DRC EMERGENCY SERVICES
Striking Back.

Proposal By
DRC Emergency Services, LLC
12039 Colony Lakes Boulevard
New Port Richey, FL 34654

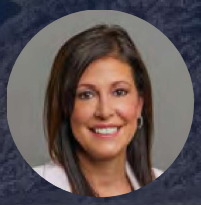
Electronic Proposal

Emergency Debris Removal – Annual Contract
RFP No. 20260323

April 14, 2026 at 3:00 pm Eastern



Evan Fancher
Regional Manager
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f: (504) 482-2852

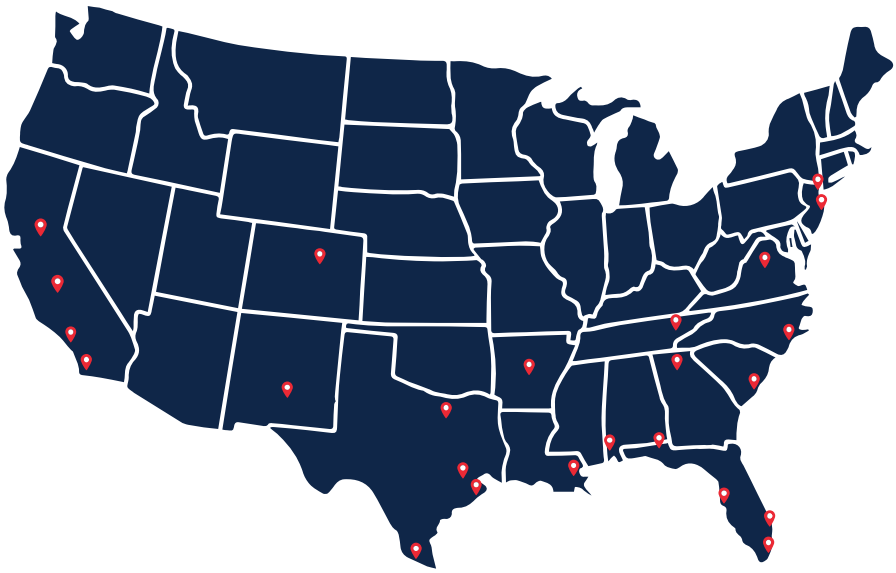


Kristy Fuentes
Vice President of Compliance and Administration
Kfuentes@drcusa.com

Charlotte County
Purchasing Division
18500 Murdock Circle, Suite 344
Port Charlotte, FL 33948-1094

CONTACTS

DRC EMERGENCY SERVICES
Striking Back.



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Phone: 504-482-2852
Fax: 504-482-2852
www.drcusa.com

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April 14, 2026

Charlotte County Purchasing Division
18500 Murdock Circle, Suite 344
Port Charlotte, Florida 33948-1094

Re: Emergency Debris Removal – Annual Contract
RFP No. 20260323

To Whom It May Concern,

DRC is pleased to present our proposal to provide Emergency Debris Removal to Charlotte County. We are confident that if awarded this contract, DRC will exceed the County's expectations.

DRC and Charlotte County: A Winning Partnership

DRC understands the challenges and threats posed by natural disasters in Florida. We have responded to every major disaster to strike Florida in the last 25 years. Furthermore, Regional Managers Evan Fancher, Andy Allshouse, and Clint Pate, as well as several of our Project Managers, live in Florida, so for us, any disaster here is not just a job, it's personal.

Our past work includes the following recent highlights:

2024 – Multiple Disasters Including Four Hurricanes

- **2024 Total –** DRC removed more than **20 million cubic yards of debris** in response to four hurricanes and multiple other disasters in 2024.
- **Four Hurricanes –** DRC performed disaster debris removal in **seven states** following the **four hurricanes** to hit the Gulf Coast in 2024: Beryl, Francine, Helene, and Milton. DRC removed more than **18,000,000 cubic yards of debris on 91 contracts** in our 2024 hurricane response.
- **Florida Hurricane Response –**DRC was activated on 54 contracts for disaster debris removal and logistics in response to Hurricanes Helene and Milton, 41 of which were in Florida. Our 2024 Florida hurricane response included the removal of more than **4.8 million cubic yards of debris, including more than 75,000 hazardous trees.**

2022 - Hurricane Ian

- **Florida Response –** In response to Hurricane Ian in 2022, DRC was activated on 20 contracts for debris removal services. We removed nearly **five million cubic yards of debris** during those operations, including **more than 3.3 million cubic yards of vegetative debris – 100% of which we recycled.**

Comprehensive Services

For more than 20 years, DRC Emergency Services, LLC has been a national leader in providing comprehensive disaster response and recovery services. Our personnel have more than 500 years of combined experience in all aspects of disaster response, including but not limited to the following:

- Emergency debris removal
- Disaster response management
- Temporary Housing
- Workforce Support
- Supplies and Logistics
- FEMA Documentation
- Debris Management
- Right-Of-Way Maintenance
- Marine Debris Salvage
- Vehicle and Vessel Removal
- Dredging
- Technical Assistance
- Project Management
- Construction
- Demolition
- Final Disposal Management

Financial and Organizational Capacity

As part of the Sullivan Brothers Family of Companies, DRC has a bonding capacity of $1B, with additional funding available through our affiliates. Several of our affiliates – including SLS, Forgen, and Callan Marine – specialize in related services, granting DRC access to **more than 1,000 employees** and a wealth of institutional knowledge.

Mobilization and Resources

In addition to the experience of our in-house staff and affiliates, DRC has built long-standing relationships with subcontractors in Florida and across the country that specialize in a wide range of related services. These relationships augment our personnel and equipment resources, allowing DRC to respond **immediately** to any disaster Charlotte County may face.

Commitment to Safety

DRC's professional staff hold **134 unique certifications**, including those from FEMA, OSHA, USACE, the American Red Cross, and others. We bring this knowledge to bear on every project, emphasizing the importance of safety in every aspect of our work. As a result, DRC has a **multi-year OSHA record of zero work-related illnesses or injuries**.

Your Local Contact

Evan Fancher, Regional Manager

e: efancher@drcusa.com | c: (205) 478-6400 | o: (888) 721-4372 | f: (504) 482-2852

DRC EMERGENCY SERVICES
Striking Back.

Corporate officers with legal signing authority to bind DRC to the terms and conditions of this proposal include John Sullivan, President, and Kristy Fuentes, Vice President/Secretary-Treasurer. Evidence of their authority is attached. The principals of the company are John, William, and Todd Sullivan.

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

Sincerely,

Kristy Fuentes
Vice President, Secretary, Treasurer

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

This action is taken in accordance with the Alabama Limited Liability Company Act, as amended (the "Act"), in lieu of a meeting of the Members of DRC EMERGENCY SERVICES, LLC, an Alabama limited liability company (the "Company"), and is made effective as of January 1, 2018.

WHEREAS, Section 9.01 of the Company's Third Amended and Restated Operating Agreement dated January 1, 2018 (as amended, the "LLC Agreement") and the Act permit the Members of the Company to take the following actions; and

WHEREAS, the undersigned, constitutes the Members of the Company (the "Members").

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

1. The following persons, in their respective capacities indicated below, are hereby authorized and empowered for the express purpose of signing all contracts, agreements, bid documents, filings and other documents necessary for execution between Company and any third-party in the ordinary course of the Company's business, subject to any restrictions of limitations on authority as set forth in the Company's governing documents:

Name	Office/Capacity
John R. Sullivan	President
Todd P. Sullivan	Vice President
William W. Sullivan	Vice President and Secretary
Kristy Fuentes	Vice President of Administration and Compliance, Secretary and Treasurer

2. The officers listed above after giving effect to this written consent are hereby authorized and directed on behalf of the Company to execute and deliver such agreements and instruments, make such filings and give such notices, and take any and all such other actions, and to do or cause to be done, such acts as such officers may deem necessary or advisable to accomplish or otherwise implement the purposes of the foregoing resolutions or to cause the Company to perform its obligations under any of the foregoing, until his or her successor is duly elected and qualified, his or her resignation, his or her removal from office by the Members of his or her death.

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

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

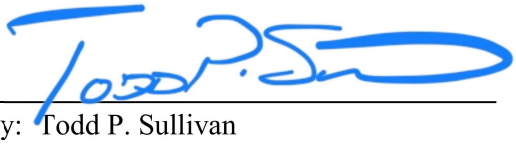
counterpart. This written consent shall be filed with the minutes of the proceedings of the Members of the Company.

Dated effective as of the date first written above.

DRC EMERGENCY SERVICES, LLC



By: John R. Sullivan
Its: Member



By: Todd P. Sullivan
Its: Member



By: William W. Sullivan
Its: Member

Ron DeSantis, Governor

Melanie S. Griffin, Secretary

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE RESIDENTIAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

SMITH, HAMILTON BEVERIDGE

DRC EMERGENCY SERVICES, LLC
P.O. Box 170 P.O. BOX 17017
GALVESTON TX 36608

LICENSE NUMBER: CRC1331307

EXPIRATION DATE: AUGUST 31, 2026

Always verify licenses online at MyFloridaLicense.com

ISSUED: 09/04/2024

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

State of Florida
Department of State

I certify from the records of this office that DRC EMERGENCY SERVICES, LLC is an Alabama limited liability company authorized to transact business in the State of Florida, qualified on July 18, 2005.

The document number of this limited liability company is M05000003946.

I further certify that said limited liability company has paid all fees due this office through December 31, 2014, that its most recent annual report was filed on June 10, 2014, and its status is active.

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

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Twenty-seventh day of January, 2015



Ken Detzner

Secretary of State

Authentication ID: CU5800449263

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

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



Detail by Entity Name

Foreign Limited Liability Company
DRC EMERGENCY SERVICES, LLC

Filing Information

Document Number	M05000003946
FEI/EIN Number	63-1283729
Date Filed	07/18/2005
State	AL
Status	ACTIVE
Last Event	LC AMENDMENT
Event Date Filed	09/29/2015
Event Effective Date	NONE

Principal Address

6702 BROADWAY STREET
Galveston, TX 77554

Changed: 11/13/2018

Mailing Address

111 Veterans Memorial Blvd
Suite 1420
METAIRIE, LA 70005

Changed: 04/15/2025

Registered Agent Name & Address

COGENCY GLOBAL INC.
115 North Calhoun Street
Suite 4
Tallahassee, FL 32301

Name Changed: 10/29/2013

Address Changed: 04/16/2019

Authorized Person(s) Detail

Name & Address

Title Manager, VP

Sullivan, William
6702 BROADWAY STREET
Galveston, TX 77554

Title VP, Secretary, Treasurer

Fuentes, Kristy
6702 BROADWAY STREET
Galveston, TX 77554

Title Manager, President

Sullivan, John R.
6702 BROADWAY STREET
Galveston, TX 77554

Title Manager, VP

Sullivan, Todd
6702 BROADWAY STREET
Galveston, TX 77554

Annual Reports

Report Year	Filed Date
2023	04/20/2023
2024	04/23/2024
2025	04/15/2025

Document Images

04/15/2025 -- ANNUAL REPORT	View image in PDF format
04/23/2024 -- ANNUAL REPORT	View image in PDF format
04/20/2023 -- ANNUAL REPORT	View image in PDF format
06/10/2022 -- AMENDED ANNUAL REPORT	View image in PDF format
04/28/2022 -- ANNUAL REPORT	View image in PDF format
04/27/2021 -- ANNUAL REPORT	View image in PDF format
04/09/2020 -- ANNUAL REPORT	View image in PDF format
04/16/2019 -- ANNUAL REPORT	View image in PDF format
04/18/2018 -- ANNUAL REPORT	View image in PDF format
04/14/2017 -- ANNUAL REPORT	View image in PDF format
04/28/2016 -- AMENDED ANNUAL REPORT	View image in PDF format
04/25/2016 -- ANNUAL REPORT	View image in PDF format
04/29/2015 -- ANNUAL REPORT	View image in PDF format
12/03/2014 -- LC Amendment	View image in PDF format
06/10/2014 -- AMENDED ANNUAL REPORT	View image in PDF format
01/13/2014 -- ANNUAL REPORT	View image in PDF format
10/29/2013 -- Reg. Agent Change	View image in PDF format
01/21/2013 -- ANNUAL REPORT	View image in PDF format
04/11/2012 -- ANNUAL REPORT	View image in PDF format

03/15/2011 -- ANNUAL REPORT	View image in PDF format
10/15/2010 -- REINSTATEMENT	View image in PDF format
03/27/2009 -- ANNUAL REPORT	View image in PDF format
03/13/2008 -- ANNUAL REPORT	View image in PDF format
04/02/2007 -- ANNUAL REPORT	View image in PDF format
08/03/2006 -- ANNUAL REPORT	View image in PDF format
03/16/2006 -- ANNUAL REPORT	View image in PDF format
07/18/2005 -- Foreign Limited	View image in PDF format

Florida Department of State, Division of Corporations

DISCOVER DRC: A CLOSER LOOK

2001 Founded in 2001, DRC Emergency Services, LLC (DRC) is one of the nation's leading providers of disaster debris removal and recovery services.

1,000 As part of the Sullivan Brothers family of companies, DRC has access to more than 1,000 employees dedicated to disaster recovery and related services.

DRC ensures uninterrupted execution of its projects. DRC excels in concurrent project management, maintaining uninterrupted progress across multiple jurisdictions.

$4.8B+ IN CONTRACTS MANAGED

OVER $1B BONDING CAPACITY

$500M+ WORKING CAPITAL

830+ PROJECTS MANAGED



DRC managed 54 activations for Hurricanes Helene and Milton, including 41 in Florida. We removed more than 4.8 million cubic yards of debris from Florida cities and counties in our 2024 Florida hurricane response.

104 FEMA DECLARED DISASTERS

DRC has performed debris removal services in **31 states and one territory.**



DRC conceived, executed, supervised, and funded a 150-mile Gulf of Mexico shoreline protection system in response to the BP oil spill.

DRC performed debris removal in **seven states** following the **four hurricanes** to hit the Gulf Coast in 2024: Beryl, Francine, Helene, and Milton.

Since 2020, DRC has performed **specialized private property debris removal and demolitions** following devastating wildfires in California, Colorado, Hawaii, New Mexico, and Washington State. In our ongoing wildfire response in New Mexico, we have completed hazardous site assessments, demolitions, hazardous material abatement, erosion control and debris removal on more than **1,000 properties.**

Subcontractors are paid every Friday, with payments covering work completed two weeks prior, ensuring consistent and timely compensation throughout the project duration.

DRC BY THE NUMBERS

DRC holds the U.S. Army Corps of Engineers (USACE) ACI Debris Removal contract for Region 3 (MI, IN, TN, KY, OH, WV) and collaborates with USACE on training and preparations. DRC has been tasked four times under this contract, most recently in response to the December 2023 tornado in Hendersonville, Tennessee, and previously in response to the tornadoes in Graves County and Mayfield, Kentucky, in December 2021.

As a debris removal provider for the National Association of State Procurement Officials (NASPO), DRC is available to work with any state or local government using the NASPO contract.

Certified Arborist on staff full time, Taylor Jumonville.

6.4M
HAZARDOUS TREES AND LIMBS REMOVED

15,000,000
CUBIC YARDS OF VEGETATIVE DEBRIS RECYCLED IN THE LAST FIVE YEARS.

5.6M
CUBIC YARDS 100% RECYCLED FOR SINGLE EVENT RECORD

210,000,000
CUBIC YARDS OF DEBRIS REMOVED

440,000
CUBIC YARDS COLLECTED IN ONE DAY

DRC removed more than **18,000,000 cubic yards** of debris and operated **151 debris management sites** on **91 contracts** in our 2024 hurricane response.

