexertion and practice good lifting techniques. To help prevent injury, use teams of two or more to move bulky objects; avoid lifting any materials that weigh more than 50 pounds per person, and use proper automated lifting assistance devices if practical.
- Be sure that a first aid kit is always available to disinfect any cuts or abrasions and wrap them in protective dressings.
- Use a wooden stick or pole to check flooded areas for pits, holes and protruding objects before entering.

- Conduct a preliminary worksite inspection before entering a flooded or formerly flooded building. Be sure all buildings have been examined and certified as safe before working around or in them.
- Have plenty of clean water available for eyewash and other first-aid treatments.
- Washouts, trenches, excavations, and gullies must be supported, or their stability verified prior to entry.
- All trenches should be supported (e.g. with a trench box); if no support is available, the trench must be sloped at the proper angles for the ground/soil type.
- Establish a plan for contacting medical personnel in the event of an emergency.
- Report any obvious hazards to appropriate authorities
- Use life vests when engaged in activities that could result in deep water exposure.
- Use extreme caution when handling containers holding unknown substances or known toxic substances.
- DO NOT use improvised surfaces (e.g., refrigerator racks) for cooking food or for boiling water to avoid exposure to heavy metals.
- Always wear watertight boots with a steel toe and insole, gloves, long pants, hard hat and safety glasses. Sneakers should not be warning because they will not prevent punctures, bites or crush injuries.

Working Safely Around Downed Electrical Wires

Electrical hazards exist in some form in nearly all occupations. However, those hazards multiply for workers involved in cleanup and recovery efforts following major disasters and weather emergencies. One particular life-threatening danger exists around downed and low-hanging electrical wires.

Safety First – above all else, always consider all equipment lines and conductors to be energized. Be cautious and if you notice downed wires or damaged electrical equipment, contact appropriate utility personnel. Remember that circuits do not always turn off when a power line falls into a tree or onto the ground. Even if they are not sparking or humming fallen power lines can kill you if you touch them or even the ground nearby.

Energy – Downed wires can energize other objects, including fences, water pipes, bushes and trees, buildings, telephone/CATV/fiber optic cables and other electric utilities. Even manhole castings and reinforcement bars (re/bar) in pavement can become energized by downed wires. During storms, wind-blown objects such as canopies, aluminum roofs, siding, sheds, etc., can also be energized by downed wires.

Back feed – When electrical conductors are inadvertently energized by other energy sources, back feed occurs. Some of those sources include: circuit ties/switch points, lightning, generators and downstream events Simply testing for energy sources is not sufficient since hazardous electrical events can happen without warning. Ensure that proper lockout/tagout procedures are always followed.

Rules to live by:

- Do NOT assume that a downed conductor is safe simply because it is on the ground or is not sparking.
- Do NOT assume that all coated, weather-proof or insulated wire is just telephone, television or fiber-optic cable.

- Low-hanging wires still have voltage potential even if they are not touching the ground. So, “don’t touch them.” Everything is energized until tested to be de-energized.
- Never go near a downed or fallen electric power line. Always assume that it is energized. Touching it can be fatal.
- Electricity can spread outward through the ground in a circular shape from the point of contact. As you move away from the center, large differences in voltages can be created.
- Never drive over downed power lines. Even if they are not energized, downed lines can become entangled in your equipment or vehicle.
- If contact is made with an energized power line while you are in a vehicle, remain calm and do not get our unless the vehicle is on fire. If possible, call for help.
- If you must exit any equipment because of fire or other safety reason try to jump completely clear, making sure that you do not touch the equipment and the ground at the same time. Land with both feet together and shuffle away in small steps to minimize the path of electric current and avoid electrical shock. Be careful to maintain our balance

Trenching and Excavation Safety

Two workers are killed every month in trench collapses. The employer must comply with the trenching and excavation requirements of 239 CFR 1926.651 and 1926.652 or comparable OSHA-approved state plan. An excavation is any man-made cut, cavity, trench, or depression in an earth surface formed by earth removal. Trench excavation means a narrow excavation (in relation to its length) made below the surface of the ground; in general, the depth is greater than the width.

Cave-ins pose the greatest risk and are much more likely than other excavation-related accidents to result in worker fatalities. Other potential hazards include falls, falling loads, hazardous atmospheres, and incidents involving mobile equipment. *One cubic yard of soil can weigh as much as a car. DO NOT enter an unprotected trench.

Trenches 5 feet deep or greater require a protective system unless the excavation is made entirely of stable rock. Trenches 20 feet deep or greater require that the protective system be designed by a registered professional engineer or be based on tabulated data prepared and/or approved by a registered professional engineer in accordance with 1926.652(b) and (c).

OSHA standards require that employers inspect trenches daily and as conditions change by a competent person before worker entry to ensure elimination of excavation hazards. A competent person is an individual who is capable of identifying existing and predictable hazards or working conditions that are hazardous, unsanitary, or dangerous to workers, soil types and protective systems required, and who is authorized to take prompt corrective measures to eliminate these hazards and conditions.

OSHA standards require safe access and egress to all excavations, including ladders, steps, ramps or other safe means of exit for employees working in trench excavations 4 feet or deeper. These devices must be located within 25 feet of all workers.

- Trenching and Excavation Safety
- Keep heavy equipment away from trench edges.
- Identify other sources that might affect trench stability.
- Keep excavated soil (spoils) and other materials at least 2 feet from trench edges.
- Know where underground utilities are located before digging.

- Test for atmospheric hazards such as low oxygen, hazardous fumes and toxic gases when greater than 4 feet deep.
- Inspect trenches at the start of each shift.
- Inspect trenches following a rainstorm or other water intrusion.
- Do not work under suspended or raised loads and materials.
- Inspect trenches after any occurrence that could have changed conditions in the trench.
- Ensure that personnel wear high visibility or other suitable clothing when exposed to vehicular traffic.

Trenching and Excavation Safety - Protective Systems

- Designing a protective system can be complex because you must consider many factors: soil classification, depth of cut, water content of soil, changes caused by weather or climate, surcharge loads (e.g., spoil, other materials to be used in the trench) and other operations in the vicinity.
- Benching – a method of protecting workers from cave-ins by excavating the sides of an excavation to form one or a series of horizontal levels or steps, usually with vertical or near vertical surfaces between levels. Benching cannot be done in Type C soil.
- Sloping – involves cutting back the trench wall at an angle inclined away from the excavation.
- Shoring – requires installing aluminum hydraulic or other types of supports to prevent soil movement and cave-ins.
- Shielding – protects workers by using trench boxes or other types of supports to prevent soil cave-ins.

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TAB D - APPROACH TO SCOPE OF WORK

Disaster Debris

MOBILIZATION AND OPERATIONS PLAN

READINESS – RESPOND - RECOVER

TABLE OF CONTENTS

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

- **Documentation and Recovery Process**
  - Quality Control
  - Field Documentation
  - Incident Action Plan (Work Plan)
  - Documenting and Reporting Damage
  - Invoicing and Data Management
  - Technical Support for Reimbursement
- **Support for the City of Hollywood's Public Information**
  - Public Notices
  - Personal Safety Statements (Draft)
  - Debris Removal Instructions (Draft)
  - Assistance with Private Property Debris Removal (Draft)
  - First/Second/Third Pass Notice (Draft)

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

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

SDR Actions to Support the City of Hollywood Readiness

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

PLANNING:

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

TRAINING:

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

EXERCISES:

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

TEMPORARY DEBRIS MANAGEMENT SITE ASSESSMENTS:

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

Mobilization and Operations Plan Objectives

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

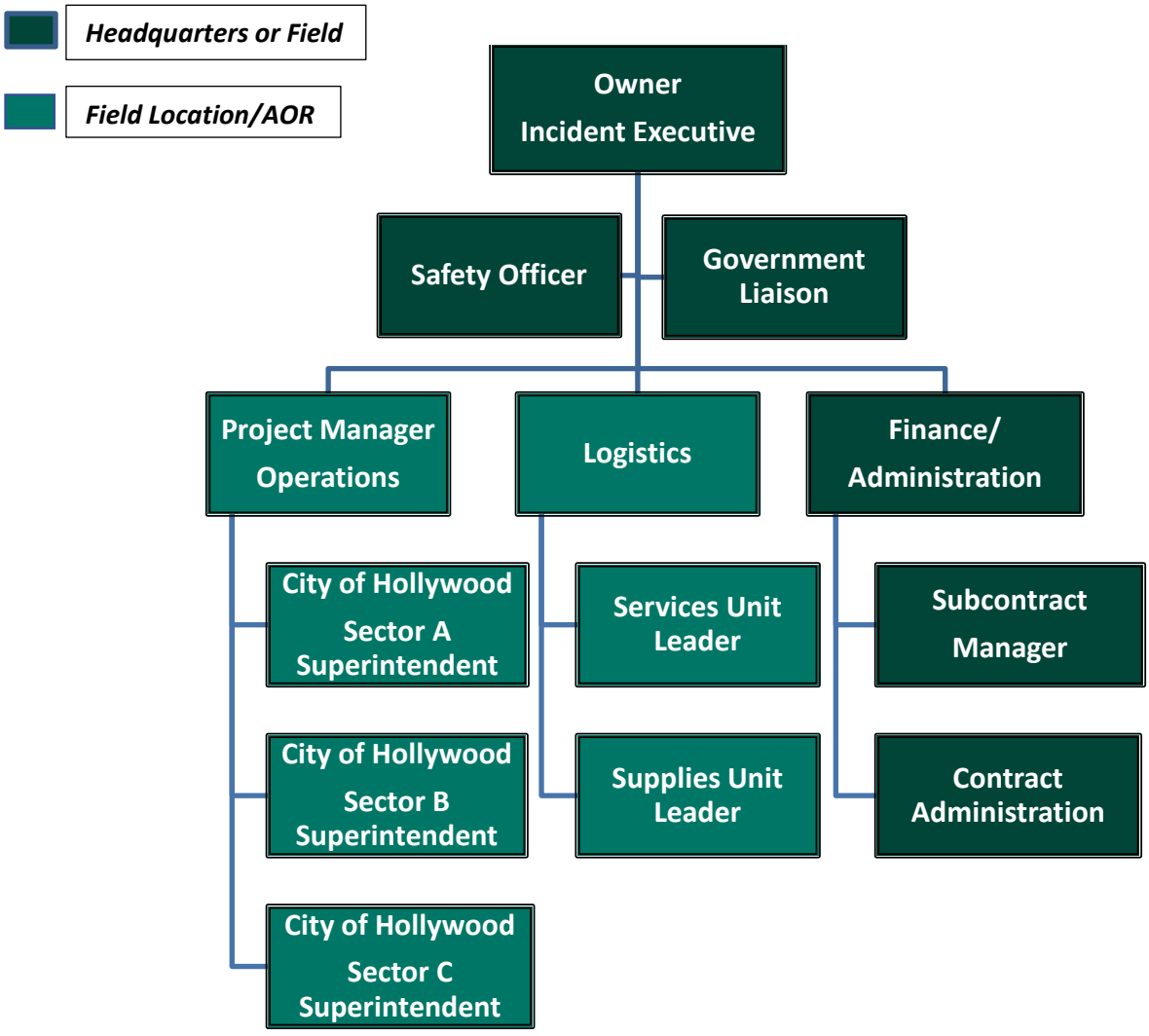
SDR Organizational Structure To Support The City of Hollywood Disaster Recovery

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

Experienced Management Team

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

SDR Project Management Organization Chart



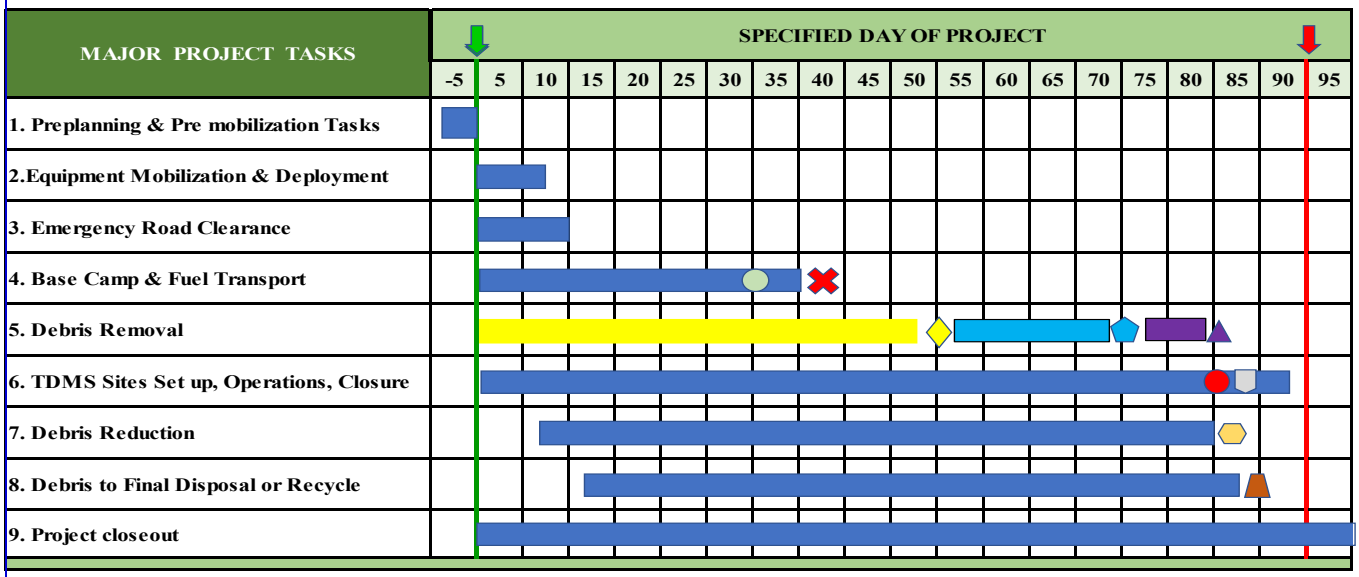
MOBILIZATION AND OPERATIONS PLAN

READINESS – RESPOND - RECOVER

Disaster Debris Removal Mission General Process Map

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

Sample Task Order Timeline



Legend
First Pass Work
Second Pass Work
Third Pass Work

Key Dates					
Day 0		Notice to Proceed	Day 82		TDMS Closure for Receiving Debris
Day 30		Fuel Available Locally	Day 82		Debris Reduction Complete
Day 35		Base Camp Closes	Day 82		TDMS Clear of Debris
Day 50		First Pass Complete	Day 83		TDMS Final Inspection Complete
Day 70		Second Pass Complete	Day 92		Project Comopletion Date
Day 80		Third Pass Complete	Day 104		Ongoing Project Closeout Ends

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

EMERGENCY ROAD CLEARANCE

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

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

Typical Debris Clearance Crew

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

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

DEBRIS CLEARANCE CREWS

SDR and Subcontract Debris Clearance Crews Committed

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

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

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

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

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

Quality Check

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

DEBRIS REMOVAL OPERATIONS MOBILIZATION:

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

Examples of kick off meeting expectations include:

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

Immediate action and planning requirements to be accomplished:

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

MOBILIZATION AND OPERATIONS PLAN

READINESS – RESPOND - RECOVER

EQUIPMENT - Size and type determined by overall accessibility of rights-of-way and the location overhead utilities.
For maximum and safety and efficiency, SDR will apply the following standards:

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

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

LOAD/HAUL CREWS

SDR and Subcontract Load/Haul Equipment Committed

w/in Region	Reach Back
18 Grapple Trucks	248 Grapple Trucks
49 Trailers	110 Trailers
15 Loaders	58 Loaders

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

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

SUBCONTRACTING PRACTICES AND PROCEDURE

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

STRATEGY TO RETAIN RESOURCES

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

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

TEMPORARY DEBRIS MANAGEMENT SITE SET-UP AND OPERATION

1. General

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

2. Site Operations Plan

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

The plan will address the following:

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

TEMPORARY DEBRIS MANAGEMENT

SDR and Subcontract TDMS Equipment Committed

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

3. TDMS Foreman - Day/Night Operations

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

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

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

4. Site Assessment

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

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

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

5. Site Design

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

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

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

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

6. Site Preparation

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

7. Site Security

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

8. Inspection Towers

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

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

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

9. Debris Unloading and Segregation

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

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

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

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

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

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

10. Debris Incineration

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

11. Debris Chipping

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

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

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

12. Fire Protection

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

13. Ash Containment Area

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

14. Household Hazardous Waste Containment

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

15. Site Closure

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

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

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

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

DEBRIS COLLECTION AND TRANSPORTATION

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

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

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

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

FINAL DISPOSAL OF DEBRIS AND DEBRIS BY-PRODUCTS

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

DISPOSAL/RECYCLING HAULING

SDR and Subcontract Disposal/Recycling Trucks Committed

w/in Region	Reach Back
18 Trackhoes	38 Trackhoes
49 Trailers	110 Trailers

REMOVAL OF LEANERS, HANGERS, AND STUMPS

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

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

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

ABANDONED VEHICLE REMOVAL

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

ANIMAL CARCASS REMOVAL AND DISPOSAL

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

ROW WHITE GOODS DEBRIS REMOVAL

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

FREON REMOVAL

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

DEMOLITION, REMOVAL, AND DISPOSAL OF DAMAGED OR CONDEMNED STRUCTURES

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

DOCUMENTATION AND RECOVERY PROCESS

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

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

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

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

- Maintenance of recovery process documents
- Preparation of written and oral status reports as requested by the City

- Assistance with claim document preparation as required by the FEMA Public Assistance Program for submittal to the state and the FEMA Public Assistance program

DEBRIS TAKEN TO LANDFILL

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

REDUCED DEBRIS/FINAL HAUL OUT TO DISPOSAL FACILITY

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

INCIDENT ACTION PLAN

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

DOCUMENTING AND REPORTING DAMAGE

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

Tier 1: Conduct business in a manner that is professional, ethical, and sensitive to the area in which we work, to prevent damage, and to facilitate positive interactions with the public. Should any damage to property or detrimental public interaction occur, our personnel are trained to solve problems speedily to the mutual satisfaction of all parties involved, including the immediate repair of property if necessary.
Tier 2: Adds the inclusion of the Project Manager's in the problem-solving process. Also, any customer service issues, including damage and repairs, are added to the daily situation report, so the entire operation may learn from the activities.
Tier 3: At this level, any issues identified by the City are addressed. The City may have an ongoing citizen complaint system that properly identifies issues and tracks them to resolution. SDR command staff ensures the complaint is included as an action item within the daily Incident Action Plan (IAP) development. All necessary personnel will be apprised of any action items ensure speedy and complete resolution.