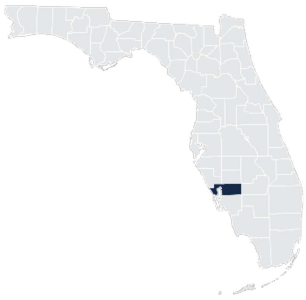
"Very proactive and knowledgeable: DRC provided exceptional support and advice through an unprecedented 2024 hurricane season. Interaction with staff, citizens and elected officials always professional and reflective of the values and interest of the City of Bradenton."

- Irvin Lee, Director of Public Works & Utilities, City of Bradenton, Florida



DRC AND CHARLOTTE COUNTY: A WINNING PARTNERSHIP

DRC has responded to **every major disaster to strike Florida in the last 24 years**, including hurricanes, tropical storms, red tides, tornadoes, and the 2010 BP oil spill. With a staff that brings more than 500 years of combined experience, DRC brings a tailored approach to every project, incorporating the latest technology. DRC is the flexible contractor that can handle any disaster.



Our past work includes the following recent highlights:

2024 – Multiple Disasters Including Four Hurricanes

- **2024 Total –** DRC removed more than **20 million cubic yards of debris** in response to four hurricanes and multiple other disasters in 2024.
- **Four Hurricanes –** DRC performed disaster debris removal in **seven states** following the **four hurricanes** to hit the Gulf Coast in 2024: Beryl, Francine, Helene, and Milton. DRC removed more than **18,000,000 cubic yards of debris on 91 contracts** in our 2024 hurricane response.
- **Florida Hurricane Response –** DRC was activated on 54 contracts for disaster debris removal and logistics in response to Hurricanes Helene and Milton, 41 of which were in Florida. Our 2024 Florida hurricane response included the removal of more than **4.8 million cubic yards of debris, including more than 75,000 hazardous trees.**

2022 - Hurricane Ian

- **Florida Response –** In response to Hurricane Ian in 2022, DRC was activated on 20 contracts for debris removal services. We removed nearly **five million cubic yards of debris** during those operations, including **more than 3.3 million cubic yards of vegetative debris – 100% of which we recycled.**
- **Specialty Debris Removal –** DRC worked in Lee County on debris removal following Hurricane Ian, as a subcontractor/joint venture for the **Florida Department of Environmental Protection** and the **Florida Division of Emergency Management**. Our work in Lee County involved the removal of **1,742,788 cubic yards of debris**, which included vegetative debris, C&D, household hazardous waste, e-waste, white goods, sand, and both RACM and non-RACM demolition debris. **These projects also involved the removal of derelict vessels and vehicles from the mangroves in Fort Myers – a complex operation which DRC performed with care to protect this sensitive ecosystem.**

Red Tides

DRC responded to a red tide event that affected marine wildlife in Sarasota County in 2023. We have also responded to red tide events in Manatee County in 2022 and 2023, and in Pinellas County in 2018 and 2021.

Having standby contracts in place before these disasters struck allowed DRC to make multiple preparations which saved our clients precious time in the days following these disasters. During the pre-disaster planning phase, DRC met with all our standby clients and their third-party monitoring firms to discuss and agree on detailed contingency plans, and we will do the same again with Charlotte County officials prior to any potential future disaster. DRC's experience allows our team to confidently provide **Trusted Leadership in Disaster Response**.

FEMA EXPERTISE

FEMA PUBLIC ASSISTANCE PROGRAM

DRC has an unparalleled record for providing jurisdictions with the maximum reimbursement rate granted by FEMA. Our record serves as a testament to DRC's ability to perform within the strict guidelines established by our Federal Government, as well as our ability to attract and maintain well-trained and principled personnel.



Tony Furr, DRC's Director of Technical Assistance and Training, works closely with our clients to educate them on how to ensure compliance with Federal Policy and Procedures. Mr. Furr was the FEMA Region VI Debris Subject Matter Expert from 2013 – 2021, and he has served as the Infrastructure Branch Director (IBD), Emergency Management Specialist, Appeals Analyst, Procurement Specialist, and Trainer for over 100 federally declared disasters and emergencies. He is nationally known and recognized in the emergency management community and is highly knowledgeable about FEMA policies, procedures, and debris operations.

STATE & FEDERAL PROGRAMS

The Public Assistance Program of the Federal Emergency Management Agency (FEMA) is aimed at providing support and resources for disaster recovery efforts. These programs facilitate the reimbursement of eligible expenses incurred by state and local governments, as well as certain nonprofit organizations, following a federally declared disaster.

The Public Assistance Program and Policy Guide (PAPPG) is a comprehensive, consolidated program and policy document for FEMA's Public Assistance Program. DRC thoroughly reviews and follows the PAPPG. The latest version is FEMA Policy 104-009-2, Public Assistance Program and Policy Guide Version 5.0 (issued January 6, 2025). This latest PAPPG supersedes all previous policies and publications for disasters declared on or after January 6, 2025.

Within the Florida Department of Emergency Management (FDEM), several programs are aligned with the FEMA Public Assistance Program. Key programs within FDEM that are aligned with the FEMA Public Assistance Program include the following:

- Public Assistance Grants
- Hazard Mitigation Grant Program
- Community Disaster Loans

These programs, modeled after FEMA's framework, demonstrate the State's commitment to leveraging federal resources and implementing effective strategies to mitigate the impact of disasters and support long-term recovery efforts across the state.

FUNDING SOURCES

After a natural disaster, FEMA Public Assistance applicants have access to various funding sources to support their recovery efforts. These funding sources include federal grants, state matching funds, hazard mitigation grants, Community Development Block Grants (CDBG), and Natural Resources Conservation Service (NRCS) Funding. These funding sources provide crucial financial assistance to FEMA Public Assistance applicants, helping them rebuild and strengthen their communities in the aftermath of a natural disaster.

REIMBURSEMENT PROCESS

The FEMA Public Assistance reimbursement process is crucial for assisting applicants in recovering from disasters and restoring essential services to their communities. Key elements of this process include the following:

Eligibility Determination: FEMA evaluates the eligibility of projects submitted by applicants based on established criteria, including the type of work, its relationship to the disaster, and compliance with federal regulations.

Project Formulation: Applicants work with FEMA to develop detailed project worksheets that outline the scope of work, estimated costs, and supporting documentation for each eligible project.

Obligation of Funds: Once projects are approved, FEMA obligates funds to cover the federal share of eligible costs, up to 75% of the total project cost, with the applicant responsible for providing the non-federal match.

Documentation: Applicants must maintain accurate records and documentation throughout the project lifecycle, including procurement procedures, labor costs, equipment usage, and invoices, to support reimbursement claims.

EXPERIENCE WITH STATE AND LOCAL EMERGENCY MANAGEMENT AGENCIES

DRC Emergency Services has been actively engaged in disaster recovery efforts across the United States for the past 20 years, collaborating closely with local, state, and federal agencies. Our commitment is to assist in optimizing performance and ensuring reimbursement. DRC coordinates with the Public Assistance Firm and monitoring firm in each jurisdiction to review and reconcile every individual ticket and or line item for eligibility with all State and Federal agencies. This process expedites the submittal of accurate documentation in a timely manner. DRC has a strong track record of maximizing federal reimbursement for eligible work without any de-obligation.

In the State of Florida, we have worked directly with the Florida Department of Transportation (FDOT), the Florida Department of Emergency Management (FDEM), and the Florida Department of Environmental Protection (FDEP), following all FEMA Guidelines and Policies. DRC's management team participates in state conferences and workshops and stays up to date with relevant policies and procedures. DRC's thorough review of and adherence to FEMA's Public Assistance Program and Policy Guide demonstrates our commitment to efficient and effective disaster recovery processes.

ADHERENCE TO POLICY CHANGES

DRC Emergency Services strives to continuously stay ahead of any changes in FEMA policy and guidance that may affect our clients. DRC immediately implements internal measures to ensure that our clients and prospective clients are prepared to be fully compliant with any changes or updates to FEMA's policies. DRC carefully reviews scopes of service, terms of inclusion, evaluation, pricing models, and other key components for any items which may have been deemed non-compliant relative to the new guidance. Additionally, **DRC Emergency Services, LLC is a founding member of the Disaster Recovery Coalition of America (DRCA)**, the industry's trade organization. Through this membership, DRC helps shape policy and legislation relevant to jurisdictions' recovery processes. Our additional memberships in other professional organizations (NEMA, APWA and SWANA) provide us with recent industry knowledge necessary to support our client base.

MAJOR DISASTER RECOVERY PROJECTS

DRC has extensive experience working with FEMA on major disaster recovery projects. Through decades of experience, DRC has developed an inherent understanding of how to direct emergency response and recovery.

	EVENT	STATE	DECLARATION NUMBER
2025	Texas Severe Storms, Straight-line Winds, Tornadoes, and Flooding	TX	DR-4879-TX
	Mississippi Severe Storms, Straight-line Winds, Tornadoes, and Flooding	MS	DR-4790-MS
	Kentucky Severe Storms, Straight-line Winds, Flooding, and Tornadoes	KY	DR-4860-KY

	EVENT	STATE	DECLARATION NUMBER
2024	Hurricane Milton	FL	DR-4834
	Hurricane Helene	FL, GA, SC, TN, VA	DR-4828, DR-4830
	Hurricane Francine	LA, TX	DR-4817
	Hurricane Beryl	TX	DR-4798
	New Mexico South Fork Fire and Salt Fire	NM	DR-4795
	Texas Severe Storms, Straight-line Winds, Tornadoes, and Flooding	TX	DR-4781

	EVENT	STATE	DECLARATION NUMBER
2023	Hawaii Wildfires	HI	DR-4724
	Washington Wildfires	WA	DR-4759
	Tennessee Severe Storms and Straight-line Winds	TN	DR-4735
	Hurricane Idalia	FL	DR-4734

	Oklahoma Severe Storms, Straight-line Winds, and Tornadoes	OK	DR-4706
	Texas Severe Winter Storm	TX	DR-4705
	Arkansas Severe Storms and Tornadoes	AR	DR-4698
	Mississippi Severe Storms, Straight-line Winds, and Tornadoes	MS	DR-4697
	Alabama Severe Storms, Straight-line Winds, and Tornadoes	AL	DR-4684

	EVENT	STATE	DECLARATION NUMBER
2022	Hurricane Ian	FL	DR-4673
	Tennessee Severe Winter Storm	TN	DR-4645

	EVENT	STATE	DECLARATION NUMBER
2021	Marshall Fire and Straight-Line Winds	CO	DR-4634
	Kentucky Severe Storms, Straight-line Winds, Flooding, and Tornadoes	KY	DR-4630
	Hurricane Ida	LA	DR-4611
	Texas Severe Winter Storms	TX	DR-4586
	Louisiana Severe Winter Storms	LA	DR-4590
	Storms, Straight-line Winds, and Tornadoes	AL	DR-4596
	Georgia Severe Storms and Tornadoes	GA	DR-4600
	Louisiana Severe Storms, Tornadoes, and Flooding	LA	DR-4606

	EVENT	STATE	DECLARATION NUMBER
2020	Hurricane Zeta	LA, MS, GA, AL	EM-3549, EM-3550
	Hurricane Delta	LA	DR-4570
	Hurricane Sally	AL, FL	DR-4563, DR-4564
	Washington BABB Fire	WA	FM-5355
	Hurricane Laura	LA	DR-4559
	Iowa Severe Storms (Derecho)	IA	DR-4557
	Hurricane Isaias	FL, NC	EM-3533, DR-4568
	Hurricane Hanna	TX	EM-3530

	EVENT	STATE	DECLARATION NUMBER
2019	Tropical Depression Imelda	TX	DR-4466
	Hurricane Dorian	NC	DR-4465
	Hurricane Barry	LA	DR-4462
	EVENT	**STATE**	**DECLARATION NUMBER**
2018	Hurricane Michael	FL, GA	DR-4399, DR-4400
	Hurricane Florence	NC	DR-4393
	Severe Thunderstorms and Dangerously High Winds	AL	DR-4362
	EVENT	**STATE**	**DECLARATION NUMBER**
2017	Hurricane Maria	PR	DR-4339
	Hurricane Irma	FL, GA	DR-4337, DR-4338
	Hurricane Harvey	TX	DR-4332
	EVENT	**STATE**	**DECLARATION NUMBER**
2016	Hurricane Matthew	NC, GA, FL	DR-4285, DR-4284, DR-4283
	Hurricane Hermine	FL	DR-4393
	LA Severe Storms & Flooding	LA	DR-4277
	Winter Storm Jonas	MD, VA	DR-4261, DR-4262
	EVENT	**STATE**	**DECLARATION NUMBER**
2015	TX Severe Storms & Flooding	TX	DR-4269
	EVENT	**STATE**	**DECLARATION NUMBER**
2014	Ice Storm Pax	SC, NC	DR-4166, DR-4167
	EVENT	**STATE**	**DECLARATION NUMBER**
2013	Severe Storms and Tornadoes	OK	DR-4117
	Severe Storms, Straight-line Winds, Tornadoes, and Flooding	MO	DR-4130

	EVENT	STATE	DECLARATION NUMBER
2012	Hurricane Sandy	NY, MD, NJ, MO	DR-4085, DR-4091, DR-4086, DR-4098
	Hurricane Isaac	LA	DR-4080

	EVENT	STATE	DECLARATION NUMBER
2011	Hurricane Irene	VA, MD, NC, RI	DR-4024, DR-4034, DR-4019, DR-4027

	EVENT	STATE	DECLARATION NUMBER
2010	TN Severe Flooding	TN	DR-1909

	EVENT	STATE	DECLARATION NUMBER
2009	Ice Storms	MD, VA	DR-1875, DR-1874

	EVENT	STATE	DECLARATION NUMBER
2008	Hurricane Ike	TX	DR-1791
	Hurricane Gustav	LA	DR-1786
	Mother's Day Tornadoes	GA	DR-1750
	F5 Tornado	IA	DR-1763

	EVENT	STATE	DECLARATION NUMBER
2007	Ice Storms	MO	DR-1736

	EVENT	STATE	DECLARATION NUMBER
2006	Ice Storms	NY	EM-3268

	EVENT	STATE	DECLARATION NUMBER
2005	Hurricane Katrina	LA, MS	DR-1603, DR-1604
	Hurricane Rita	LA, TX	DR-1606, DR-1607

SAFETY



Chad Braun serves as DRC's Director of Response Readiness. He joined DRC in 2025, bringing more than 15 years of experience with the U.S. Army Corps of Engineers (USACE). Most prominently, Mr. Braun served as a Subject Matter Expert for FEMA Debris Emergency Operations at the USACE Huntsville Center. In this role, he oversaw more than $700 million in construction projects and more than $350 million in service task orders annually. As DRC's Director of Response Readiness, Mr. Braun leads safety and quality control trainings for the entirety of DRC's network of employees and subcontractors. He establishes and enforces organizational safety procedures and oversees compliance and quality assurance standards. Furthermore, Mr. Braun is responsible for ensuring that all DRC operations are executed in accordance with federal, state, and local regulations, while maintaining a culture of safety, preparedness, and operational excellence across our entire organization.

DRC maintains an unwavering commitment to the health and safety of our employees, subcontractors, customers, and the communities that we serve.

Our goal is to ensure that all projects operate under the safest possible conditions and, as such, DRC maintains a robust in-house safety program. Headed by a dedicated team of Project Managers and Regional Managers, DRC's safety programs and practices include:

- Morning project safety toolbox meetings
- Weekly "better ideas for improvement" meetings
- Weekly formal safety meetings
- Constant safety training certifications
- Safety recognition through our "challenge coin" award program

DRC follows all OSHA regulations and other federal and state agency guidelines when conducting an operation. DRC's Corporate Safety Plan includes Safety Policies, an Accident Prevention Plan, and a Substance Abuse Policy. It is the policy of this organization to provide and maintain work environments and procedures which will achieve the following:

- Safeguard the public and government personnel, as well as property, materials, supplies, and equipment
- Provide a safe work environment for employees and subcontractors
- Avoid interruptions to operations and delays involving project completion
- Increase morale
- Reduce costs

"Your attention to safety is to be commended."

- Cynthia Halsey, Environmental Services, Okaloosa County, Florida

DRC's staff includes Sam Dancer, Safety Officer, and Jarod Tassin, Taylor Jumonville, Andy Allshouse, and Scott Matthews, Maintenance of Traffic (MOT) Specialists who bring invaluable skill and expertise to each project. With over 100 FEMA/OSHA certifications, Mr. Dancer oversees training and safety procedures. A copy of DRC's Corporate Safety Plan is available for review upon request.

EMPLOYEE PERFORMANCE AND TRAINING

As one of the leading disaster response companies in the United States, DRC has developed one of the most comprehensive employee training modules in the industry. Every staff member is continuously trained in the following:

- Online FEMA doctrine
- Safety performance and practice
- Certifications related to individual disciplines

All personnel records (including those of management, supervisors, foremen, and laborers) are maintained to ensure all personnel have current training and certification relative to their job assignments. All DRC's personnel receive specialized training in emergency management and are encouraged to further their education.

Employee and Subcontractor Training Programs

Smith System Driver Training
Hazardous Materials Training
Demolition Safety
Asbestos Abatement Training
Power Line Awareness
Hazardous Communication
Lockout/Tagout
Fire Prevention Training

DRUG FREE WORKPLACE

It is the goal of DRC to maintain a drug-free workplace in accordance with the Drug-Free Workplace Act of 1988. DRC has adopted the following policies on a case-by-case basis:

1. The unlawful manufacture, possession, distribution, or use of controlled substances is prohibited in the workplace.
2. As an ongoing condition of employment, employees are required to abide by this prohibition and to notify their supervisor, the Managing Director, or Vice President in writing and within five (5) days of the violation of any criminal drug statute arrest or conviction they receive.
3. Employees who violate this prohibition or receive such a conviction are subject to corrective or disciplinary action as deemed appropriate, up to and including termination.
4. DRC provides information about drug counseling and treatment.
5. DRC reserves the right to search and inspect for the maintenance of a safe workplace.

At DRC, we're always *striking back* against disaster.



FINANCIAL STRENGTH & STABILITY

DRC is one of the most **financially sound and stable companies** in the disaster response industry. With a **bonding capacity of over $1 billion** and access to dedicated cash and credit lines **of more than $500 million**, DRC has the ability to manage and complete multiple projects simultaneously without being hindered by a lack of operating capital. During high storm seasons over the past decade, DRC operated substantially out of pocket prior to client payment, yet remained fully capable of providing the critical services necessary to complete all contracts.

- DRC's combined contract total for 2024 is valued at over $870,000,000. During this time, DRC removed and disposed of more than 20,000,000 cubic yards of debris across ten states.
- In 2021, DRC removed 18,000,000 cubic yards of debris and managed 93 debris management sites in response to Hurricane Ida alone. Our combined contract total for 2021 was valued at over $402,000,000.
- The 2020 hurricane season consisted of numerous storms, including Hurricanes Hanna, Laura, Isaias, Sally, Delta, and Zeta; DRC was mobilized in Alabama, Georgia, Louisiana, Mississippi, Florida, Texas, and North Carolina and removed and disposed of over 5,900,000 cubic yards of debris for contracts totaling over $95 million.
- The 2018 hurricane season brought several storms, most notably Hurricanes Florence and Michael. With only two weeks of reprieve between each storm, DRC mobilized in Florida, North Carolina, Virginia and Georgia simultaneously.
- Three major hurricanes hit continental North America in 2017: Hurricanes Harvey, Irma, and Maria. DRC managed a total of 53 projects simultaneously in the months that followed these disasters, totaling $251 million and 6 million cubic yards.
- DRC successfully performed in 10 contracts that were directly related to the British Petroleum Deepwater Horizon oil spill in the Gulf of Mexico which flowed for three months in 2010. The company's depth of knowledge with debris handling in ecologically sensitive environments was a significant asset to the regions affected. The total contract value is $185,334,469.

BANKING **Bank of America** | 800 Capital St, Houston, TX 77002

Timothy Thurman – Senior VP | (713) 247-7025 | timothy.thurman@bofa.com

SURETY **Bowen, Miclette, & Britt Insurance Agency LLC** | 111 North Loop West, Suite 400, Houston, TX 77046

Toby Miclette – Surety Bond Producer, Senior VP | (713) 880-7109 | tmiclette@bmbinc.com

INSURANCE **McGriff, Seibels & Williams** | 10100 Katy Freeway Suite 500, TX 77043

Rob Harrison – Senior VP | (713) 940-6544 | rob.harrison@mcgriff.com



BANK OF AMERICA

Timothy Thurman
Senior Vice President

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

GLOBAL BANKING AND MARKETS
TX5-800-14-00 800 CAPITOL ST
HOUSTON, TX, 77002
T 713-247- 7025 F 800-839-9516
timothy.thurman@bofa.com

January 29, 2025

Re: DRC Emergency Services LLC

To Whom It May Concern:

DRC Emergency Services LLC and its affiliates currently have the financial resources to support business operations and the ability to obtain additional resources if needed. The Company, along with a group of co-borrowers with common ownership, has a multi-year syndicated revolving credit facility led by Bank of America N.A. with borrowing capacity up to $850,000,000. The internally generated liquidity of The Companies (including DRC Emergency Services LLC) and their individual owners in combination with the revolver provides ample financial capability to complete large scale jobs without interference or slow down. The amount can be repaid and redrawn, subject to compliance with the terms of the Company's credit agreement. The credit agreement runs through February 26, 2029.

Furthermore, DRC Emergency Services LLC has not defaulted on its obligations to the bank and is not currently in default on its obligations.

The owners of DRC Emergency Services LLC and its affiliates have been a valued client of Bank of America since 2008. During that time, they have handled all their depository and loan accounts in a satisfactory manner. We have witnessed DRC Emergency Services LLC complete multiple projects and coordinate large scale efforts with sound execution.

Please feel free to contact me should you need additional information.

Sincerely,

Tim Thurman
Senior Vice President
Bank of America
(713)247-7025
Timothy.Thurman@bofa.com

This Bank Reference Letter is marked confidential and proprietary trade secret information in accordance with the FLORIDA UNIFORM TRADE SECRETS ACT, Florida Statutes 688.001, et seq. and Defend Trade Secrets Act, 18 U.S.C. § 1836 et seq.



BOWEN, MICLETTE & BRITT INSURANCE AGENCY, LLC
2800 NORTH LOOP WEST, SUITE 1100
HOUSTON, TEXAS 77092
TELEPHONE (713) 880-7100
FACSIMILE (713) 880-7149

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

May 2, 2025

DRC Emergency Services, LLC
6702 Broadway
Galveston, TX 77554

Re: DRC Emergency Services, LLC

To Whom It May Concern:

We are the surety bonding agent for DRC Emergency Services, LLC, of Galveston, TX. In this capacity, we have become very familiar with their financial, management, and operational capabilities. DRC Emergency Services, LLC is bonded through Travelers Casualty and Surety Company of America (Travelers), which has an A.M. Best Rating of A++ with a Financial Size Category of XV. Travelers has agreed to support performance and payment bonds for single projects up to $500,000,000 as long as these projects fit within a $1 Billion aggregate work program.

Please note that the decision to issue performance and payment bonds is a matter between DRC Emergency Services, LLC, and Travelers, and will be subject to the review and approval of the contract terms, conditions and related underwriting criteria at the time the bonds are requested. We assume no liability to third parties or to you if for any reason Travelers does not execute said bonds.

We hold DRC Emergency Services, LLC in the highest possible regard and it is our pleasure and privilege to recommend them for your consideration.

Very truly yours,

BOWEN, MICLETTE & BRITT INSURANCE AGENCY, LLC

David T. Miclette
Executive Vice President

DTM/rg

This Bonding Capacity Letter is marked confidential and proprietary trade secret information in accordance with the FLORIDA UNIFORM TRADE SECRETS ACT, Florida Statutes 688.001, et seq. and Defend Trade Secrets Act, 18 U.S.C. § 1836 et seq.

INSURANCE / BONDS/ RISK MANAGEMENT

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 04/13/2026

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

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

PRODUCER
McGriff, a Marsh & McLennan Agency LLC Company
10100 Katy Freeway, #400
Houston, TX 77043

CONTACT NAME: Turner Murphy
PHONE (A/C, No, Ext): 713-877-8975 **FAX (A/C, No):** 713-877-8974
E-MAIL ADDRESS: turner.murphy@marshmma.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A :Old Republic Insurance Company	24147
INSURER B :Texas Mutual Insurance Company	22945
INSURER C :Argonaut Insurance Company	19801
INSURER D :Vantage Risk Specialty Insurance Company	16275
INSURER E :	
INSURER F :	

INSURED
DRC Emergency Services, LLC
P.O. Box 17017
Galveston, TX 77552

COVERAGES **CERTIFICATE NUMBER:** GT6DC4P4 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X **COMMERCIAL GENERAL LIABILITY** [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [X] PRO-JECT [ ] LOC [ ] OTHER:			MWZY31921226	03/31/2026	03/31/2027	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 5,000,000 $ 200,000 $ 10,000 $ 5,000,000 $ 5,000,000 $ 5,000,000
A	**AUTOMOBILE LIABILITY** X ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [ ] HIRED AUTOS ONLY [ ] NON-OWNED AUTOS ONLY			MWTB31979226	03/31/2026	03/31/2027	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 5,000,000 $ $ $
A	[ ] **UMBRELLA LIAB** [X] OCCUR X **EXCESS LIAB** [ ] CLAIMS-MADE [ ] DED [ ] RETENTION $			MWZX31979326	03/31/2026	03/31/2027	EACH OCCURRENCE AGGREGATE	$ 5,000,000 $ 5,000,000
B C	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** Y / N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		0001307608 (TX Only) WC929208471754 (All Other States)	03/31/2026	03/31/2027	X PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
D	Contractors Pollution & Errors & Omissions			P03CP0000055602	03/31/2026	03/31/2027	Contractor's Pollution Errors & Omissions Policy Aggregate	$ 5,000,000 $ 5,000,000 $ 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
RE: RFP NO. 20260323 EMERGENCY DEBRIS REMOVAL – ANNUAL CONTRACT

Charlotte County a political subdivision of the state of Florida and its officers, employees, agents and volunteers are included as an Additional Insured on the General Liability, Automobile and Excess Liability policies. Waiver of Subrogation applies in favor of Certificate Holder as respects the General Liability, Automobile, Workers' Compensation and Excess Liability policies. The General Liability Policy includes a Per Project Aggregate. Coverage is primary and non-contributory as respects to the General Liability, Automobile and Excess Liability policies. All as required by written contract subject to policy terms, conditions, and exclusions. In the event of cancellation by the insurance companies, the General Liability, Automobile and Excess policies have been endorsed to provide 30 days' Notice of Cancellation (except for non-payment) to the Certificate Holder shown below.

CERTIFICATE HOLDER

Charlotte County Purchasing Department
18500 Murdock Circle, Suite 344
Port Charlotte, FL 33948-1094

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 R Michael Breedlove, Jr

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FAMILY OF COMPANIES

Together with our commonly owned affiliates SLS, Forgen, and Callan Marine, DRC can respond immediately to disaster events and provide almost every service that may be required to move through the complete disaster recovery timeline. We are the only company in the United States that can perform all these services in a streamlined manner from both the contracting and management sides. This portfolio of companies is under the same ownership and shares all resources and assets, including financial, personnel, equipment and facilities. **DRC has access to over 1,000 employees through our family of companies, making us a trusted partner for towns, cities, and jurisdictions nationwide in disaster recovery services.**

SLS provides the full spectrum of general contracting, construction management, infrastructure, disaster response, health and humanitarian services throughout North America and beyond. From emergency sheltering, facilities operation, mass population care, and catering to field hospitals and rapid repairs, we mobilize within hours to provide relief and stability when disaster strikes. With an aggregate bonding capacity of $4 billion, SLS performs a multitude of large-scale assignments for federal, state, regional, county and municipal entities—with a keen focus on the comprehensive rehabilitation, reconstruction and recovery of communities impacted by emergencies and disasters. Additionally, our team provides infrastructure, facility construction and rehabilitation services; remote workforce compounds and basecamp facilities; turnkey health solutions; and intermodal, industrial and marine facility construction.

Forgen is one of the largest environmental construction companies in the United States, offering remediation and infrastructure solutions across the country. Our integrated geotechnical and civil construction and environmental remediation services restore and strengthen our natural surroundings to protect people, communities, and the environment for generations to come. We have successfully delivered large, multi-disciplinary projects for public and private sector clients across North America for more than a decade, safely tackling complex challenges across a variety of industries.

Callan Marine is a highly specialized marine construction firm capable of providing design, engineering, management, and construction services. We provide every type of marine construction activity including debris management and removal, dredging, shoreline protection, beach renourishment, port/dock facility construction, and wetland construction. Our work restores berthing depths for ship docks and navigation channels and facilitates transportation in our nation's waterways. We are recognized as the leading marine construction service provider on the Gulf Coast, with a long list of government and private clients who continually utilize Callan Marine for comprehensive marine construction services.

REFERENCES

Sarasota County, FL
Disaster Debris Collection, Reduction and Disposal - Hurricane Ian
September 2022 - February 2023
Cubic yards: 1,965,910.90
Contract total: $20,962,892.48
Lois Rose, Manager
4000 Knights Trail Rd
Nokomis, FL 34275
(941) 544-2817
lerose@scgov.net

Manatee County, FL
Debris Management Services DR-4834-FL – Hurricane Milton
October 2024 - March 2025
Cubic yards: 2,514,434.50
Contract total: $61,654,169.47
Sue Dunn, Compliance Coordinator
3647 Cortez Road W.
Bradenton, FL 34210
(941) 792-8811 ext. 5242
sue.dunn@mymanatee.org

Pinellas County, FL
Disaster Debris Collection and Removal Services - DR-4834-FL (Hurricane Milton)
October 2024 to April 2025
Cubic yards: 596,842.50
Contract total: $27,283,463.69
Sean Tipton, ENV SP Right-of-Way Permitting Coordinator & Debris Manager
Pinellas County Government
22211 US HWY 19N, Bldg 1
Clearwater, FL 33765
(727) 464-8809
stipton@pinellas.gov

LETTERS OF RECOMMENDATION

CITY OF Lakeland PUBLIC WORKS

SOLID WASTE MANAGEMENT
605 EVELYN AVENUE
LAKELAND, FLORIDA 33801
863.834.8773

Eugene H. Ginn III
Solid Waste Manager
gene.ginn@lakelandgov.net
www.lakelandgov.net

DRC Emergency Services
111 Veterans Memorial Blvd, STE 401
Metairie, LA 70005

To Whom It May Concern,

I am pleased to write this letter of recommendation for DRC, following our collaboration after Hurricanes Ian 2022 and Milton 2024. Throughout our work together, DRC consistently demonstrated exceptional responsiveness and reliability during critical recovery efforts.

Their communication was clear, timely, and solution-oriented, which was invaluable in fast-moving and high-pressure recovery efforts. DRC's attention to detail and ability to meet tight deadlines ensured that each phase of the project progressed smoothly and efficiently. The staff assigned to our projects brought a high level of professionalism and competence, making them a trusted partner during a challenging time.

Based on their performance during two separate recovery events, I would recommend DRC for any future projects requiring skilled and dependable recovery services.

Respectfully,

Gene Ginn
Solid Waste Manager / City of Lakeland

Page 1 of 1

May 22, 2023

DRC Emergency Services, LLC
111 Veterans Memorial Boulevard
Suite 401
Metairie, LA 70005

To Whom It May Concern,

On behalf of Manatee County, it is my pleasure to take this opportunity to recommend DRC Emergency Services, LLC as a disaster response contractor.