INVOICING AND DATA MANAGEMENT

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

Key elements of our systems include:

- Proper certification of haul vehicles with City signatures and approvals
- Proper field documentation of each load hauled by identifying the precise/certified vehicle, the driver, and location of eligible debris removed
- Proper field documentation of each disposed or reduced load, including disposal location and the safe, permitted operation of that disposal or reduction site location
- Daily reports, which may also include the updated loads-hauled database (if available), to ensure ongoing transparency and communication of work outcomes
- Reports and databases that are fully supported by accurate field documentation

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

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

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

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

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

TECHNICAL SUPPORT FOR REIMBURSEMENT

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

SDR's Program Assistance includes:

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

PUBLIC NOTICES

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

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

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

Specific information will include:

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

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

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

Statements for Disaster Debris Information:

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

PERSONAL SAFETY STATEMENTS

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

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

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

DEBRIS REMOVAL INSTRUCTIONS

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

Follow these key steps:

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

DISASTER DEBRIS THAT WILL BE PICKED UP

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

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

ASSISTANCE WITH PRIVATE PROPERTY DEBRIS REMOVAL

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

FIRST/SECOND/THIRD PASS NOTICE

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

NOTE:

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

DOCUMENTATION, REPORTING, AND RECONCILIATION

PROPRIETARY NOTICE

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

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

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

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

- FP 104-009-1 Public Assistance Program and Policy Guide
- FEMA Stafford Act Sections 403 & 407

DOCUMENTATION, REPORTING, AND RECONCILIATION

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

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

Our system is built upon:

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

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

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

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

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Disaster Debris

DOCUMENTATION, REPORTING, AND RECONCILIATION

HOURLY TIME SHEETS

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

Southern Disaster Recovery

SOUTHERN DISASTER RECOVERY
109 White Oak Road
Greenville, SC 29609
www.southerndr.com
P. (864) 469-9776 F. (864) 469-9642

TIME SHEET

APPLICANT	Subcontractor	Crew Number	LOCATION/SITE

NOTES

Personnel / Equipment INDICATE MAKE, MODEL, AND JOB DESCRIPTION AS APPROPRIATE	OPERATOR'S NAME	DATE AND HOURS WORKED EACH DAY								
		DATE								TOTAL HOURS
		HOURS								
		HOURS								
		HOURS								
		HOURS								
		HOURS								
		HOURS								
		HOURS								
		HOURS								
		HOURS								
		INITIALS								

CERTIFIED BY:	TITLE	DATE

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

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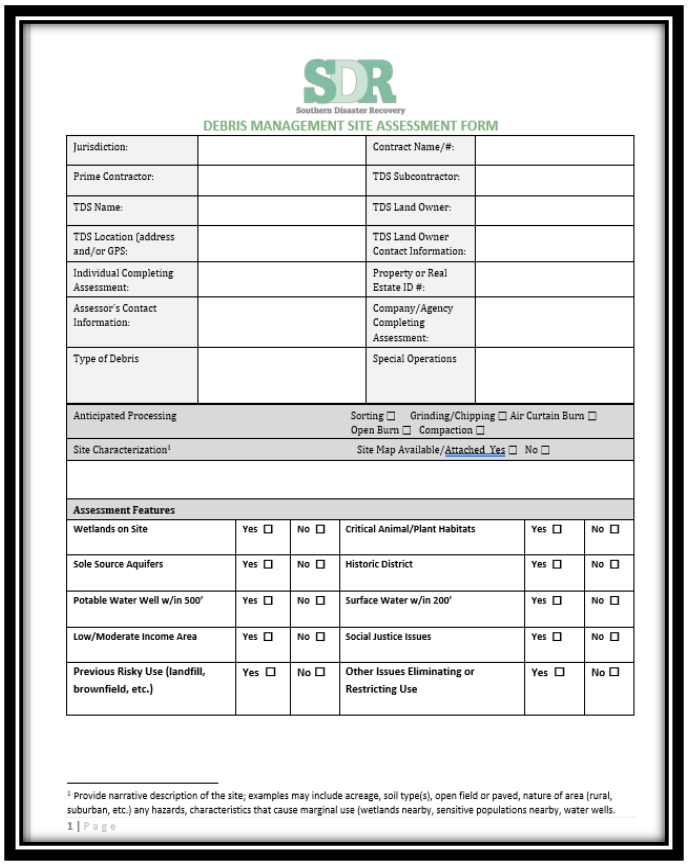
DOCUMENTATION, REPORTING, AND RECONCILIATION

DEBRIS MANAGEMENT SITE ASSESSMENT FORM

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



Southern Disaster Recovery

DEBRIS MANAGEMENT SITE ASSESSMENT FORM

Jurisdiction:		Contract Name/#:	
Prime Contractor:		TDS Subcontractor:	
TDS Name:		TDS Land Owner:	
TDS Location (address and/or GPS:		TDS Land Owner Contact Information:	
Individual Completing Assessment:		Property or Real Estate ID #:	
Assessor's Contact Information:		Company/Agency Completing Assessment:	
Type of Debris		Special Operations	

Anticipated Processing: Sorting ☐ Grinding/Chipping ☐ Air Curtain Burn ☐ Open Burn ☐ Compaction ☐

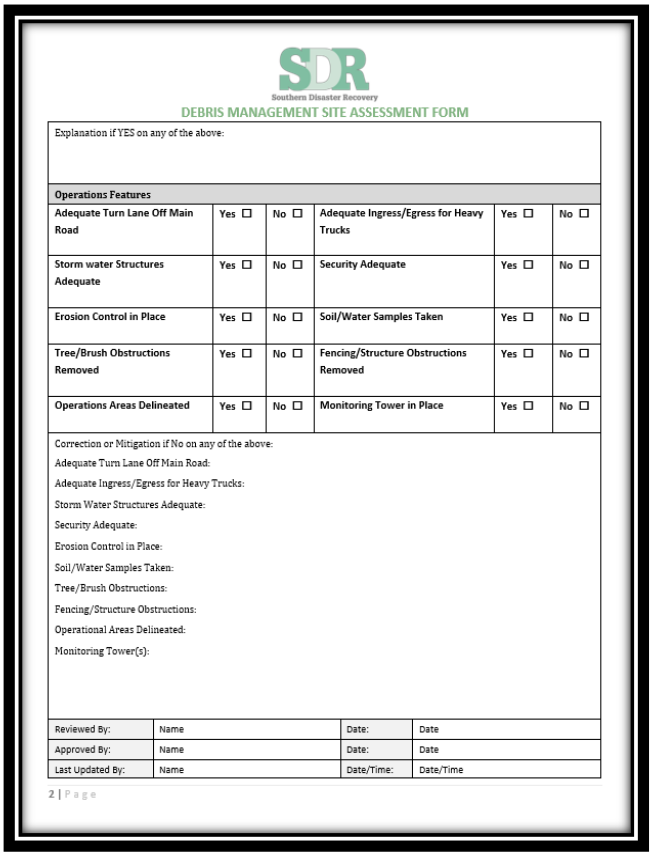
Site Characterization[1]: Site Map Available/Attached Yes ☐ No ☐

Assessment Features

Wetlands on Site	Yes ☐	No ☐	**Critical Animal/Plant Habitats**	Yes ☐	No ☐
Sole Source Aquifers	Yes ☐	No ☐	**Historic District**	Yes ☐	No ☐
Potable Water Well w/in 500'	Yes ☐	No ☐	**Surface Water w/in 200'**	Yes ☐	No ☐
Low/Moderate Income Area	Yes ☐	No ☐	**Social Justice Issues**	Yes ☐	No ☐
Previous Risky Use (landfill, brownfield, etc.)	Yes ☐	No ☐	**Other Issues Eliminating or Restricting Use**	Yes ☐	No ☐

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

1 | Page



Southern Disaster Recovery

DEBRIS MANAGEMENT SITE ASSESSMENT FORM

Explanation if YES on any of the above:

Operations Features

Adequate Turn Lane Off Main Road	Yes ☐	No ☐	**Adequate Ingress/Egress for Heavy Trucks**	Yes ☐	No ☐
Storm water Structures Adequate	Yes ☐	No ☐	**Security Adequate**	Yes ☐	No ☐
Erosion Control in Place	Yes ☐	No ☐	**Soil/Water Samples Taken**	Yes ☐	No ☐
Tree/Brush Obstructions Removed	Yes ☐	No ☐	**Fencing/Structure Obstructions Removed**	Yes ☐	No ☐
Operations Areas Delineated	Yes ☐	No ☐	**Monitoring Tower in Place**	Yes ☐	No ☐

Correction or Mitigation if No on any of the above:

Adequate Turn Lane Off Main Road:

Adequate Ingress/Egress for Heavy Trucks:

Storm Water Structures Adequate:

Security Adequate:

Erosion Control in Place:

Soil/Water Samples Taken:

Tree/Brush Obstructions:

Fencing/Structure Obstructions:

Operational Areas Delineated:

Monitoring Tower(s):