On September 29, 2022, the devastating Category 4 Hurricane Ian made landfall in southwest Florida doing considerable damage to the Manatee County community. DRC's response was immediate and effective. DRC worked with County personnel to assess damage, establish collection grids, permit emergency debris management sites, and determine the scope of work based on disaster impact. DRC simultaneously provided ROW debris removal, waterway debris removal, and logistics services in the wake of Hurricane Ian. Not only was DRC highly professional, they were personable and, through logistic services, gave hope to our community. DRC provided quick and effective debris clearance and removal services as well as a variety of logistical measures to help us respond to this disaster quickly. DRC's integrity and resilience in the face of destruction is unparalleled.

This was our first time using DRC Emergency Services and we were highly impressed. Manatee County used DRC to do our first push and quickly remove 591,000 cubic yards of debris.

DRC has proven they are committed to serving our community – which is what we value most. It is without reservation that I enthusiastically endorse DRC Emergency Services, LLC a disaster response contractor.

Respectfully,

Courtney De Pol

Digitally signed by Courtney De Pol
Date: 2023.05.22 12:10:27 -04'00'

Courtney De Pol
Deputy County Administrator
Manatee County Government

CLUTE
TEXAS

108 E. Main Street ~ Clute, Texas 77531
Phone: (979) 265-2541
www.clutetexas.gov

May 7, 2025

Following Hurricane Beryl, DRC mobilized quickly — arriving in Clute the afternoon the storm passed (July 8) — and immediately began assisting with road clearance. Their crews were prompt, professional, and worked efficiently to remove debris and address hazardous trees and limbs throughout the city.

I met daily with the on-site supervisor and received detailed nightly reports outlining progress, including the volume and types of debris removed, as well as counts for hazardous limb and tree removals. Their communication and transparency throughout the process were excellent, and their performance greatly contributed to a safe and timely recovery for our community.

As with any large-scale debris operation, the process of bringing heavy trucks and equipment into residential areas can create additional challenges. Occasionally, trucks cut corners too closely, resulting in yard ruts, or mechanical arms caused minor damage such as scraped lawns or disturbed water meters. DRC was highly responsive to every resident complaint we received. Their crews went above and beyond to promptly investigate and resolve each issue, ensuring that all concerns were addressed to the satisfaction of our residents.

Based on their responsiveness, professionalism, and the overall quality of work, I highly recommend DRC Emergency Services.

Will Blackstock
Director of Special Projects
Emergency Management Coordinator
City of Clute, Texas
(979) 265 – 8392
wblackstock@clutetexas.gov

To: DRC

From: Richard McHale, Interim Director Austin Resource Recovery

Date: July 17, 2023

Subject: Letter of Recommendation

Letter of Recommendation

The City of Austin has a contract with numerous debris collection companies and was required to activate that contact this past year due to ice storm Mara. One company we contracted with and activated was DRC. DRC was quick to mobilize and begin initial damage assessments. They brought in their team and were able to ramp up operations quickly, making our recovery effort a notable success. They worked efficiently and professionally and were a key part of our success in restoring our community. While we don't look forward to natural disasters, it is assuring to know that we have experienced contractors to supplement our teams when needed.

Richard McHale
Interim Director
Austin Resource Recovery

St. Bernard Parish Government
8201 West Judge Perez Drive Chalmette, Louisiana, 70043
(504) 278-4227 Fax (504) 278-4330
www.sbpg.net

Guy McInnis
Parish President

DRC Emergency Services, LLC
111 Veterans Memorial Boulevard
Suite 401
Metairie, LA 70005
March 24, 2023

Re: Letter of Recommendation

To Whom It May Concern,

Please let this serve as a letter of recommendation for DRC Emergency Services, LLC. For the past eight years, St. Bernard Parish Government (SBPG) has worked hand in hand with the DRC team through various challenges - including hurricanes and tornadoes. We have continuously received excellent service throughout these events, as well as normal operations. DRC has proven to be a reliable partner with an inherent understanding of our mission "to protect and enhance the quality of life by providing a high level of service in an efficient and responsive manner for all citizens." Many of DRC's personnel grew up in St. Bernard Parish and still reside in our community. For them, our mission isn't just close to home – it is home.

Over the past four years, we have activated our contract with DRC four times in the wake of Hurricane Zeta, Hurricane Ida, and two tornadoes. Each time, DRC was highly responsive and mobilized equipment and personnel immediately following these disaster events. DRC's ability to efficiently and effectively problem solve under pressure is unparalleled. Additionally, DRC's management personnel were in constant contact, keeping SBPG officials informed and up to date on the project underway. No matter the day or time, when we called, DRC answered.

Not only did DRC Emergency Services deliver on all of their contractual agreements, they also honored verbal commitments that were made to assist SBPG in delivering the highest quality service to our residents.

I would strongly consider choosing DRC Emergency Services as your disaster response contractor. Their professionalism, integrity, accountability, work ethic, and responsiveness are second to none. We've experienced excellence from DRC for the services rendered to St. Bernard. If you have any questions, please feel free to reach out.

Sincerely,

Ronald J. Alonzo, Jr.

ST. CHARLES PARISH
OFFICE OF THE PARISH PRESIDENT

MATTHEW JEWELL
PARISH PRESIDENT

JENNIFER CRISP
EXECUTIVE ASSISTANT

DRC Emergency Services, LLC
111 Veterans Memorial Boulevard
Suite 401
Metairie, LA 70005

March 23, 2023

Dear Sir/Madam,

It is my pleasure to recommend DRC Emergency Services, LLC as a disaster response contractor. As the Parish President, I had the privilege of working with DRC on multiple occasions. When Hurricane Ida, a Category 4 storm, made landfall in Southeast Louisiana, DRC was already in the process of procuring and staging assets to aid in our recovery efforts.

DRC worked closely with Parish personnel to assess damage, establish collection grids, permit emergency debris management sites, and determine the scope of work based on disaster impact. They provided ROW debris removal, waterway debris removal, and logistics services simultaneously, which helped immensely during this difficult time. Moreover, DRC provided essential items such as pallets of water, toiletries, restroom/showers, fuel, and a 100-person emergency shelter which housed National Guard and St. Charles Parish employees. Through their logistic services, DRC gave hope to the community during a time of great need.

Over the past decade, St. Charles Parish has had the opportunity to work with DRC Emergency Services on multiple emergencies, including major hurricanes, a tornado, and a devastating flood from torrential rainfall. DRC has removed and disposed of over 1,443,000 cubic yards of debris in St. Charles Parish, demonstrating their commitment to serving the community. Through all of this, DRC has demonstrated their integrity and resilience in the face of disaster.

Based on my experience, I wholeheartedly endorse DRC Emergency Services, LLC as a disaster response contractor. Their dedication and expertise are unparalleled, and I am confident that they will provide exceptional service to any organization that requires their assistance.

Sincerely,

Matthew L. Jewell
Parish President
St. Charles Parish

P.O. Box 302 • Hahnville, Louisiana 70057 • Phone: (985) 783-5000 • www.stcharlesparish.gov

OFFICE OF THE PARISH PRESIDENT
TERREBONNE PARISH CONSOLIDATED GOVERNMENT
P.O. Box 6097
HOUMA, LOUISIANA 70361-6097

GORDON E. DOVE
PARISH PRESIDENT

(985) 873-6401
FAX: (985) 873-6409
E-MAIL: gdove@tpcg.org

March 27, 2023

DRC Emergency Services, LLC
111 Veterans Memorial Boulevard
Suite 401
Metairie, LA 70005

To Whom It May Concern:

On behalf of Terrebonne Parish Consolidated Government, it is our pleasure to take this opportunity to commend DRC Emergency Services, LLC for their outstanding performance in response to Hurricane Ida.

On August 29, 2021, the destructive Category 4 Hurricane Ida made landfall in Southeast Louisiana devastating the community of Terrebonne Parish. Despite that many of DRC's personnel are Louisiana natives who were also affected by the storm, DRC sprang into action and began working immediately. DRC's team assessed the damage and made a plan that proved to be both safe and efficient. Having worked with DRC for over a decade, they utilized push routes, collection grids, and debris reduction/disposal sites that were previously established and successfully used in response to prior disaster events. To date, DRC has removed and disposed of over 3,500,000 cubic yards of debris in response to Hurricane Ida.

Having DRC on standby, we have come to expect the best. DRC's services are comprehensive. DRC has provided land-based debris removal, waterway debris removal, demolition, and logistic services to Terrebonne Parish. Additionally, DRC's attention to detail in the wake of tragedy is unmatched. Terrebonne Parish has called on DRC 6 times over the past 13 years and every time we are reminded why we choose them as our disaster response contractor.

We highly recommend DRC Emergency Services as a debris removal contractor. I am confident they provide the same level of excellence we have experienced to all the communities they serve.

Respectfully submitted,

Gordon E. Dove
Parish President

Cc: Earl Eues, Office of Emergency Preparedness

HORSHAM TOWNSHIP

WWW.HORSHAM.ORG

COUNCIL
MARK McCOUCH, PRESIDENT
W. WILLIAM WHITESIDE, III,
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WILLIAM T. GILDEA-WALKER
TOWNSHIP MANAGER

DENNIS P. HAGGERTY JR
DIRECTOR OF ADMINISTRATION

March 8, 2022

DRC
110 Veterans Memorial Boulevard
Suite 515
Metairie, LA 70005

Dear Mr. Mehl,

On behalf of Horsham Township and Township Council, I would like to take this opportunity to thank you and your staff for the great work that DRC performed in Horsham Township after Hurricane IDA's destructive path made its way thought our community. In Horsham's history, never has a tornado touched down in our area, we were extremely appreciative of your prior experiences and the direction you provided to help organize such an enormous recovery.

Your dedication to our community was demonstrated when you listened to our recommendation to allow for local resources to be used. By establishing such procedures our efforts were more efficient and persistent during initial clean up. As quickly as the months have passed, we still see evidence of Hurricane IDA's devastation and hear from people still affected by its destruction, however we know that we are much better off having had your assistance during this life changing event. You executed a safe and effective debris removal program and responded to many different situations throughout the emergency.

I would like to give credit toward your preparedness, your personnel, and the equipment that delivered without incident. I hope that you know how much we appreciated what you did during such a chaotic time. Please accept our gratitude on behalf of myself, Horsham Township and Township Council. Again, thank you very much for the time, energy and resources that DRC contributed to our community.

Sincerely,

Dennis P. Haggerty Jr.
Horsham Township
Director of Administration



WINN PARISH POLICE JURY

P.O. Drawer 951, WINNFIELD, LOUISIANA 71483-0951
Phone (318) 628-5824 Fax (318) 628-7336
E-Mail: pj1admin@wppj.net
www.winnparishpolicejury.com

Joshua McAllister
President

Karen Tyler
Secretary-Treasurer

Kirk Miles
Vice-President

District One
Phillip Evans

District Two
Deionne Carpenter

District Three
Joshua McAllister

District Four
Tammy Griffin

District Five
Kirk Miles

District Six
Author Robinson

District Seven
Frank McLaren

May 11, 2021

Re: Letter of Reference-DRC Emergency Services

To Whom It May Concern;

On behalf of the Winn Parish Police Jury, it is my pleasure to submit this letter of recommendation for DRC Emergency Services.

On August 27, 2020, Hurricane Laura stormed through our rural community leaving a path of destruction and debris unlike any other disaster we have encountered. After careful consideration of several debris removal companies, Winn Parish contracted with DRC for debris removal services. Little did we know, but 6 weeks later Hurricane Delta hit Winn Parish on the heels of Hurricane Laura. What seemed like insurmountable odds, DRC came in and got us moving in the right direction with their knowledge and expertise during these times of disasters.

DRC was quick to respond and react and began work immediately. DRC's team worked with our administrative and road staff to begin identifying the known extent of damage inflicted by this disaster, learning our streets and roads so they could mobilize their significant fleet of trucks to begin staging for debris removal operations. DRC provided a Program Manager to oversee all operations along with other staff members to assist us in all aspects of the cleanup process.

The same level of responsiveness, coordination and resourcing on the part of DRC was present throughout the entirety of our debris removal and recovery effort. DRC assisted Winn Parish in keeping the citizens and other agencies informed of the debris process. DRC helped the Parish in applying for all necessary permits at debris sites. DRC was present throughout the entire debris removal and recovery effort, resulting in all submittals and invoicing being completed and submitted in a timely manner with has allowed the Parish to quickly process and submit records to FEMA for reimbursement.

The Winn Parish Police Jury contracted with DRC in the amount of $2,222,126 for debris removal services. These services consisted of the removal of vegetative debris, leaning trees, hazardous hanging limbs and stumps from over 700 miles of roads. DRC followed all guidelines and specifications in the contract and completed all work in a timely manner. If any problems or

HOME OF THE LOUISIANA FOREST FESTIVAL

concerns arose, DRC was only a phone call away and would immediately solve the issue. Winn Parish had a great working relationship with DRC during this contract and would contract with them again in the future without hesitation.

If you have any questions or need additional information, please do not hesitate to contact me or my office.

Sincerely,

Joshua McAllister
President
Winn Parish Police Jury

JM/kt

Olen Bean
Emergency Management Coordinator

Clif Kennedy
DRC Emergency Services
P: 504.482.2848 M: 713-715-8772
E: ckennedy@drcusa.com W: www.drcusa.com

DRC Emergency Services had contracted with Newton County for pre-disaster debris pickup before Hurricane Laura made landfall in Louisiana. Clif Kennedy and DRC representatives were on scene quickly to assess the damage and estimate how many yards of debris would need to be picked up. Newton County began the process of identifying TDMS locations throughout the County with DRC help. Newton County also discussed using local subcontractors, if possible, which DRC agreed to. Newton County debris was picked up by TXDOT contractor saving the county the 25% match for FEMA reimbursement. Even though Newton County did not activate their contract with DRC, communications between DRC and Newton County continued as debris was picked up. There was no disagreement with the contract, logic was to save Newton County millions of dollars for debris pickup. Newton County fully recommends DRC for disaster services.

Olen Bean
Newton County EMC

July 25, 2018

To Whom It May Concern,

On behalf of the City of Baton Rouge/Parish of East Baton Rouge's Department of Environmental Services, it is my pleasure to submit this letter of recommendation for DRC Emergency Services.

DRC has been a trusted partner of our City-Parish for years, including and especially during one of the most catastrophic and costly events in the history of our state and country. In August 2016, when the floodwaters of the Great Flood of 2016 (DR-4277) began rising and threatening to inflict damage on tens of thousands of homes in East Baton Rouge Parish, DRC was quick to respond and react to our activation of the company's debris removal contract. In the days that immediately followed, DRC's team worked side-by-side with our senior leadership team at our emergency operations center to begin identifying the known extent of damage inflicted by this disaster, preparing routes and maps for rapid deployment across our parish once it was safe to do so, and immediately mobilizing their significant fleet of trucks to begin staging for debris removal operations. Less than a week after floodwaters began to recede from our area, DRC's fleet began to conduct our first debris removal pass, targeting seven initial ZIP codes that were impacted by the flooding event. DRC subsequently expanded operations to include all impacted ZIP codes and remained active through their final pass conducted in August 2017.

Throughout this timeframe, DRC's team was responsive, proactive, and communicative regarding any needs our City-Parish agencies, elected officials, or residents had related to our debris removal program, going above and beyond to ensure the public was informed about program activities at all times. For example, beginning in mid-September 2016, DRC staff along with our debris monitoring firm team joined City-Parish leaders in providing televised updates on debris removal activities each morning – both for the day ahead as well as upcoming deadlines or issues related to the program. These segments were broadcast live by local news media, on our government access channel Metro 21, and through our City-Parish Facebook page via Facebook Live. These daily updates continued for nearly a month and a half, and DRC's team was integral in developing and sharing updates to be shared with our residents that kept them informed and aware of program activities.

This same level of responsiveness, coordination, and resourcing on the part of DRC was present throughout the entirety of our debris removal program and recovery effort, ultimately resulting in nearly 2 million cubic yards of debris collected and representing one of the largest and most complex flood debris removal efforts in the history of the U.S. DRC's ability to mobilize their fleet and respond to needs, or proactively anticipate them, was critical to our program's success – including rapid scaling of their fleet to nearly 200 trucks on the streets each day at the height of the program's activity and daily debris collection totals approaching 50,000 cubic yards. Our Mayor's Office, Councilmembers, my office, and other coordinating agencies took great comfort in the "on the ground" presence and access they had to DRC's team throughout this effort, and their commitment to the job until we fully addressed all the recovery needs of our residents was greatly appreciated.

I strongly recommend DRC as a qualified and capable debris removal contractor that I feel confident will provide the same level of service, dedication, and passion for your recovery and/or clean-up effort as they did here in East Baton Rouge Parish. Please don't hesitate to contact me if you have any questions.

Sincerely,

Adam M. Smith, PE
Chief of Wastewater Operations & Maintenance

222 Saint Louis Street, Baton Rouge, LA 70802

Office of the Lieutenant Governor
State of Louisiana

BILLY NUNGESSER
LIEUTENANT GOVERNOR

P.O. Box 44243
BATON ROUGE, LOUISIANA 70804-4243
(225) 342-7009

July 31, 2018

To All Interested Parties:

It has been my unique pleasure to work with DRC Emergency Services, LLC on multiple occasions throughout my political career. Currently, DRC supports the Lieutenant Governors Association through active participation and an important sponsorship of the organization. It is through involvement like DRC's that we can both perpetuate the existence of our organization and gain unique perspective from a private sector partner.

During my tenure as Parish President of Plaquemines Parish, DRC was instrumental in our expedited recovery following Hurricane Katrina due to their exemplary work in the areas of debris collection, processing and disposal, canal de-siltation services, and waterway debris removal. Following the BP Oil Deepwater Horizon catastrophe, DRC designed and implemented oil collection and mitigation programs that covered over 100 miles of gulf coastline. Their innovated leadership in these areas were applauded by both BP Oil and top-ranking government officials, alike.

It is without reservation that I wholeheartedly endorse and recommend DRC Emergency Services, LLC to provide vital pre-disaster and post-disaster services to your government. DRC's management and field personnel have proven time and again to be the most informed and responsive in the area of disaster management services.

Please contact my office with any further questions relating to my experiences with this organization.

Sincerely,

Billy Nungesser
Lieutenant Governor

WHN/ls

WWW.CRT.LA.GOV

BRANDON DUBOIS
District 1, Montgomery, Louisiana
JOHNNY JAMISON
District 2, Colfax, Louisiana
CEPHAS BOWIE, JR.
District 3, Colfax, Louisiana
ARNOLD MURRELL
District 4, Colfax, Louisiana

Grant Parish Police Jury
200 Main Street - Courthouse Building
Colfax, Louisiana 71417
Telephone: 318-627-3157
Fax: 318-627-3527

MARK BALL
District 5, Bentley, Louisiana
WINSTON ROBERTS
District 6, Pollock, Louisiana
DAVID MERRELL
District 7, Dry Prong, Louisiana
DONALD G. ARNOLD
District 8, Georgetown, Louisiana

October 2, 2020

To Whom It May Concern,

On behalf of Grant Parish, it is my pleasure to submit this letter of recommendation for DRC Emergency Services.

In August of this year, Hurricane Laura impacted the lives of many Louisianans, unfortunately including Grant Parish. In response, we put out an emergency RFP for debris removal and disposal services and awarded DRC Emergency Services. The dedicated coordinators and leaders of DRC expeditiously mobilized the necessary resources in response to the immense debris removal and disposal task at hand.

This is our first time working with DRC and their services have exceeded our highest expectations. They exude a level of knowledge and expertise that simply inspires trust. To date, DRC has performed all work in a professional, efficient, and timely manner while treating the parish residents with the utmost respect and compassion.

DRC Emergency Services is indeed a rare find and I highly recommend them as an Emergency Management Contractor.

Respectfully,

Jessie Pace

Jessie Pace
Secretary/Treasurer
Parish Manager
Grant Parish Police Jury

ABILITY TO REMOVE, PROCESS AND DISPOSE OF DISASTER DEBRIS AND TO ESTABLISH AND OPERATE DDMS SITES

5 YEAR PROJECT HISTORY

2025

WINTER STORMS | FLOODS | TORNADOES | WILDFIRES

$170,378,432	3,297,430	35	39
IN CONTRACTS	CUBIC YARDS	DMS	ACTIVATIONS

2024

HURRICANES | WILDFIRE | SEVERE WEATHER | TORNADOES | DERECHO

$870,181,133	20,781,763	159	124
IN CONTRACTS	CUBIC YARDS	DMS	ACTIVATIONS

2023

HURRICANES | RED TIDE | SEVERE WEATHER | TORNADOES | WILDFIRE | WINTER STORM

$69,287,841	2,635,170	13	40
IN CONTRACTS	CUBIC YARDS	DMS	ACTIVATIONS

2022

FLOOD | HURRICANES | RED TIDE | SEVERE WEATHER | TORNADOES | WILDFIRE | WINTER STORM

$377,907,231	5,529,595	22	42
IN CONTRACTS	CUBIC YARDS	DMS	ACTIVATIONS

2021

COVID-19 | HURRICANES | RED TIDE | SEVERE WEATHER | TORNADOES | WILDFIRE | WINTER STORM

$402,900,864	19,652,582	102	75
IN CONTRACTS	CUBIC YARDS	DMS	ACTIVATIONS

PROJECT SPOTLIGHT: MANATEE COUNTY, FLORIDA – HURRICANE MILTON

DRC's Role: Prime Contractor
Regional Manager: Evan Fancher
Project Manager: Charles Kraft
Total Cost of Project: $61,451,722.12
Length of the Contract: 10/14/24 – 3/2/25
Summary of Work Performed: Debris Management Services



APPROACH AND METHODS

Advance Planning and Preparations

DRC had standby debris removal contracts in place with multiple cities, counties, and other entities in Florida, including Manatee County. DRC's Regional Managers were in touch with all our standby clients in advance of the storm's landfall to review the plans we had in place with them and to prepare for the storm's impact. Having standby contracts in place before the storm struck allowed DRC to make multiple preparations which saved our clients precious time in the days following the disaster. During the pre-disaster planning phase, DRC met with Manatee County and their third-party monitoring firm to discuss and agree on detailed contingency plans.

In consultation with our clients, we established emergency push routes. We identified local subcontractors for emergency push and load and haul and executed Master Service Agreements with them. Thanks to DRC's previous work in Manatee County (including Debris Management Services following Hurricane Ian and Red Tide fish removal in 2022 and 2023), we had established locations for temporary debris management sites, recycling, and final disposal. We secured debris towers; executed contracts with local fuel suppliers; and secured equipment staging areas and trailer parking locations. DRC directed non-local subcontractors to pre-stage equipment, supplies, and personnel at a safe distance outside the storm's projected path.

Deployment, Mobilization, and Operations

As soon as the wind speed dropped to safe levels, DRC had local push crews activated and clearing debris from pre-established priority routes. DRC met with our clients and their debris monitoring firms to prepare work plans. DRC performed an initial debris assessment in each affected location to determine crew needs, to establish DMS requirements, and to prepare debris density maps. We activated local crews and instructed them to stage for measurement at a specific DMS. We then activated pinch points to register and record push crews and equipment; to record times in and out; and to distribute street assignments. At the same time, DRC began to prepare debris management sites to stage, separate, and reduce debris. Once the emergency push was complete, DRC began load and haul operations. **DRC removed a total of 2,514,434.5 cubic yards of debris, including 37,971 hazardous trees, from Manatee County.**

PINELLAS COUNTY, FLORIDA – HURRICANES HELENE AND MILTON

DRC's Role: Prime Contractor
Project Managers: Jarod Tassin, Scott Matthews, Shaun Meek
Total Cost of Project: $27,095,338.92
Length of the Contract: 10/10/24 – 4/16/25
Summary of Work Performed: Debris Management Services

APPROACH AND METHODS

Advance Planning and Preparations

DRC had a standby debris removal contract in place with Pinellas County, and we had gained familiarity with the County's disaster debris removal needs during our previous work for the County (including Red Tide fish removal in 2018 and 2021). This allowed DRC to make multiple preparations which saved our clients precious time in the days following the disaster. DRC's Regional Manager was in touch with all our standby clients in advance of each storm's landfall to review the plans we had in place with them and to prepare for the storm's impact. We secured debris towers; executed contracts with local fuel suppliers; and secured equipment staging areas and trailer parking locations. DRC directed non-local subcontractors to pre-stage equipment, supplies, and personnel at a safe distance outside the storm's projected path.

Deployment, Mobilization, and Operations

As soon as the wind speed dropped to safe levels, DRC had local push crews activated and clearing debris from pre-established priority routes. Once the emergency push was complete, DRC began load and haul operations. **DRC removed a total of 608,980.9 cubic yards of debris, including 31,125 hazardous trees, from Pinellas County following these back-to-back hurricanes.**

Specialty Debris Management: Sand Removal, Screening and Beach Restoration

At Sand Key Park, on a barrier island in Pinellas County on Florida's West Coast, both hurricanes left sand piled high on the roads and in the right-of-way. DRC's emergency push crews removed the sand after each storm, working in shifts, 24 hours a day. We moved the sand into huge piles in a large parking lot, making the roads passable.



At historic Fort De Soto Park, also in Pinellas County, Hurricanes Helene and Milton left the beaches littered with debris. DRC teamed with the Pinellas County Public Works Department to employ DRC's innovative sand screening techniques to remove debris including large tree limbs, broken glass, nails, and other hazards, to restore the beauty of this iconic shoreline.

SOUTHWEST FLORIDA RESPONSE – HURRICANE IAN

PROJECT OVERVIEW

DRC performed Debris Removal Services on **20 contracts** following Hurricane Ian, including those for the Florida Department of Transportation, the Florida Department of Environmental Protection, and the Florida Division of Emergency Management.



The scope of work included the removal of roadway debris, private property debris, commercial property debris, demolition of private and commercial properties, and vehicle/vessel removal from both land and waterways. DRC managed **21 DMS Sites** for this operation.

DRC kept in daily contact with subcontractors and the State to coordinate the simultaneous provision of services including demolition, ROE, household hazardous waste collection, waterway activities, helicopter operations, meal services, hazardous tree removal, and more.

DRC removed and disposed of **more than five million cubic yards** of debris during this operation, with a contract value of **over $350 million**. We **recycled 100% of the 3.3 million cubic yards of vegetative debris collected** in Sarasota County, Florida, and surrounding municipalities.

PRIVATE PROPERTY DEBRIS REMOVAL AND DEMOLITION

DRC completed debris removal services on **412 right of entry (ROE) properties**. This work involved 157 demolitions, 54 of which were on properties containing asbestos.

SPECIALTY DEBRIS REMOVAL: VEHICLE AND VESSEL REMOVAL FROM THE MANGROVES

To protect the sensitive natural environment of the mangroves in Fort Myers, DRC used a variety of techniques involving barges, helicopters, large crane machinery, and handpicking in the removal of debris and vessels. Handpicking of debris was performed on interior marsh and mangrove lands where barges and trucks could not gain access. We utilized a total of **20 extraction sites** during this project. DRC worked as a subcontractor on the project for FDEP and as a prime contractor on a joint venture for FDEM. **We removed more than 100 vehicles and vessels** during this project.



2025 TEXAS HILL COUNTRY FLOODS

DRC responded rapidly to the July 2025 flooding in the Texas Hill Country, where we have removed over than 5 million cubic yards of debris from nine counties and nine cities for the Texas Division of Emergency Management.

18	25	5,000,000	$172M
JURISDICTIONS	DMS SITES MANAGED	CUBIC YARDS OF DEBRIS REMOVED	COMBINED CONTRACT TOTAL

2024 FOUR HURRICANES

The 2024 season brought Hurricanes Beryl, Francine, Helene and Milton. DRC was mobilized in 91 jurisdictions in seven states, managed 151 DMS sites, and removed and disposed of more than 18,000,000 cubic yards of debris on contracts surpassing $700 million.

91	151	18,000,000	$700M
JURISDICTIONS	DMS SITES MANAGED	CUBIC YARDS OF DEBRIS REMOVED	COMBINED CONTRACT TOTAL

2022 HURRICANE IAN

Following Hurricane Ian in 2022, DRC recycled 100% of the 3.3 million cubic yards of vegetative debris collected in Sarasota County, Florida, and surrounding municipalities.

20	21	5,000,000	$350M
JURISDICTIONS	DMS SITES MANAGED	CUBIC YARDS OF DEBRIS REMOVED	COMBINED CONTRACT TOTAL

2021 HURRICANE IDA

In 2021, DRC was activated in 45 jurisdictions, managed 93 DMS sites, and removed and disposed of 18,000,000 cubic yards of debris in Response to Hurricane Ida. Our combined contract total for Ida exceeded $335,000,000.

45	93	18,000,000	$335M
JURISDICTIONS	DMS SITES MANAGED	CUBIC YARDS OF DEBRIS REMOVED	COMBINED CONTRACT TOTAL

RELEVANT WORK EXPERIENCE

*indicates project is ongoing and amounts are subject to change

2025	ACTIVATIONS	TEMPORARY SITES	CUBIC YARDAGE	CONTRACT VALUE
TEXAS FLOOD EVENTS	**Texas:** Texas Division of Emergency Management in Travis County, Leander (City of), Jonestown (City of), McCullock County & Melvin (City of), Mason County & Mason (City of), Williamson County & Georgetown (City of), Kimble County, San Saba County & San Saba (City of), Burnett County & Burnett (City of), and Kendall County; Travis County, Austin (City of)	16	*3,086,896.25	*$156,074,692.62
KENTUCKY FLOOD EVENTS	**Kentucky:** Laurel County, Floyd County, Knott County, Pike County, Coal Run (City of), Letcher County	8	*54,848.80	*$1,663,624.46
FIRES	**California:** Orange County, Riverside County	N/A	TBD	*$9,945,550.00
TORNADOES	**Kentucky:** State of Kentucky **Mississippi:** Covington County **Missouri:** St. Louis County **Tennessee: USACE** - Hendersonville (Old Hickory), Tennessee Valley Authority (Partnership), Erwin (Town of) **Texas:** Navarro County	4	*123,386.56	* $1,971,416.57
SEVERE WEATHER EVENTS	**Florida:** Broward County, Miami (City of), Pinellas County, Sarasota County **Louisiana:** Jefferson Parish, Iberville Parish, Lafayette, Tangipahoa Parish **Texas:** Jacinto City (City of), Austin (City of), Travis County **Virginia:** Virginia Department of Transportation **Missouri:** St. Louis County	*3	*37,012.40	*$997,932.61

2024	ACTIVATIONS	TEMPORARY SITES	CUBIC YARDAGE	CONTRACT VALUE
HURRICANE MILTON	**Florida:** Palm Coast, Sarasota County, Belleair (City of), Pasco County, Port Richey, Vero Beach, Sarasota (City of), Orlando (City of), Deland (City of), Kenneth City (City of), St. Lucie County, Pinellas County, Bradenton (City of), Lakeland (City of)	31	4,107,799.75	$109,729,801.17
HURRICANE HELENE	**Florida:** South Pasadena (City of), Maderia Beach (City of), Pasco County, Dunedin (City of), Largo (City of), Largo (City of), Bradenton (City of), Citrus County, Crystal River (City of), Indian Rocks Beach (City of), Longboat Key (City of), Pinellas County, Tavares (City of), Largo (City of) **Georgia:** Camden County, Georgia Department of Transportation - Districts 4 and 5, Kingsland (City of), Richmond Hill (City of), St. Marys (City of), **South Carolina:** South Carolina Department of Transportation	88	11,567,347.27	$549,985,797.84
HURRICANE FRANCINE	**Louisiana:** Ascension Parish, Donaldsville (City of), Lafourche Parish, Iberville Parish, Louisiana Department of Transportation - District 02 and 61, Morgan City (City of), St. Charles Parish, Terrebonne Parish	10	425,716.90	$6,635,483.15
SOUTH FORK AND SALT FIRES	**New Mexico:** New Mexico Department of Homeland Security and Emergency Management	N/A	885,577.31	$115,098,101.47
HURRICANE BERYL	**Texas:** Counties of Brazoria, Harris, Matagorda, and Wharton; Cities of Bay City, Bellaire, Clute, Conroe, Dayton, East Bernard Humble, Jamaica Beach, Liberty, and Houston Memorial Park	22	2,046,738.22	$32,296,761.34