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

2 | Page

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

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

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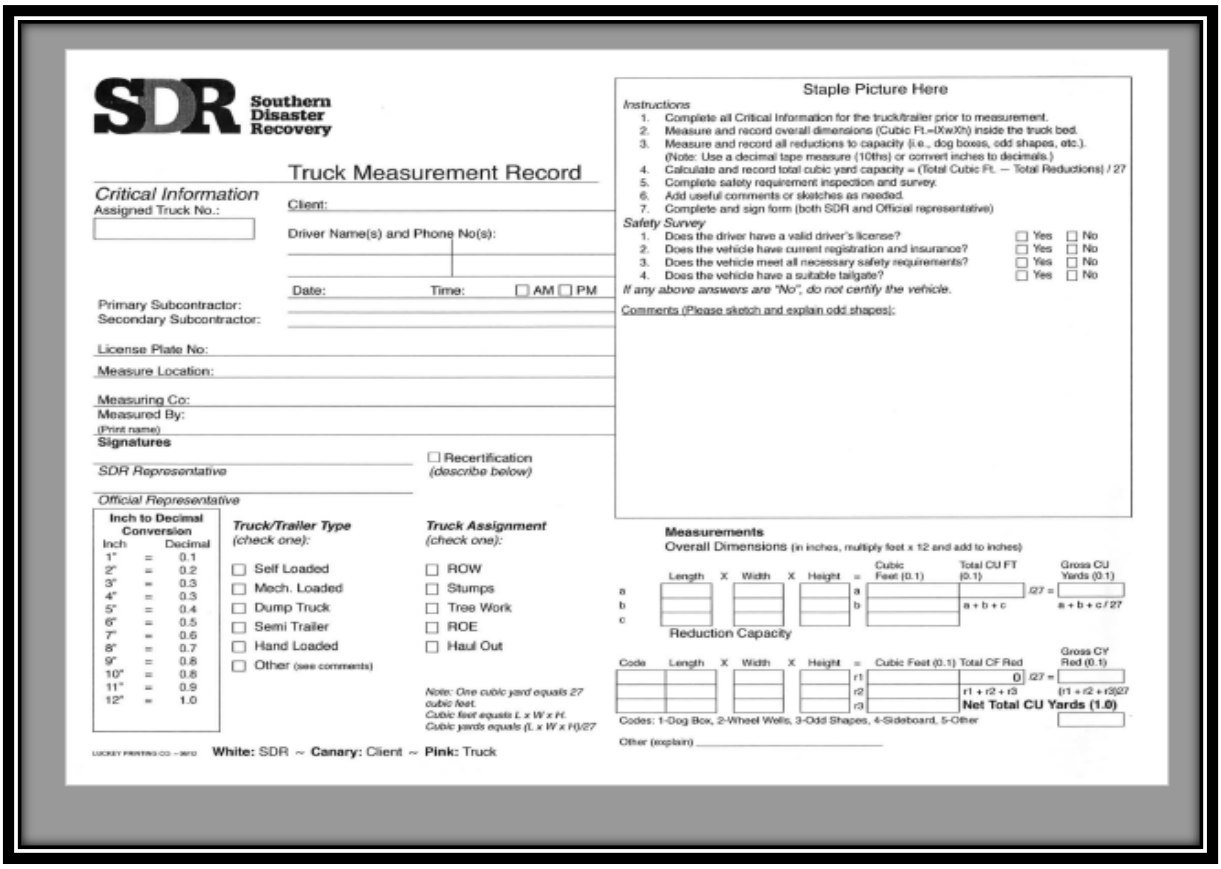
DOCUMENTATION, REPORTING, AND RECONCILIATION

TRUCK CERTIFICATION FORM

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



SDR Southern Disaster Recovery

Truck Measurement Record

Critical Information
Assigned Truck No.:

Client:
Driver Name(s) and Phone No(s):
Date: Time: ☐ AM ☐ PM
Primary Subcontractor:
Secondary Subcontractor:
License Plate No:
Measure Location:
Measuring Co:
Measured By:
(Print name)
Signatures
SDR Representative
Official Representative
☐ Recertification (describe below)

Staple Picture Here

Instructions
1. Complete all Critical Information for the truck/trailer prior to measurement.
2. Measure and record overall dimensions (Cubic Ft.=(XwXh) inside the truck bed.
3. Measure and record all reductions to capacity (i.e., dog boxes, odd shapes, etc.). (Note: Use a decimal tape measure (10ths) or convert inches to decimals.)
4. Calculate and record total cubic yard capacity = (Total Cubic Ft. — Total Reductions) / 27
5. Complete safety requirement inspection and survey.
6. Add useful comments or sketches as needed.
7. Complete and sign form (both SDR and Official representative)

Safety Survey
1. Does the driver have a valid driver's license? ☐ Yes ☐ No
2. Does the vehicle have current registration and insurance? ☐ Yes ☐ No
3. Does the vehicle meet all necessary safety requirements? ☐ Yes ☐ No
4. Does the vehicle have a suitable tailgate? ☐ Yes ☐ No

If any above answers are "No", do not certify the vehicle.

Comments (Please sketch and explain odd shapes):

Inch to Decimal Conversion

Inch	Decimal
1"	0.1
2"	0.2
3"	0.3
4"	0.3
5"	0.4
6"	0.5
7"	0.6
8"	0.7
9"	0.8
10"	0.8
11"	0.9
12"	1.0

Truck/Trailer Type (check one):
☐ Self Loaded
☐ Mech. Loaded
☐ Dump Truck
☐ Semi Trailer
☐ Hand Loaded
☐ Other (see comments)

Truck Assignment (check one):
☐ ROW
☐ Stumps
☐ Tree Work
☐ ROE
☐ Haul Out

Note: One cubic yard equals 27 cubic feet.
Cubic feet equals L x W x H.
Cubic yards equals (L x W x H)/27

Measurements
Overall Dimensions (in inches, multiply feet x 12 and add to inches)

	Length	X	Width	X	Height	=	Cubic Feet (0.1)	Total CU FT (0.1)		Gross CU Yards (0.1)
a						a			/27 =	
b						b		a + b + c		a + b + c / 27
c										

Reduction Capacity

Code	Length	X	Width	X	Height	=	Cubic Feet (0.1)	Total CF Red		Gross CY Red (0.1)
						r1		0	/27 =	
						r2		r1 + r2 + r3		(r1 + r2 + r3)/27
						r3		Net Total CU Yards (1.0)		

Codes: 1-Dog Box, 2-Wheel Wells, 3-Odd Shapes, 4-Sideboard, 5-Other

Other (explain) _____

White: SDR ~ Canary: Client ~ Pink: Truck

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

LOAD TICKET

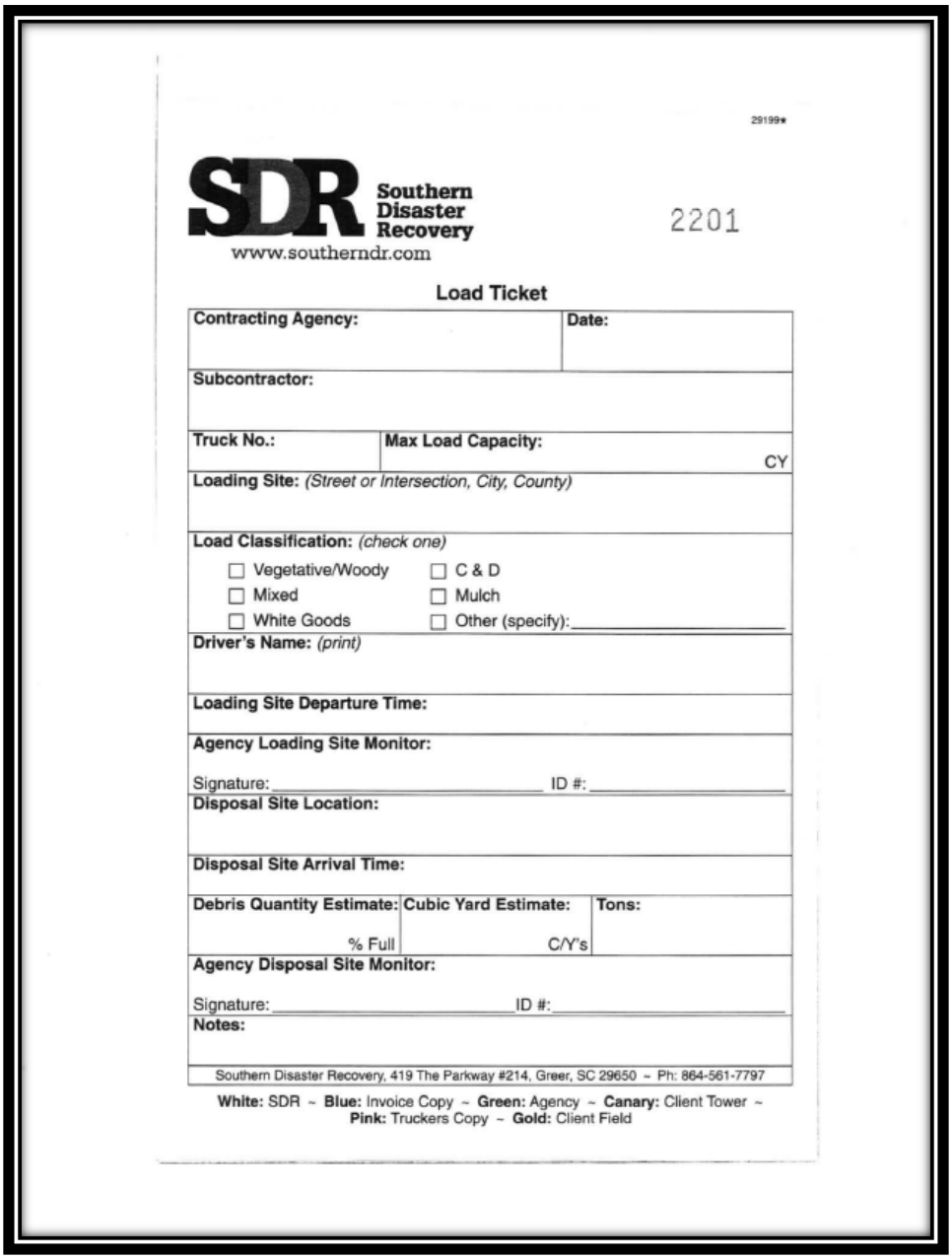
SDR's *Load Ticket* may also be utilized by the Client to record the debris collected and transported from rights-of-way to the designated disposal sites. SDR captures 15 key data points described in the Debris Management Guide (FEMA). The six-part load ticket allows all recovery participants to accurately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