SEVERE WEATHER EVENTS	**Alabama:** Dauphin Island (Town of) **Florida**: Jackson County, Florida A&M University **Louisiana:** Louisiana Department of Transportation- District 07, Lafourche Parish, Tangipahoa Parish, East Baton Rouge Parish, Iberville Parish, Lafayette Parish, Pointe Coupee Parish, Baker (City of) **Texas:** City of Houston and Harris County	9	1,359,664.29	$32,649,110.83

2023	ACTIVATIONS	TEMPORARY SITES	CUBIC YARDAGE	CONTRACT VALUE
SEVERE WEATHER EVENTS & MAINTENANCE CONTRACTS	**Alabama:** Dauphin Island (Town of), City of Enterprise **Florida**: City of Hollywood, Manatee County, City of Pembroke Park, Sarasota County **Louisiana:** East Baton Rouge Parish/City of Baton Rouge, Cameron Parish Police Jury, City of Lake Charles **Tennessee**: City of Lakeland **Texas:** City of Austin, City of Houston, City of Lakeway, City of Tyler, Republic Services, Harris County, TX Flood Control District	1	1,048,139	$25,071,085
OREGON & GRAY ROAD FIRES	**Washington:** State of Washington (Spokane County)	N/A	N/A	$1,590,213
HAWAII FIRES	**Hawaii:** Maui	N/A	N/A	$21,238,681
TORNADOES	**Alabama:** City of Selma, AL Department of Transportation – Dallas County **Arkansas:** City of Little Rock **Mississippi:** City of Moss Point, Monroe County **Oklahoma:** City of Shawnee, Pottawatomie County **Georgia:** Georgia Department of Transportation – Chatham County	7	1,391,475	$19,941,646
HURRICANE IDALIA	**Florida**: Citrus County, City of Crystal River, City of New Port Richey, Florida A&M University, FDOT District 2 (Chiefland, Gainesville, Lake City, Perry, St. Augustine)	5	37,748	$1,194,096

2022	ACTIVATIONS	TEMPORARY SITES	CUBIC YARDAGE	CONTRACT VALUE
SEVERE WEATHER EVENTS & MAINTENANCE CONTRACTS	**Florida:** Manatee County **Louisiana:** Pointe Coupee Parish, City of Monroe, East Baton Rouge Parish/City of Baton Rouge **North Carolina:** City of Greenville **South Carolina:** South Carolina Department of Transportation – Jasper **Tennessee:** City of Lakeland **Texas:** City of Houston, Atascocita Community Improvement Association (Houston, TX), City of Austin **Virginia:** City of Richmond	N/A	238,595	$22,959,139
FLOODING	**Colorado:** Larimer County **Missouri:** City of St. Charles, County of St. Charles	N/A	17,606	$1,862,050
TORNADOES	**Louisiana:** St. Charles Parish, St. Bernard Parish	1	78,428	$864,621
HURRICANES IAN & NICOLE	**Florida:** City of Bradenton, City of Debary, City of Deland, City of Daytona Beach, Florida Department of Emergency Management, Florida Department of Environmental Protection, FL Department of Transportation Districts 1, 2, & 5, City of Lakeland, School District of Lee County, Town of Longboat Key, City of Maitland, Manatee County, Sarasota County, The School Board of Sarasota County, City of St. Augustine, Moffitt Services, City of St. Augustine, City of Hollywood	21	4,998,953	$351,628,392

2021	ACTIVATIONS	TEMPORARY SITES	CUBIC YARDAGE	CONTRACT VALUE
SEVERE WEATHER EVENTS & MAINTENANCE	**Alabama:** State of Alabama Department of Conservation and Natural Resources, City of Mobile **Florida:** Pinellas County **Louisiana**: Ascension Parish, East Baton Rouge Parish/City of Baton Rouge, City of Central **Texas:** TxDOT Brazoria County, City of Houston, City of Austin, City of Dallas, Harris County, Texas Republic Services, Galveston County, City of Galveston	3	442,111	$18,180,716

HURRICANE IDA	**Alabama:** Town of Dauphin Island **Louisiana:** Abita Springs, Ascension Parish, Assumption Parish, Baker, Bayou Lafourche Freshwater District, Central, Donaldsonville, East Baton Rouge Parish/City of Baton Rouge, Town of Gramercy, Iberville Parish, Jefferson Parish, LADOTD 61, LADOTD 62, LADOTD 02, Lafourche Parish, Lafourche School District, Town of Lutcher, Village of Napoleonville, Pointe Coupee Parish, Port Fourchon, Sorrento, Southeast Flood Protection Authority, St. Charles Parish, St. Bernard Parish, St. James Parish, St. Tammany Parish, Tangipahoa Parish, Terrebonne Parish, Governor's Office of Homeland Security, City of Kenner, Jefferson Parish Sheriff's Office **Florida:** FDOT District 2 **Pennsylvania:** Montgomery County	93	18,022,893.93	$335,024,777.02
TORNADOES	**Alabama:** Calhoun County, Shelby County, Randolph County – ACCA **Georgia:** Coweta County **Kentucky:** City of Mayfield, USACE – Graves County	4	827,146	$21,477,531
TROPICAL STORM NICHOLAS	**Texas:** City of Bay City, TX Department of Transportation, Matagorda County	2	30,236	$587,231
MARSHALL FIRES	**Colorado:** Boulder County	N/A	N/A	$27,116,548

2020	ACTIVATIONS	TEMPORARY SITES	CUBIC YARDAGE	CONTRACT VALUE
2020 CALIFORNIA WILDFIRES	**California:** CalRecycle (Fresno County, Los Angeles County, Madera County, Mono County, Tulare County)	N/A	201,200.00	$81,861,575.10

HURRICANE ZETA	**Alabama:** Alabama DOT, Clarke County, Dauphin Island, Mobile, Mobile County, Selma, Washington County **Georgia:** Forsyth County **Louisiana:** New Orleans, Slidell, St, Charles Parish, St. Bernard Parish, Terrebonne Parish, Jefferson Parish, Plaquemines Parish **Mississippi:** Lucedale, Moss Point, Stone County	34	1,802,022	$32,680,711
HURRICANE DELTA	**Louisiana:** Acadia Parish, Baker, Central, East Baton Rouge Parish, Lafayette Parish, Pointe Coupee Parish, St. Landry Parish, West Feliciana Parish	6	560,939	$7,034,400
HURRICANE SALLY	**Alabama:** Dauphin Island, Mobile, Mobile County, Pritchard, Semmes **Florida:** Gulf Breeze, Mary Esther, Niceville	10	840,327	$15,097,451
HURRICANE LAURA	**Louisiana:** Acadia Parish, Crowley, Grant Parish, Jefferson County Drainage District, Jefferson Davis Parish, Lafayette Parish, Natchitoches, Natchitoches Parish, Ouachita Parish , Vernon Parish, Winn Parish **Texas:** Matagorda County	24	2,530,839	$36,477,281
HURRICANE ISAIAS	**Florida:** Deland, **North Carolina:** City of Wilmington	2	237,497	$2,744,713
BABB ROAD WILDFIRE	**Washington:** Washington State Emergency Management Division	N/A	17,519	$3,896,376

2019	ACTIVATIONS	TEMPORARY SITES	CUBIC YARDAGE	CONTRACT VALUE
2019 HURRICANE SEASON	**Louisiana:** Assumption Parish, Pointe Coupee Parish, Terrebonne Parish, Lafayette Parish, Central, East	7	390,713	$5,880,537

	Baton Rouge Parish/City of Baton Rouge **Florida:** City of Miami Beach **North Carolina:** Town of Pine Knoll Shores, Wilmington, Pender County **Texas:** Jefferson County, City of Liberty, Nederland, and Houston			
2018	**ACTIVATIONS**	**TEMPORARY SITES**	**CUBIC YARDAGE**	**CONTRACT VALUE**
HURRICANE MICHAEL	**Florida:** Holmes County, Jackson County, Florida Department of Transportation, Tyndall Air Force Base, NSA Panama City **Georgia:** Colquitt	33	5,845,393	$99,240,250
HURRICANE FLORENCE	**North Carolina:** Pender County, Wilmington, Havelock, Burgaw, Pine Knoll Shores, Surf City, Topsail Beach, Pamlico County, New Hanover County, Greene County, Southport, Jones County, and Sampson County, Camp Lejune	31	2,450,485	$66,173,873
ALABAMA TORNADO OUTBREAKS	**Alabama:** Calhoun County, St. Clair County, and the City of Jacksonville	2	350,881	$5,009,976.14
2017	**ACTIVATIONS**	**TEMPORARY SITES**	**CUBIC YARDAGE**	**CONTRACT VALUE**
HURRICANE HARVEY	**Texas:** Texas GLO, Waller County, Harris County, Jefferson County, Port of Corpus Christi, Cities of Aransas Pass, Groves, Cleveland, Bellaire, Humble, Nederland, Port Aransas, Houston, Jacinto, Port Arthur, Piney Point Village, Port Neches, and Texas City	16	4,283,624	$124,470,804
HURRICANE IRMA	**Florida:** Florida Department of Transportation, Florida Department of Environmental Protection, Monroe County, Citrus County, Miami-Dade County, Coconut Creek, Cutler Bay, Daytona Beach, Debary, Deland, Fernandina, Ft. Lauderdale, Indian Creek Village, Inverness, Largo, Miami, North Miami, North Miami Beach, Surfside, Orange City, Orlando, Palm Beach Gardens, Pembroke Pines, Redington Beach, and St. Augustine **Georgia:** Brunswick	30	3,692,035	$45,093,237

HURRICANE MARIA	**Puerto Rico:** Department of Transportation and Public Works, Puerto Rico's Department of Parks and Recreation	13	1,139,212	$82,088,685
2016	**ACTIVATIONS**	**TEMPORARY SITES**	**CUBIC YARDAGE**	**CONTRACT VALUE**
WINTER STORM JONAS	**Maryland:** Maryland Department of General Services, State of Maryland, Prince Georges County and City of Baltimore **Virginia:** Loudoun County	N/A	N/A	$1,002,792
MULTIPLE SEVERE WEATHER EVENTS AND FLOODING	**Texas:** Harris County, Houston, Texas DOT **Louisiana:** East Baton Rouge parish, Ascension Parish, Tangipahoa Parish, Lafayette Parish, St. Martin Parish, City of Baker, Assumption Parish, Iberville Parish, City of St. Gabriel,	5	2,800,000.00	$50,000,000
HURRICANE HERMINE	**Florida:** Citrus County, Leon County	N/A	209,941	$1,792,096
HURRICANE MATTHEW	**Florida:** Daytona Beach, Ormond Beach, Deland, Orange City, St. Augustine, Sebastian **North Carolina:** New Hanover County, Pender County, Hyde County, Greene County, City of Wilmington, City of North Topsail Beach **Georgia:** Georgia Department of Transportation	14	878,856	$13,749,773
2015	**ACTIVATIONS**	**TEMPORARY SITES**	**CUBIC YARDAGE**	**CONTRACT VALUE**
2015 SEVERE WEATHER EVENTS & MAINTENANCE CONTRACTS	**Alabama:** AL Department of Transportation – District 2 **Louisiana:** East Baton Rouge Housing Authority, Ascension Parish **Mississippi:** Jackson County **Missouri:** St. Louis County **Texas:** Ethyl Road Industrial Park, Castlerock Communities, City of Corpus Christi, New Caney Defined Benefits Area MUD within the City of Houston ETJ in Montogomery County, Harris County	N/A	165,977	$4,182,498
TEXAS FLOOD EVENT	**Texas:** Texas Department of Transportation, City of Houston, and City of Bellaire	N/A	238,463	$2,039,329
LOUISIANA STORM EVENT	**Louisiana:** East Baton Rouge Parish and Ascension Parish	N/A	135,977	$815,867

REMOVAL OF HAZARDOUS AND SPECIAL DEBRIS

DRC has extensive experience in managing every type of debris, including the following notable examples. In all projects, DRC has met and fulfilled the standards of all local, state, and federal regulatory agencies, including the remediation, restoration, and sampling of staging and processing sites.

White Goods

- In response to Hurricane Ian in 2022, DRC removed and recycled/disposed of **3,628 appliances** in South Florida. This work included the removal of **892 appliances from waterways**.
- After Hurricane Harvey in 2017, DRC removed and recycled/disposed of **4,227 appliances** in the Houston area.
- The Baton Rouge area experienced historic flooding in 2016. DRC removed and recycled/disposed of **more than 10,000 appliances** as part of a **$45 million contract**.

E-waste

- DRC removed **8,715 pounds of e-waste** in Boulder County, Colorado following the Marshall Fires.
- After Hurricane Florence, DRC removed **2,786 e-waste units** in Pender County alone; the total number of units DRC collected in response to Hurricane Florence was **3,116**.
- After Hurricane Harvey, DRC removed **9,268 e-waste units** in the Houston area.
- DRC removed **18,908 e-waste units** in response to the 2016 Baton Rouge floods.

Construction and Demolition Debris

- DRC removed more than **700,000 cubic yards of C&D debris** in response to Hurricanes Helene and Milton in 2024.
- Following Hurricane Ida in 2021, DRC collected and disposed of more than **4,500,000 cubic yards of C&D debris**.
- In the States of North Carolina and Florida, during Hurricanes Michael and Florence–which occurred simultaneously–DRC removed approximately **635,000 cubic yards of C&D**.
- DRC's response to severe flooding in the City-Parish of East Baton Rouge, Louisiana, in 2016 required the use of more than 300 hauling vehicles in the collection, processing, and/or recycling of more than **1,200,000 million cubic yards of C&D debris**.

Marine/Waterway Debris Removal

- DRC is currently contracted by the City of Houston for a multi-phase waterway debris removal project and has removed **1,500,000 cubic yards** of debris from Houston waterways to date.
- In response to Hurricane Ida in 2021, DRC collected and disposed of more than **428,000 cubic yards** of debris from canals and waterways across 5 jurisdictions.
- After Hurricane Ike struck Texas in 2009, DRC removed sunken vessels and debris from four major bays and waterways in the affected area. We used side scan sonar to identify targets in advance and in combination with

a well-designed implementation plan. DRC removed a total of **2,100,000 cubic yards of vessels and debris**, and the complete marine operation was concluded in just over 30 days.

- DRC's recent experience in the removal of sunken vessels includes the Louisiana Parishes of Jefferson, Terrebonne, and East Baton Rouge. In the City-Parish of East Baton Rouge, our annual channel clearing project for 2022 totaled **$11,029,963**.

Demolitions

- DRC has performed demolitions following multiple events, including the South Fork and Salt Fires, Gray and Oregon Road Wildfire, Marshall Wildfire, Washington BABB Wildfire, and Hurricanes Ida, Ian, Michael, Laura, Gustav, and Katrina.
- In our ongoing response to the South Fork and Salt Fires in New Mexico, DRC has **demolished 748 structures** to date.
- Our response to the Marshall Fire in Boulder County included **the demolition of 569 structures**.
- DRC was contracted by the City of New Orleans to perform strategic demolitions to stimulate economic recovery. DRC performed **11,782 demolitions** under this contract.
- DRC has been contracted by several Louisiana parishes to perform strategic demolitions of houses that were affected by various storms. As part of this work, DRC has demolished 143 structures in Lafourche Parish and 98 in Terrebonne Parish to date.

Hazardous Trees, Stumps, and Vegetative Debris

- DRC removed approximately **7,500,000 cubic yards of vegetative debris** across Florida, Georgia, South Carolina, and Virginia in response to Hurricane Helene in 2024. This included **131,482 hazardous trees**.
- Following Hurricane Ida in 2021, DRC collected and disposed of **approximately 13,000,000 cubic yards** of vegetative debris.
- While working on the recovery in Florida Department of Transportation Regions 2 and 3 after Hurricane Michael, DRC collected more than **2,660,000 cubic yards** of vegetative debris, including **17,169 hazardous trees**.
- During the same storm in Jackson County, Florida, DRC collected more than **2,445,000 cubic yards** of vegetative debris, including **32,290 hazardous trees**.
- While working on the recovery in Puerto Rico after the effects of Hurricane Maria, DRC collected **96,835 hazardous trees** from the island as a part of a **$78 million contract**.
- For the City of Fort Lauderdale in response to Hurricane Irma in 2017, DRC removed more than **12,500 hazardous stumps and trees**.
- In response to Ice Storm Pax in 2014, The South Carolina Department of Transportation contracted DRC to cut, remove and transport vegetative debris in eight counties, totaling more than **12,000 miles of roadway clearing** and the trimming of more than **225,000 trees**.

Soil, Mud, and Sand Screening and Beach Restoration

- In Jefferson Parish, Louisiana, after Hurricane Ida in 2021, DRC recovered, screened, and restored **92,432 cubic yards of sand**. Additionally, DRC segregated and disposed of **36,500 cubic yards of silt and soil**.

- For the City of Fort Lauderdale following Hurricane Irma in 2017, DRC recovered more than **57,500 cubic yards** of sand from roadways, sidewalks, and parking lots. We then screened the sand and restored the beauty of these Florida beaches.
- In response to Hurricane Florence in 2018, DRC removed and screened **38,336 cubic yards of sand** to restore beaches in North Carolina.

Dead Animals

- DRC led the Red Tide cleanup project in Pinellas County in 2018, collecting over **1,800 tons of dead fish** in a three-month span while also cleaning and maintaining **45 miles of coastline**. The **total contract amount was $6,895,562**.
- After the severe flooding in the Baton Rouge area in 2016, DRC removed and disposed of dead animals as needed as part of a **$45,000,000 contract** with the City.
- For the City of Galveston following Hurricane Ike in 2008, DRC removed and disposed of dead animals as needed as part of a **$38,007,492 contract** with the City.

Private Property Debris Removal

- After a devastating tornado, DRC removed and processed over **44,000 cubic yards of debris** from private properties following in St. Bernard Parish, Louisiana, in 2022.
- DRC removed and processed over **2,700 cubic yards of debris** from private parks in the City of Fort Lauderdale following Hurricane Irma in 2017.
- DRC had Right of Entry (ROE) forms signed and removed debris from private property as needed as part of **$45,000,000 contract** with the City- Parish of East Baton Rouge following severe flooding in 2016 (DR4277).
- DRC has removed debris from private properties after multiple wildfires, including the 2020 California wildfires, 2020 Babb Road Wildfire in Eastern Washington State, 2021-2022 Boulder County Marshall Fire, 2023 Gray and Oregon Road Wildfires in Spokane County, 2023 wildfires in Maui, and 2024 South Fork and Salt Fires in New Mexico.

Household Hazardous Waste

- DRC has removed **268,750 pounds of household hazardous waste** for the State of New Mexico during our ongoing response to the 2024 South Fork and Salt Fires.
- DRC removed **134,810 pounds of household hazardous waste** from Manatee County, Florida in response to Hurricanes Helene and Milton in 2024.
- In our response to Hurricane Ian in South Florida in 2022, DRC removed and disposed of **698,889 pounds of household hazardous waste**.
- In Pender County, North Carolina, after Hurricane Florence in 2018, DRC collected **28,130 pounds of household hazardous waste** as a part of a **$10 million contract**.
- DRC removed and disposed of **55,486 pounds of household hazardous waste** in the Houston area following Hurricane Harvey in 2017.

- After the severe flooding of the City-Parish of East Baton Rouge, Louisiana in 2016, DRC removed and disposed of **554,880 pounds of household hazardous waste**.

Vehicle and Vessel Removal

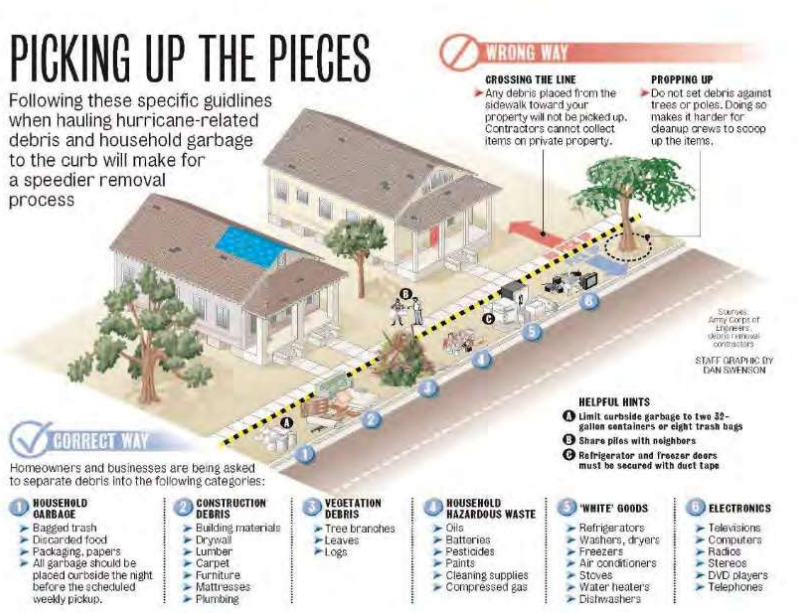
- During our ongoing response to the South Fork and Salt Fires, **DRC has removed 133 burned vehicles** on behalf of the State of New Mexico.
- DRC's recent experience in the removal of sunken vessels includes the Louisiana Parishes of Jefferson, Terrebonne, and East Baton Rouge. In the City-Parish of East Baton Rouge, our annual channel clearing project for 2022 totaled **$11,029,963**.
- DRC **removed 80 burned vehicles** following the Marshall Fires in Boulder County, Colorado.
- After Hurricane Ike struck Texas in 2009, DRC removed sunken vessels and debris from four major bays and waterways in the affected area. We used side scan sonar to identify targets in advance and in combination with a well-designed implementation plan. **DRC removed a total of 2,100,000 cubic yards of vessels and debris**, and the complete marine operation was concluded **in just over 30 days**.

Contaminated Soil and Ash

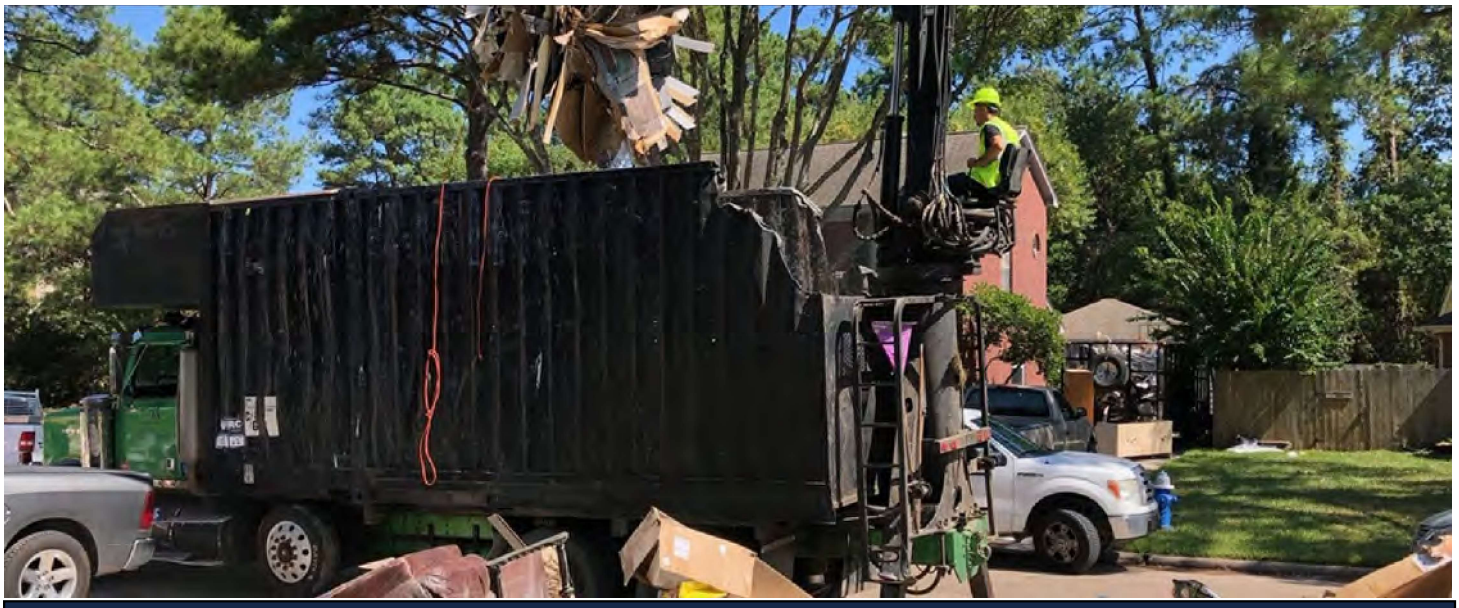
- DRC has removed **135,535 cubic yards of contaminated soil and ash** during our contract with the State of New Mexico following the 2024 South Fork and Salt Fires.
- Following the Marshall Fire in 2021-2022, **DRC removed 42,730 tons of contaminated soil and ash** from Boulder County, Colorado.

EXPERIENCE IN COMMUNITY RELATIONS

In the midst of chaos brought on by a disaster, clear communication about the recovery process helps to restore a sense of safety to communities. Providing the public with guidance regarding the material collection and separation process will also significantly enhance the efficiency of the operation.



To ensure effective communication with the public about debris collection operations and timelines, DRC will coordinate with the County on creating a communications plan, including disseminating Public Service Announcements (PSAs) and flyers. These PSAs and flyers will be shared on various platforms including local websites, radio and television news outlets, and social media channels. Please see the example flyer (pictured at right) that defines and illustrates material separation for residents.



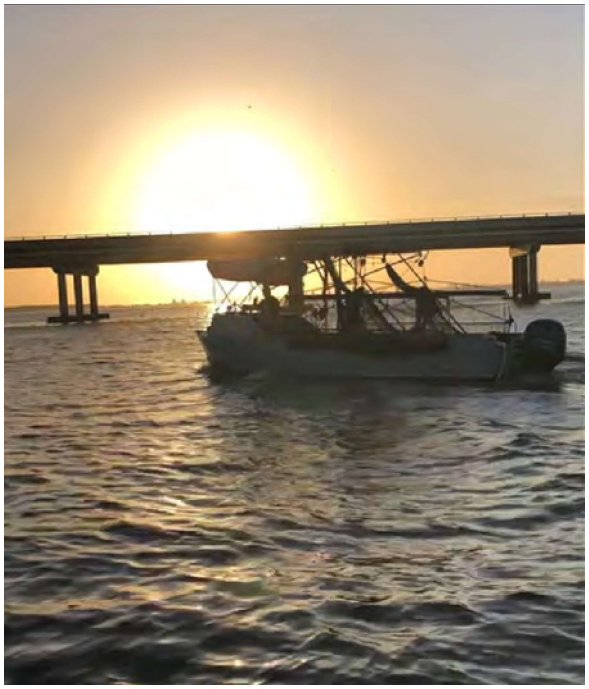
This image depicts a typical post-disaster scenario that involves construction and demolition debris (C&D). In this case, the public has been advised through PSAs and a flyer such as the above to place disaster generated debris in the right-of-way (ROW) in separate piles organized by debris type for separate collections.

ENVIRONMENTAL ISSUES

DRC is committed to the protection and restoration of communities and ecosystems affected by disasters. Although many of the events we respond to are caused by the forces of nature, these events often result in widespread environmental impacts. Moreover, the mitigation of these disasters, including the transportation and processing of large volumes of waste material, can have negative environmental impacts if not pursued with the care that defines DRC's work.

The removal of debris and waste materials, the restoration of damaged and compromised natural and constructed habitats, and in some cases the reconstruction of damaged coastal, marine, and wetland environments are the core missions in a DRC disaster response. Furthermore, DRC is committed to ensuring that our work and its byproducts have minimal to no environmental impact. Finally, DRC has embarked on a recycling program to ensure the most advantageous disposal of all the materials that we remove.







PROTECTING WILDLIFE IN ENVIRONMENTALLY SENSITIVE AREAS

DRC has a long history of successfully protecting wildlife and ecology in environmentally sensitive areas.

- In 2023, DRC removed sargassum from Sarasota beaches while coordinating with turtle surveyors and the Florida Department of Environmental Protection to implement proper procedures and ensure the protection of turtle nests.
- In 2021, DRC implemented measures to protect the local manatee population while performing marine debris removal, submerged vehicles removal, and the removal, screening, and placement of sand in Jefferson Parish, Louisiana. During this project, DRC mobilized 138 trucks on a single day.
- In 2008, DRC was activated in 23 Texas jurisdictions in the response to Hurricane Ike. Before commencing our debris removal operation in the ecologically sensitive coastal areas of Galveston Island, DRC staff received specialized training on how to protect the Kemp's Ridley Sea Turtle.

PINELLAS COUNTY RED TIDE



In 2018, DRC was activated in Pinellas County, Florida to remove and dispose of dead fish resulting from a one-million-acre red tide bloom in the Gulf of Mexico. A red tide bloom is caused by algae that produce toxins that kill aquatic life, make the surrounding air difficult to breathe, and often turn the water red. DRC efficiently removed over 3.6 million pounds of dead fish in a three-month span, using a variety of equipment. Shrimp boats were used to scoop up the dead fish offshore before they hit the beaches and inland waterways. For the fish that made it to shore, as well as into the canals, we implemented skimmer boats and beach rakes. DRC successfully cleaned and maintained 45 miles of coastline, keeping the beaches suitable for visitors. With the assistance of the United States Coast Guard, we were able to monitor the red tide plume's movement by helicopter, coordinating with the Florida Wildlife Commission as to the migration and effect of the algae. DRC and our partners on this project were awarded the 2018 Environmental Project of the Year by the West Coast Branch of the American Public Works Association.

BP DEEPWATER HORIZON OIL SPILL



DRC successfully performed in several contracts directly related to the oil spill in the Gulf of Mexico which flowed for three months in 2010. DRC conceived, executed, supervised, and funded a 150-mile Gulf of Mexico shoreline protection system in response to the oil spill. We relied on our depth of knowledge of debris handling in ecologically sensitive environments to guide the placement, management, and removal of oil containment boom. DRC staff had a personal interest in protecting the Gulf Coast as they were among the affected residents.

During this time, DRC was successfully classified as an Oil Spill Removal Organization (OSRO) by the United States Coast Guard. The company met several classifications which were listed on the OSRO Classification Matrix. Participation in this program allowed DRC to provide professionally recognized services to Escambia County, Florida as well as Plaquemines Parish, Terrebonne Parish, and Lafitte Parish, Louisiana.

DRC was tasked with designing coastal protective systems and unique collection programs along more than one hundred miles of estuaries in southwest Louisiana. The programs involved intensive employee training relative to the identification and protection of wildlife nesting and reproduction areas. DRC also played a role

in setting up wildlife recovery and cleaning stations in Plaquemines Parish, Louisiana, where employees volunteered to help conduct rehabilitation and release programs.

RECYCLING

DRC has a wealth of experience performing landfill avoidance projects.