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

- Date
- Preprinted ticket number

DOCUMENTATION, REPORTING, AND RECONCILIATION

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



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2201

Load Ticket

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

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

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

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

DOCUMENTATION, REPORTING, AND RECONCILIATION

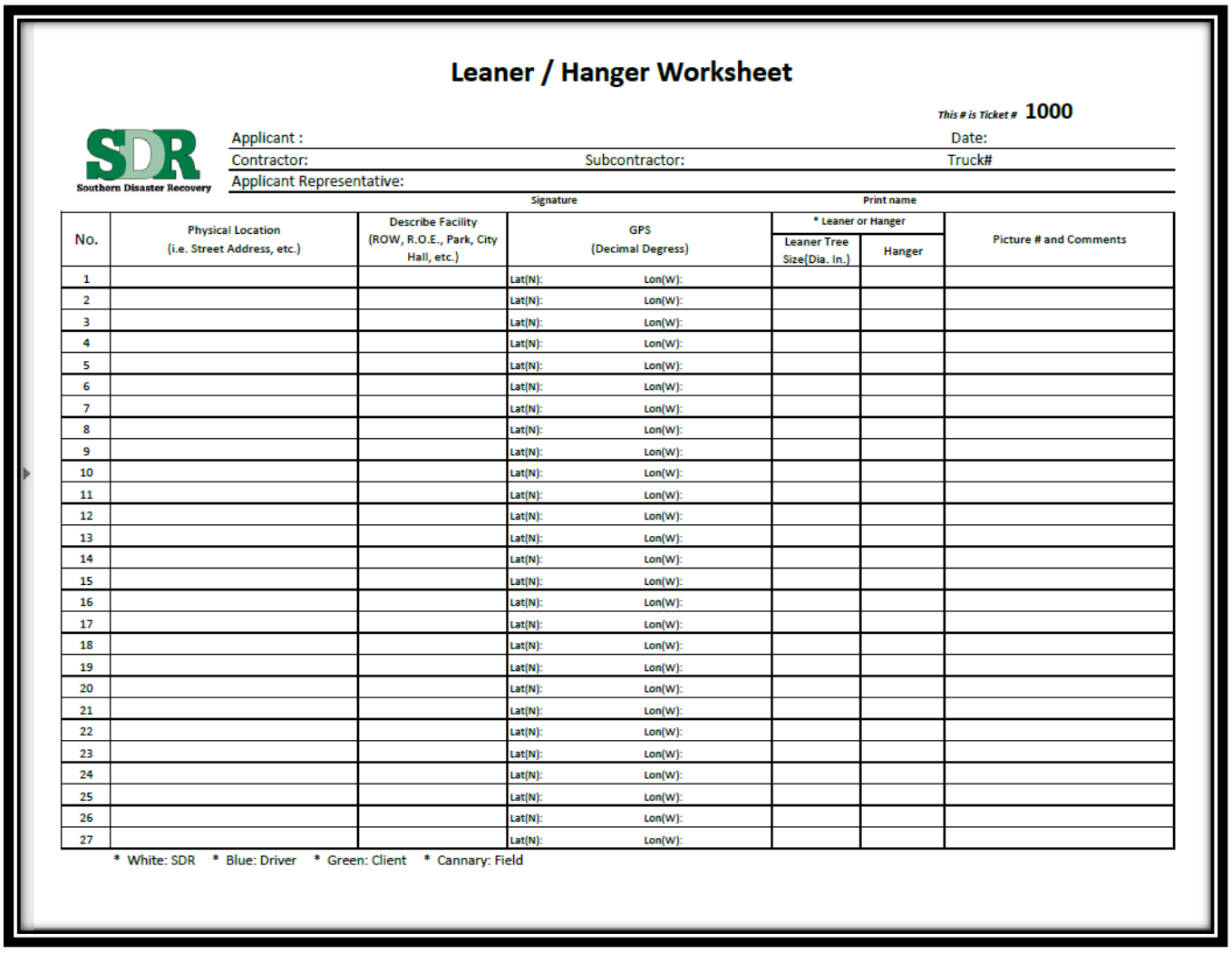
As demonstrated in the preceding example, the load ticket records all necessary identifying data to expedite data processing, compensation, and reimbursement.

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

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

LEANER/HANGER WORKSHEET

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



Leaner / Hanger Worksheet

This # is Ticket # **1000**

Southern Disaster Recovery

Applicant : Date:

Contractor: Subcontractor: Truck#

Applicant Representative:

Signature Print name

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

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

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

DOCUMENTATION, REPORTING, AND RECONCILIATION

DATA VERIFICATION AND REPORTING

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

Following the collection of data in the field via Load Tickets or Leaner/Hanger Worksheets, all documents are entered into a spreadsheet for subsequent reports and invoicing. Entity officials and will receive daily reports and updates
that are integrated into the entity's situation reporting, enabling the production of any manner of report for daily briefings, weekly rollups, or work reconciliation. Reports are tailored to support the unique needs of each client.

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

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

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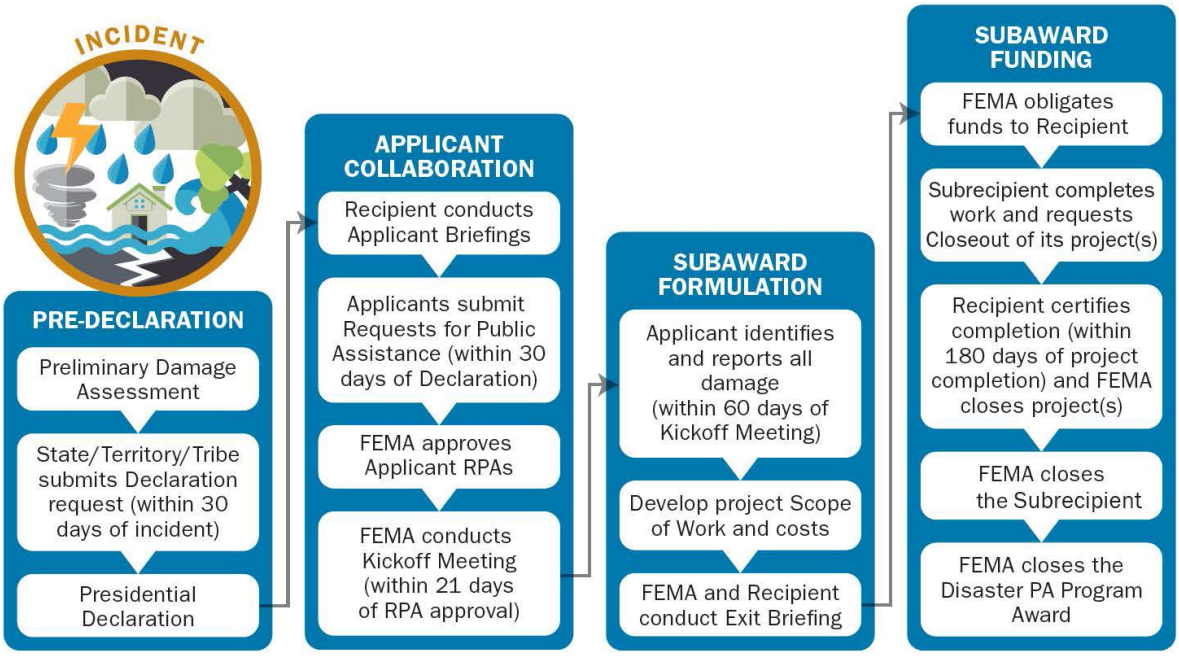
DOCUMENTATION, REPORTING, AND RECONCILIATION

FEMA PROGRAM ASSISTANCE COORDINATION

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



SDR's Program Assistance will include the following:

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

SDR'S CURRENT WORKLOAD AND AVAILABILITY

SDR is a large company (NAICS code) headquartered in Greenville, SC. We take very seriously the confidence placed in our company when a contract is awarded. In order to provide our clients with a debris removal program which is effective, accelerated, and FEMA compliant SDR is ever mindful of the number of contractual commitments undertaken in a given market or region; weighing carefully how this contract will impact the resources required to proficiently service all clients in that region.

Additionally, SDR is constantly building relationships with subcontractors, DBE, MBE, and MWBE providers within the state of Florida and beyond, to ensure we have the capacity to respond with sufficient resources in any size event. SDR's relationships includes thousands of committed debris removal and specialty services providers who maintain a state of constant readiness, and the ability to respond within hours to any location where we are called upon for service.

Lessons learned by witnessing some of the deficiencies faced by communities who had overcommitted Florida debris removal providers in the months following Hurricane Irma have strengthened our procedures and capacity to deliver in disaster. SDR bailed out communities where other contractors were failing in Hurricane Irma by completing disaster debris removal operations on 13 debris removal contracts.

SDR has never not shown up, never not performed and never attempted to negotiate higher rates in the midst of a disaster

When we serve the City of Hollywood. FL**,** SDR's Senior Project Manager, Sonny Sims, will be responsible for overseeing the contract. Sonny is one among many of SDR managers with extensive disaster management experience in Florida. In the event of a contract activation, SDR's Project Managers, Truck Superintendents and Tree Managers will fill out project management team to rapidly support your recovery.

We have a strong team of Project Managers that are trained and experienced disaster debris managers. SDR can easily provide project management and truck/crew resources on all our contract commitments in Florida. Many of our contracts are multiple award contracts or we are 2nd or 3rd. The estimated workload is:

KEY PERSONNEL	PROJECTED % OF TIME COMMITTED TO THIS PROJECT DURING DISASTER	PROJECTED MAN-HOURS PER PROJECT (PROJECT = 4 MONTHS)
Al McClaran, CEO	8%	50 hours
Chip Patterson, VP of Operations	20%	128 hours
Sonny Sims, Sr. Project Manager	100%	640 hours+

Current Pre-event Contracts in Florida:

- City of Homestead, FL (3rd of 3)
- South Florida Water Management District, FL (4 contractors)
- Lake County, FL (3rd of 3)
- City of Deland, FL (Backup)
- City of Temple Terrace, FL (Backup)
- City of Gulfport (Backup)
- City of Venice, FL (primary)
- Village of Pinecrest, FL (6 contractors)
- Florida Atlantic University, FL
- Florida Municipal Power Agency, FL (2 contractors)
- Amelia Island Plantation, FL (primary)
- City of Edgewood, FL
- City of Kissimmee, FL (2nd)
- NW FL Water Management District (14 contractors)
- Gilchrist Co. FL (1 of 2)
- Escambia Co. FL (5 contractors)
- Bay County, FL (6 contractors)
- City of Hialeah, FL (Primary)
- Franklin Co, FL (Primary)
- City of Apalachicola, FL (Primary)
- City of Pembroke Pines, FL (4 contractors)
- City of West Park, FL

SDR's first response capability to the City of Hollywood is listed below.

LOAD/HAUL CREWS

SDR and Subcontract Load/Haul Equipment Available

w/in Region	Reach Back
35 Grapple Trucks	248 Grapple Trucks
49 Trailers	110 Trailers
15 Loaders	58 Loaders

DISPOSAL/RECYCLING HAULING

SDR and Subcontract Disposal/Recycling Trucks Available

w/in Region	Reach Back
18 Trackhoes	38 Trackhoes
49 Trailers	110 Trailers

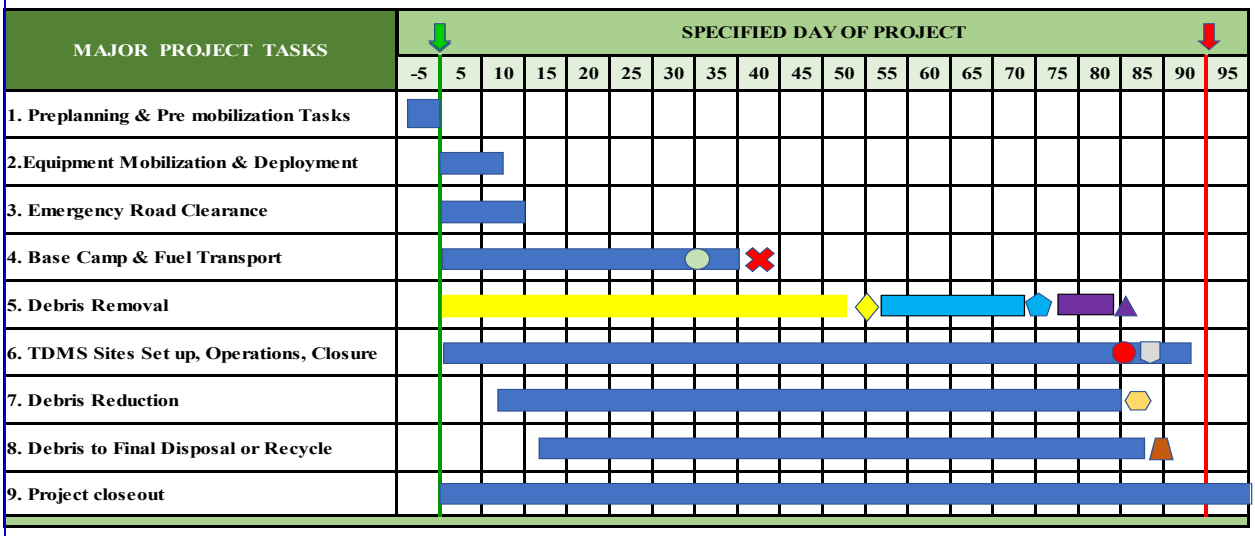
TEMPORARY DEBRIS MANAGEMENT SITE

SDR and Subcontract TDMS Equipment Available

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

The following Gantt chart provides a notional project schedule; the sequencing of key events and serves as a planning tool to refine when the actual strength or impact of a storm is known.

Sample Task Order Timeline



Legend
First Pass Work
Second Pass Work
Third Pass Work

Key Dates					
Day 0		Notice to Proceed	Day 82		TDMS Closure for Receiving Debris
Day 30		Fuel Available Locally	Day 82		Debris Reduction Complete
Day 35		Base Camp Closes	Day 82		TDMS Clear of Debris
Day 50		First Pass Complete	Day 83		TDMS Final Inspection Complete
Day 70		Second Pass Complete	Day 92		Project Comopletion Date
Day 80		Third Pass Complete	Day 104		Ongoing Project Closeout Ends

FEMA REIMBURSEMENT PROCESSES

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

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

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

SDR EMPLOYEE	ROLE WITHIN COMPANY	SPECIFIC EXPERIENCE WITH FEMA PUBLIC ASSISTANCE REIMBURSEMENT AND OTHER GRANT PROGRAMS
Johnny Deloach	FEMA Liaison	• Retired FEMA employee, deputy for debris in FEMA Region IV • Consultant to states/counties • Consultant to US Army Corps of Engineers • Expertise in: Preliminary Damage Assessments (PDA's), preparation and review of Project Worksheets (PW's), securing Immediate Needs Funding and Expedited Funding
Al McClaran	CEO	• Written numerous disaster debris management plans organized to adhere to FEMA's Public Assistance program. • Has worked directly with local governments in their PDA, PW's and Immediate Needs Funding • Has Led and Managed over 90 disaster debris removal projects over the past nine (9) years
Chip Patterson	VP of Operations	• Operations Chief and grants manager in two State emergency management organizations (NC, FL) • City/County Emergency Management Director (Jacksonville/Duval County, FL) and grants manager for over 10 years (FEMA PA, HMGP, FMAP, UASI, SHSGP, MMRS) • Technical writer for FEMA's CPG 201 program; Recovery/Public Assistance program; Disaster Debris Management Plan • Trainer for FEMA's CPG 201 program (Recovery, PA program, Debris Management) in urban cities • Lead technical expert debris removal in catastrophic planning in urban areas (SE FL, NY/NJ, TX) • Project Manager, Senior Project Manager, or Director on 27 jurisdictions' disaster debris removal contract activations

Randy Thompson	Government Affairs	• Certified Emergency Manager (CEM) with over 30 years' experience in emergency management planning, operational response, project/program management and disaster response/recovery. • Local government public safety experience (Fire/Law Enforcement/Emergency Management) • County Emergency Services Director (10 years) – readiness programs, PA, HMGP, SHSGP, EMPG grant management, disaster response/recovery • County Elected Leader (County Commissioner) • Ten (10) years providing leadership and management in disaster debris removal contract activations.
Sonny Sims	Sr. Project Manager	• Disaster Debris Removal Project Management ➢ 2020 SC Tornado- Hampton Co, SC ➢ 2020 SC Tornado-SCDOT Barnwell Co, SC ➢ 2020 SC Tornado-SCDOT Oconee Co, SC ➢ 2020 Spartanburg Tornado- Spartanburg, SC ➢ 2018 Hurricane Florence- New Bern, NC ➢ 2017 Hurricane Irma- City of Miami & City of Deltona, Florida ➢ 2016 Hurricane Matthew- Marion County & Lumberton Co, North Carolina ➢ 2014 Ice Storm Barnwell County, SCDOT, South Carolina2009 Ice Storm Dunklin County, Missouri ➢ 2008 Hurricane Ike- Liberty Co, San Jacinto, and Huntsville, Texas ➢ 2005 Hurricane Wilma- Coral Gables, Lauderdale by the Sea, City of Miami, University of Miami, Miramar, and Margate, Florida ➢ 2005 Hurricane Rita- Islamorada, Florida ➢ 2005 LDOT Boregard, Allan, Jefferson Davis Parish, Louisiana ➢ 2005 Hurricane Katrina- Coral Gables, City of Miami, University of Miami, *Islamorada*, Marathon and Dade County, Florida ➢ 2005 Hurricane Katrina- Gulf Breeze, Escambia Co, Florida, Mobile Alabama ➢ 2004 Hurricane Francis and Charlie- Winter Park, Winter Springs, and Marion County, Florida ➢ 2003 Hurricane Isabel- Richmond, Chesterfield Co, and Henrico County, Virginia ➢ 2002 Ice Storm Raleigh, North Carolina

TAB E - REFERENCES – VENDOR REFERENCE FORM

Past Project References

Project	Date	Total CY/ Tons	Total Dollar Amount	Contact	Brief of Descripition
				REFERENCE	
2021 Tropical Storm Fred/ Flash Flooding; ROW and Emergency Waterway Debris Removal Haywood Co. NC	**08/27/2021 to 4/1/2022**	**78,540**	**$1.8 million**	**Name: Kris Boyd** **Title: Deputy County Manager** **Phone: 828.507.9081** **Email: kris.boyd@haywoodcountync.gov** **Address: 285 N. Main Street, Waynesville, NC 28786**	**FEMA PA Funded ROW & Emerg. Waterway Debris Removal**
				REFERENCE	
2021 Tropical Storm Fred/ Flash Flooding; Emergency Waterway Debris Removal Buncombe Co. NC	09/12/2021 to 11/15/2021	5,095	$231,454.00	Name: Dane Pederson Title: Solid Waste Director Phone: 828.250.5460 Email: dane.pederson@buncombecounty.org Address: 281 Panther Branch Road, Alexander, NC 28701	FEMA PA Funded Emerg. Waterway Debris Removal
				REFERENCE	
2021 Creek / Stream Debris Oconee Co. SC	4/22/2021 to 6/19/2021	62,000	$1,575,300.00	Name: Scott Krein Title: Emergency Management Director Phone: 864-638-4200 Email: skrein@oconeesc.com Address: 300 South Church Street Walhalla, SC 29691	Creek/Stream Debris Removal
				REFERENCE	
2021 Winter Storm Uri Carter Co. KY	**3/4/2021 to 8/17/2021**	**135,000**	**$4,272,400.00**	**Name: Mike Malone** **Title: Judge/Executive** **Phone: 606-474-5366** **Email: cartercountyky@gmail.com** **Address: 300 W Main St STE 227, Grayson, KY 41143**	**Debris Collection / Removal Debris Management FEMA Reimbursement**
				REFERENCE	
2021 Georgia Tornadoes City of Newnan, GA	**3/29/2021 to 8/6/2021**	**388,000**	**$5,481,300.00**	**Name: Ray Norton** **Title: Public Works Director** **Phone: 404-606-9140** **Email: rnorton@cityofnewnan.org** **Address: 25 Lagrange St. Newnan, GA 30263**	**Woody/VEG; C&D; HHW White Goods Debris Removal Dangerous Leaners/Hangers/Stumps TDMS Operations**
				REFERENCE	
2020 SC TORNADO Oconee Co. SC	4/21/2020 to 6/20/ 2020	501,504	$2,748,000.00	Name: David Cook Title: SCDOT Maintenance Director Phone: 803-315-8568 Email: cookdb@scdot.org Address: 955 Park St. Columbia, SC 29202	Debris Collection / Removal Debris Management FEMA Reimbursement
				REFERENCE	
2020 Hurricane Zeta White Co, GA	Nov 2020 to Dec 2020	6,200	$107,500.00	Name: David Murphy Title: EM Director Phone: 706-864-9500 Email: dmurphy@whitecounty.net Address: 1241 Helen Hwy Ste 100, Cleveland, GA 30528	Vegetative and C&D Debris Removal
				REFERENCE	
2019 Hurricane Dorian Dare County, NC	9/30/2019 to 1/23/2020	111,000	$ 2.05 million	Name: Shanna T. Fullmer Title:Public Works Director Phone: 252-475-5844 Email: shanna@darenc.com Address: 1018 Driftwood Dr. Manteo, NC 27954	Vegetative and C&D Debris Removal
				REFERENCE	

2019 Hurricane Dorian Hyde County, NC	9/6/2019 to 5/7/2020	101,620	$3.5 million	Name: Corrine Gibbs Title: County Manager Phone: 252-926-4400 Email: cgibbs@hydecountync.gov	Vegetative and C&D Debris Removal
				Address: 1223 Main St., Swan Quarter, NC 27885	
REFERENCE					
2019 Hurricane Dorian Tyrrell County, NC	10/10/2019 to 12/5/2019	36,070	$648,000.00	Name: David Clegg Title: County Manager Phone: 252-796-1371 Fax: 252-796-1188 Email: dclegg@tyrrellcounty.net	Vegetative and C&D Debris Removal
				Address: 108 S Water Street, Columbia NC 27925	
REFERENCE					
2019 Hurricane Michael Mitchell Co. GA	3/21/2019 to 4/30/2019	43,600	$536,000.00	Name: Clark Harrell Title:County Administrator Phone: 229-276-2672 Email: charrell@crispcounty.com	Debris & Tree Removal Flood Abatement Environmental Constraints
				Address: 210 S 7th St., Cordele, GA 31015	
REFERENCE					
Board of Co. Commissioners of Bradford County, FL 2018 Creek Debris Removal Alligator Creek & Sampson River Flood Abatement	8/28/2018 to 4/19/2019	500 tons	$ 2.5 million	Name: Wendy Russell Title:Emergency Management Deputy Director Phone: 904-966-6910 Email: wendy_russell@bradfordsheriff.org	Debris & Tree Removal Flood Abatement Environmental Constraints
				Address: 945 North Temple Ave, Starke, FL 32091	
REFERENCE					
Brevard Beach Berm Restoration	12/4/2017 to 5/30/2018	235,000	$ 7.6 million	Name: Mike McGarry Title: Beaches, Boating & Waterways Program Manager Phone: 321-537-1779 Email: mcgarry@brevardfl.com	Placed Beach Quality Sand to Restore over 22 miles of Beach
				Address: 2725 Judge Fran Jamieson Way Building A, ROOM 219 Viera, FL 32940	
REFERENCE					
2018 Hurricane Florence North Carolina DOT Pamlico Co.&Craven Counties	9/30/2018 to 01/23/2019	150,900	$ 4.3 million	Name: Jeremy Stroud Title: Division 2 Maintenance Engineer Phone: 252-775-6100 Email: jdstroud@ncdot.gov	Vegetative and C&D Debris Removal
				Address: 105 Pactolus Hwy (NC 33) Greenville, NC 27835	
REFERENCE					
2017 Hurricane Irma Macon-Bibb, GA	10/12/2017 to 02/23/2018	97,400	$ 1.9 million	Name: Spencer Hawkins Title: EM Director Phone: 478-832-6301 Email: shawkins@maconbibb.us	Vegetative and C&D Debris Removal
				Address: 700 Poplar St. Macon, GA 31201	
REFERENCE					
2016 Hurricane Matthew South Carolina DOT 4 Counties	10/15/2016 to 03/28/2017	642,000	$ 9.5 million	Name: David Cook Title: SCDOT Maintenance Director Phone: 803-315-8568 Email: cookdb@scdot.org	Vegetative and C&D Debris Removal
				Address: 955 Park St. Columbia, SC 29202	
REFERENCE					
2014 Ice Storm Aiken County, SC Aiken, SC - Roads	02/13/2014 to 08/8/2014	1,433,000	$29.8 million	Name: Paul Matthews Title: EMA Director Phone: 803-642-2561 Email: pmatthews@aikencountysc.gov	Vegetative and C&D Debris Removal

				Address: 1930 University PKW Suite 3000 Aiken, SC 29801	
REFERENCE					
2014 Ice Storm Barnwell County, SC SC DOT- Barnwell Co.	02/13/2014 to 07/20/2014	1,000,000	$11.5 million	Name: Roger Riley	Vegetative and C&D Debris Removal
				Title: Director of Emergency Management	
				Phone: 803-541-1001	
				Email: rriley@barnwellsc.com	
				Address: 57 Wall St. Barnwell, SC 29812	
REFERENCE					
Aiken Co. Facilities, School District, Public Service Authority, Horse Creek water Trail.	02/13/2014 to 08/8/2014	500,000	$6 million	Name: Paul Matthews	Removed and Processed Debris
				Title: EMA Director	
				Phone: 803-642-2561	
				Email: pmatthews@aikencountysc.gov	
				Address: 1930 University PKW Suite 3000 Aiken, SC 29801	

VENDOR REFERENCE FORM

City of Hollywood Solicitation #: RFP-072-23-OT - Emergency Response and Recovery Services
Reference for: City of Hollywood, FL

Organization/Firm Name providing reference: Board of Co. Commissioners of Bradford County, FL
Organization/Firm Contact Name: Wendy Russell
Title: Emergency Management Deputy Director
Email: wendy_russell@bradfordsheriff.org
Phone: 904-966-6336
Name of Referenced Project: 2018 Creek Debris Removal
Contract No:
Date Services were provided: 8/28/2018 to 4/19/2019
Project Amount: $2.5 milliom

Referenced Vendor's role in Project: ☑ **Prime Vendor** ☐ **Subcontractor/ Subconsultant**
Would you use the Vendor again? ☒ **Yes** ☐ **No. Please specify in additional comments**

Description of services provided by Vendor (provide additional sheet if necessary):
2018 Creek Debris Removal Alligator Creek & Sampson River Flood Abatement, Debris & Tree Removal Flood Abatement Environmental Constraints

Please rate your experience with the Vendor	Need Improvement	Satisfactory	Excellent	Not Applicable
Vendor's Quality of Service				
a. Responsive	☐	☐	☒	☐
b. Accuracy	☐	☐	☒	☐
c. Deliverables	☐	☐	☒	☐
Vendor's Organization:				
a. Staff expertise	☐	☐	☒	☐
b. Professionalism	☐	☐	☒	☐
c. Staff turnover	☐	☐	☒	☐
Timeliness/Cost Control of:				
a. Project	☐	☐	☒	☐
b. Deliverables	☐	☐	☒	☐

Additional Comments (provide additional sheet if necessary):

****THIS SECTION FOR CITY USE ONLY****						
Verified via:	**Email:**	☐	**Verbal:**	☐	**Mail:**	☐
Verified by:	**Name:**				**Title:**	
	Department:				**Date:**	

VENDOR REFERENCE FORM

City of Hollywood Solicitation #: RFP-072-23-OT Emergency Response & Recovery Services
Reference for: City of Hollywood, FL

Organization/Firm Name providing reference: City of Coulfport, FL
Organization/Firm Contact Name: Tom Nicholls Title:
Email: TNicholls@Coulfport.us Phone: 727-893-1090
Name of Referenced Project: Ian Debris Removal Contract No: 2022-36
Date Services were provided: 11/29/22 - 12/9/22 Project Amount: $ 90,000

Referenced Vendor's role in Project: ☑ Prime Vendor ☐ Subcontractor/ Subconsultant
Would you use the Vendor again? ☑ Yes ☐ No. Please specify in additional comments

Description of services provided by Vendor (provide additional sheet if necessary):
Hauled 7,200 Cubic Yards of Vegitative debris. - Hurricane Ian to final disposal at Pinellas County Landfill.

Please rate your experience with the Vendor	Need Improvement	Satisfactory	Excellent	Not Applicable
Vendor's Quality of Service				
a. Responsive	☐	☐	☑	☐
b. Accuracy	☐	☐	☑	☐
c. Deliverables	☐	☐	☑	☐
Vendor's Organization:				
a. Staff expertise	☐	☐	☑	☐
b. Professionalism	☐	☐	☑	☐
c. Staff turnover	☐	☐	☑	☐
Timeliness/Cost Control of:				
a. Project	☐	☐	☑	☐
b. Deliverables	☐	☐	☑	☐

Additional Comments (provide additional sheet if necessary):
Very Responsive and Excellent Communication throughout Project.

****THIS SECTION FOR CITY USE ONLY****						
Verified via:	Email:	☐	Verbal:	☐	Mail:	☐
Verified by:	Name:				Title:	
	Department:				Date:	

VENDOR REFERENCE FORM

City of Hollywood Solicitation #: RFP-072-23-OT - Emergency Response and Recovery Services
Reference for: City of Hollywood, FL

Organization/Firm Name providing reference: City of Edgewood, Orange County, FL
Organization/Firm Contact Name: Sandra Riffle
Title: City Clerk
Email: SRiffle@edgewood-fl.gov
Phone: 407-851-2920 ext 4202
Name of Referenced Project: Debris Removal and Disposal Services
Contract No:
Date Services were provided: 9/28/2022 to 11/30/2022
Project Amount: $44,623.53

Referenced Vendor's role in Project: ☑ **Prime Vendor** ☐ **Subcontractor/ Subconsultant**

Would you use the Vendor again? ☐ **Yes** ☐ **No. Please specify in additional comments**

Description of services provided by Vendor (provide additional sheet if necessary):
2020 Hurricane Ian Debris and tree removal for City of Edgewood, site restoration

Please rate your experience with the Vendor	**Need Improvement**	**Satisfactory**	**Excellent**	**Not Applicable**
Vendor's Quality of Service				
a. Responsive	☐	☐	☒	☐
b. Accuracy	☐	☐	☒	☐
c. Deliverables	☐	☐	☒	☐
Vendor's Organization:				
a. Staff expertise	☐	☐	☒	☐
b. Professionalism	☐	☐	☒	☐
c. Staff turnover	☐	☐	☒	☐
Timeliness/Cost Control of:				
a. Project	☐	☐	☒	☐
b. Deliverables	☐	☐	☒	☐

Additional Comments (provide additional sheet if necessary):

******THIS SECTION FOR CITY USE ONLY******						
Verified via:	**Email:**	☐	**Verbal:**	☐	**Mail:**	☐
Verified by:	**Name:**				**Title:**	
	Department:				**Date:**	

TAB F - REQUIRED FORMS

Client#: 1588397 15SOUTHDIS1

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 1/23/2023

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

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

PRODUCER	CONTACT NAME: Barbara C. Garrett CISR	
McGriff Insurance Services 47 Airpark Court (29607) P.O. Box 27149 Greenville, SC 29616-2149	PHONE (A/C, No, Ext): 864 297-4444	FAX (A/C, No):
	E-MAIL ADDRESS: bgarrett@mcgriff.com	

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : AXIS Insurance Company	37273
INSURER B : AXIS Surplus Insurance Company	26620
INSURER C : Old Republic Insurance Company	24147
INSURER D : Selective Insurance Company of SC	19259
INSURER E :	
INSURER F :	

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

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			EMP1900106204	06/01/2022	06/01/2023	EACH OCCURRENCE	$1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$100,000
							MED EXP (Any one person)	$10,000
							PERSONAL & ADV INJURY	$1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$2,000,000
	POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$2,000,000
	OTHER:							$
D	AUTOMOBILE LIABILITY			S2030879	06/05/2022	06/05/2023	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
B	UMBRELLA LIAB OCCUR			EMX1900025504	06/01/2022	06/01/2023	EACH OCCURRENCE	$5,000,000
	X EXCESS LIAB X CLAIMS-MADE						AGGREGATE	$5,000,000
	DED RETENTION $							$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N			MWC31205223	01/01/2023	01/01/2024	X PER STATUTE / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N	N / A					E.L. EACH ACCIDENT	$1,000,000
	(Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$1,000,000
							E.L. DISEASE - POLICY LIMIT	$1,000,000
A	Contractors Pollution			EMP1900106204	06/01/2022	06/01/2023	1,000,000	

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

** Workers Comp Information **

USLH ; Other States Coverage

CERTIFICATE HOLDER

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

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Brian Kruger

Form **W-9**
(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

▶ **Go to *www.irs.gov/FormW9* for instructions and the latest information.**

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

Print or type. See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

Southern Disaster Recovery, LLC

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☐ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate

☑ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ S

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

109 White Oak Road

6 City, state, and ZIP code

Greenville, SC 29609

Requester's name and address (optional)

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–			–				

or

Employer identification number

4	5	–	5	3	1	2	4	0	0

Part II Certification

Under penalties of perjury, I certify that:

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

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

Sign Here Signature of U.S. person ▶ [signature] Date ▶ 01/02/2023

General Instructions

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

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, *later.*

TRAVELERS

Michael Wyman

Account Executive Officer
Travelers Bond & Specialty Insurance
Construction Services
11440 Carmel Commons Blvd.
Charlotte, NC 28226
(704) 544-3716

November 15, 2022

RE: Southern Disaster Recovery, LLC

To Whom It May Concern,

Please be advised that Travelers Casualty and Surety Company of America (herein after referred to as "Travelers") has handled all of the bonding requirements for Southern Disaster Recovery, LLC since early 2017. We have confidence in the financial and operations strength of the firm and are a strong supporter of their total work program. Consideration will be provided for a bond program in the $100,000,000 range.

Southern Disaster Recovery, LLC has the ability to provide Performance and Payment Bonds for projects should they be selected. Naturally, as is customary within the surety industry, the issuance of any bid or final bonds is always contingent upon a satisfactory underwriting review at the time a request for bonds is made. This review may include, but not be limited to, acceptable terms (e.g. standard warranty and damage clauses), conditions, documents, bond forms and confirmation of an acceptable financing source and payment provisions. It should be understood that any arrangement for surety bonds is a matter strictly between Southern Disaster Recovery, LLC and Travelers. We assume no liability to third parties or to you by issuance of this letter.

Travelers Casualty and Surety Company of America is listed in the Department of Treasury's Listing of Approved Sureties (Department Circular 570) dated July 1, 2022 and holds an A++ (Superior) rating by A.M. Best with a Financial Size Category XV by A.M. Best.

Please do not hesitate to contact me if there are any questions or if I may be of further assistance.

Sincerely,

Travelers Casualty and Surety Company of America

Michael R. Wyman
Account Executive Officer