- Following Hurricane Ian in 2022, DRC was activated in 20 jurisdictions, managed 21 DDMS sites, and removed and disposed of over five million cubic yards of debris in Sarasota County, Florida, and surrounding municipalities. DRC recycled 100% of the 3.3 million cubic yards of vegetative debris collected.
- In our response to Hurricane Ike in Houston in 2008, DRC recycled 100% of the more than five million cubic yards of vegetative debris we collected through a joint program with Republic Services. The material was used as alternative daily cover in landfills; as roadbed for temporary roads; as compost; and was given to citizens for use in landscaping. The same year in Galveston, DRC separated materials such as reusable wood, glass, metals, and drywall to achieve a high percentage of material reuse.
- DRC is pleased to have a formal partnership with Agromin, California's largest organics recycler. Agromin was voted Composter of the Year by the US Composting Council. All of the vegetative debris collected by DRC from California clients is composted and 100% recycled by Agromin. These materials are turned into rich soil to nourish agricultural land as well as for use by residents, municipalities, and landscapers throughout the state.

INSURANCE

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



ABILITY TO RESPOND WHEN SERVICES ARE REQUESTED

DRC has extensive experience staffing, managing, and executing multiple debris management and emergency response projects nationwide. Our approach is grounded in using highly qualified operational management teams to ensure a coordinated, expeditious and effective response to disasters. DRC's management staff is provided with state-of-the-art resource planning and forecasting systems and empowered to reassign resources as needed. DRC's experience managing multiple contracts includes the following:

2025 Floods, Wildfires, and Tornadoes

2025 was a year of multiple, varied disasters with a wide geographical spread across the country.

DRC was activated by the Texas Division of Emergency Management in 9 counties and 8 cities following the devastating flooding that affected Texas Hill Country in July 2025, and we have removed more than 3,000,000 cubic yards of debris during our ongoing response. Additionally, we have responded to flooding events in Kentucky, Tennessee, and New Mexico this year.

We began a new phase of work in response to the 2024 wildfires and flooding in New Mexico, and we have begun work on the Airport Fire in California.

We have also cleaned up debris following tornadoes in Mississippi, Missouri, Kentucky, Texas, and Tennessee (for the USACE).

2024 Hurricane Season and Wildfires

Four hurricanes – Beryl, Francine, Helene, and Milton – struck the Gulf Coast in a very active 2024 season. DRC was activated on 22 contracts for Beryl, 15 for Francine, 27 for Helene, and 27 for Milton. Helene and Milton were both record-breaking major hurricanes which struck Florida less than 2 weeks apart. DRC's hurricane response work in 2024 spanned seven states from Texas to Virginia and involved the use of 151 DMS sites.

DRC performed specialized private property debris removal in response to wildfires in New Mexico, Washington State, and Hawaii.

2023 Tornadoes, Winter Storms, Wildfires, and Hurricane Idalia

DRC was activated in 40 jurisdictions, managed 13 DMS sites, and removed and disposed of over 2,600,000 cubic yards of debris.

2022 Hurricane Ian

DRC was activated in 20 jurisdictions, managed 21 DMS sites, and removed and disposed of over 5,000,000 cubic yards of debris.

2021 Hurricane Ida

DRC was activated in 45 jurisdictions, managed 93 DMS sites, and removed and disposed of over 18,000,000 cubic yards of debris.

2020 Hurricane Season

DRC was activated in 56 jurisdictions, managed 81 temporary staging and reduction sites, and removed and disposed of over 6,000,000 cubic yards of debris in response to six hurricanes across seven states.

2019 Hurricane Season

DRC was activated in 14 jurisdictions in the Gulf Coast region as Hurricanes Barry and Dorian and Tropical Storm Imelda hit the coast back-to-back over two months. DRC operated and managed five temporary staging and reduction sites in total and removed approximately 210,000 cubic yards of debris.

2018 Hurricane Season

DRC was active in nine jurisdictions in response to Hurricane Michael, where we managed 33 debris management sites and removed approximately 5,850,000 cubic yards of debris.

DRC was concurrently activated in 15 jurisdictions following Hurricane Florence, where we managed 31 temporary staging and reduction sites and picked up approximately 2,500,000 cubic yards of debris.

2017 Hurricane Season

DRC was activated by the Department of Transportation and Public Works in Puerto Rico following Hurricane Maria. During this contract, DRC managed 13 temporary staging and reduction sites and removed over 1,200,000 cubic yards of debris.

Following Hurricane Irma, DRC was activated in 27 jurisdictions simultaneously while managing 30 temporary staging and reduction sites. DRC removed and disposed of over 3,600,000 cubic yards of debris.

DRC was activated in 23 jurisdictions following Hurricane Harvey and simultaneously ran 16 temporary staging and reduction sites during this activation. DRC recovered and reduced over 4,290,000 cubic yards of debris during this activation.

2016 Louisiana Severe Flooding

DRC removed 2,100,000 cubic yards of debris – including 1,000,000 cubic yards which we picked up over the course of just 30 days in East Baton Rouge Parish, Louisiana.

DRC opened and operated two temporary staging and reduction sites – including the largest debris management site on record – to compact and recycle C&D debris prior to haul out for final disposal. These sites operated with such efficiency that FEMA and the USACE filmed the operation to use in training sessions.

2014 Ice Storm Pax

DRC was simultaneously activated in New Hanover County, Pender County, and the City of Wilmington, North Carolina for debris removal and reduction of approximately 400,000 cubic yards of debris.

The South Carolina Department of Transportation contracted DRC to cut, remove and transport vegetative debris in eight counties, totaling over 12,000 miles of roadway clearing and the trimming of over 225,000 trees.

DRC managed and operated 16 temporary staging and reduction sites in North and South Carolina, reducing and recycling over 1.7 million cubic yards of debris.

CURRENT OBLIGATIONS/WORK COMMITMENTS

CURRENT ONGOING PROJECTS

Contracting Agency	Description
Belzoni (City of), MS	Winter Storm Fern
Rolling Fork, MS	Winter Storm Fern
Humphreys County, MS	Winter Storm Fern
Carroll County, MS	Winter Storm Fern
Desoto Parish Police Jury	Winter Storm Fern
Tennessee Department of Transportation (TNDOT)	Winter Storm Fern
Louisiana Department of Transportation (LADOTD)	Winter Storm Fern
Prince William County, VA	Winter Storm Fern
Miami (City of)	Marine Stadium Floating Dock Repair
TDEM - Menard County/City	July 2025 Flooding
State of New Mexico Spring Floods	Spring 2025 PPDR and Erosion Control
TDEM - Travis County	July 2025 Flooding
TDEM - McColloch County and City	July 2025 Flooding
TDEM - Mason County & City	July 2025 Flooding
TDEM - Williamson County & City of Georgetown	July 2025 Flooding
TDEM - Burnett County & City	July 2025 Flooding
TDEM - San Saba County and City	July 2025 Flooding
Pinellas County, FL	Specialty Project - Waterway Debris Removal
Orange County, CA	Airport Fire

CURRENT PRE-POSITIONED CLIENTS OF DRC

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

DRC has been selected as pre-positioned, pre-qualified, or "stand-by" contractor for more than 470 government entities and political subdivisions. DRC structures our management so that top level management personnel can be accessible to our clients in the case of multiple activations.

STATE OF ALABAMA				
ACCA Regions 1-7	ALDOT Southeast Region - Montgomery Area	Alexander (City of)	Dauphin Island (Town of)	Phenix City (City of)
ALDOT East Central Region - Alexander City Area	ALDOT Southeast Region - Troy Area	Bay Minette (City of)	Dothan (City of)	PowerSouth Energy Cooperative
ALDOT East Central Region - Birmingham Area	ALDOT Southwest Region - Grove Hill Area	Chickasaw (City of)	Gadsden (City of)	Selma (City of)
ALDOT North Region - Tuscumbia Area	ALDOT Southwest Region - Mobile Area	Coffee County	Orange Beach (City of)	Semmes (City of)
STATE OF ARIZONA				
Fountain Hills (Town of)				
STATE OF CALIFORNIA				
Alameda County	Costa Mesa (City of)	Los Angeles County	San Benito County	Temecula (City of)
Aliso Viejo (City of)	Culver City (City of)	Merced County	San Bernardino County	Ventura County
Beverly Hills (City of)	Hollister (City of)	Mission Viejo (City of)	Santa Barbara County	
Buena Park (City of)	Humboldt County	Mono County	Santa Clara County	
Calabasas (City of)	Huntington Beach (City of)	Oakland (City of)	Santa Clarita (City of)	
CalRecycle	Laguna Beach (City of)	Orange County	Sonoma County	
STATE OF COLORADO				
Arapahoe County	Boulder County	Estes Park (Town of)	Longmont (City of)	
Arvada (City of)	Broomfield (City & County)	Larimer County	Loveland (City of)	

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

STATE OF CONNECTICUT				
West Hartford (Town of) (2)				
STATE OF FLORIDA				
Atlantic Beach (City of)	Fort Lauderdale (City of)	Largo (City of)	Ocean Reef Community Association (ORCA)	School Board of Sarasota County
Atlantis (City of)	Fort Pierce (City of)	Lauderdale Lakes (City of)	Ocoee (City of)	Sebastian (City of)
Bal Harbour (Village of)	Florida A&M University	Lauderhill (City of)	Okaloosa County	Seminole Tribe of FL
Bay County	Florida Department of Environmental Protection (FDEP)	Leon County	Okeechobee County	South Broward Drainage District (SBDD)
Belleair (Town of)	Fort Walton Beach	Lighthouse Point (City of)	Orange City (City of)	South Florida Water Management District (SFWMD) (2)
Belleair Beach (City of)	Gadsden County	Longboat Key (Town of)	Orlando (City of)	South Miami (City of)
Bradenton (City of)	Glades County	Longwood (City of)	Ormond Beach (City of)	South Pasadena (City of)
Bradenton Beach (City of)	Greater Miami Expressway Agency (GMX)	Loxahatchee Groves (Town of)	Palm Beach (Town of) (2)	Southwest Ranches (Town of)
Broward College	Gulf Stream (Town of)	Madeira Beach (City of)	Palm Beach County School District	St. Augustine (City of)
Broward County	Hallandale Beach (City of)	Maitland (City of)	Palm Beach County Solid Waste Authority	St. Johns County
Broward County Schools	Hardee County	Manalapan (Town of)	Palm Beach Gardens	St. Lucie County
Cape Coral (City of)	Haverhill (Town of)	Manatee County	Palm Springs (Village of)	Stuart (City of)
Cedar Key (City of)	Hernando County	Marathon (City of)	Palmetto (City of)	Sunny Isles Beach (City of)
Central Florida Electric Cooperative	Hialeah (City of)	Mary Esther (City of)	Palmetto Bay (Village of)	Surfside (Town of)
Charlotte County	Hollywood (City of)	Miami (City of) (2)	Pasco County	Tallahassee (City of)
Citrus County	Holmes County	Miami Beach (City of) (2)	Pembroke Park (Town of)	Tavares (City of)
Clermont (City of)	Homestead (City of)	Miami Gardens (City of)	Pinecrest (Village of)	Tequesta (Village of)
Coconut Creek (City of) (2)	Indian Creek Village	Miami Shores (Village of)	Pinellas County (2)	The Villages Community Development Districts
Collier County	Indian Rocks Beach (City of)	Miami Springs (City of)	Pinellas Park (City of)	Treasure Island (City of)
Cooper (City of)	Inverness (City of)	Miami-Dade County (3)	Plant City (City of)	University of Central Florida (UCF)
Crestview (City of)	Jackson County	Miramar (City of)	Pompano Beach (City of) (2)	Venice (City of)

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

Daytona Beach (City of)	Jacksonville Beach (City of)	Monroe County (2)	Port Orange (City of)	Vero Beach (City of)
DeLand (City of)	Jefferson County	Nassau County	Port Richey (City of)	Virginia Gardens (Village of)
Deltona (City of)	Juno Beach (Town of)	New Port Richey (City of)	Riviera Beach (City of)	Vizcaya Museum and Gardens Trust
Doral (City of)	Kenneth City (City of)	Niceville (City of)	PowerSouth Energy Cooperative	Volusia County
Dunedin (City of)	Key West (City of)	North Bay Village	Safety Harbor (City of)	Wakulla County
FDOT District 1 (5)	Lake County	North Lauderdale (City of)	Sandestin Owners Association	Walton County
FDOT District 2 (6)	Lake Mary (City of)	North Miami (City of)	Sanibel (City of)	Washington County
FDOT District 8 (4)	Lake Park (Town of)	North Miami Beach (City of)	Santa Rosa County	Weston (City of)
Fernandina Beach (City of)	Lake Worth Drainage District (LWDD)	North Port (City of)	Sarasota (City of)	
Florida Municipal Power Agency (FMPA)	Lakeland (City of)	Northwest Florida Water Management District (NWFWMD)	Sarasota County (2)	
STATE OF GEORGIA				
Athens-Clark County (Unified Government of ACCGov)	Camden County	Columbus Consolidated Government	Habersham County	Richmond Hill (City of)
Bacon County	Chatham County	Dawson County	Henry County	Savannah (City of)
Blakely-Early County	Clayton County	Douglas County	Lee County	St. Marys (City of)
Brooks County	Clinch County	Garden City (City of)	Macon-Bibb County	Thomas County
Bryan County	Colquitt (City of)	Georgia Department of Transportation (GDOT) Districts 1-7	Miller County	
STATE OF HAWAII				
Hawaii (State of)	Honolulu (City and County)			
STATE OF INDIANA				
Fort Wayne (City of)				
STATE OF IOWA				
Iowa (State of)				
STATE OF KANSAS				
Kansas (State of)				

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

COMMONWEALTH OF KENTUCKY				
Coal Run (City of)	Kentucky (Commonwealth of)	Knott County	Letcher County	Owensboro (City of)
Floyd County	Knott County	Laurel County	Mayfield (City of)	Pike County
STATE OF LOUISIANA				
Ascension Parish Government	Greater Lafourche Port Commission	Lafourche Parish	Morgan City (City of)	Terrebonne Parish Consolidated Government (TPCG) (2)
Assumption Parish Police Jury	Iberia Parish Government	Lafourche Parish School District	Plaquemines Parish Government (PPG)	Vermilion Parish Police Jury
Baker (City of)	Iberville Parish	Lake Charles (City of)	Pointe Coupee Parish	West Baton Rouge Parish
Baton Rouge (City of) and East Baton Rouge Parish	Jefferson Davis Parish Police Jury (2)	Livingston Parish	Port of New Orleans (Port NOLA)	Winn Parish Police Jury
Beauregard Parish Police Jury	Jefferson Parish	Livingston Parish Gravity Drainage District 2	Southeast Louisiana Flood Protection Authority - East (SLFPAE)	Youngsville (City of)
DeSoto Parish Police Jury	Jefferson Parish Sheriff's Office (JPSO)	Louisiana (State of)	St. Charles Parish (2)	
East Ascension Consolidated Gravity Drainage District No. 1	Kenner (City of)	LADOTD Dists. 04, 05, 08, and 58	St. James Parish Government	
Evangeline Parish Solid Waste Commission	Lafayette Consolidated Government (2)	Madisonville (Town of)	Tangipahoa Parish	
STATE OF MARYLAND				
Anne Arundel County	Garrett County	Ocean City (Town of)	Talbot County	
Caroline County	Harford County	Prince George's County	Worcester County	
Frederick County	Maryland (State of) (2)	St. Mary's County		
STATE OF MINNESOTA				
Ramsey County				
STATE OF MISSISSIPPI				
Bay St. Louis (City of)	Covington County	Harrison County	Ocean Springs (City of)	
Biloxi (City of)	Hancock County	Lucedale (City of)		
STATE OF MISSOURI				
Missouri (State of)				

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

STATE OF MONTANA				
Montana (State of)				
STATE OF NEW MEXICO				
Las Vegas (City of)	New Mexico (State of) (4)			
STATE OF NEW YORK				
Nassau County	Suffolk County			
STATE OF NORTH CAROLINA				
Belville (Town of)	Cabarrus County	Durham (City of)	Indian Beach (Town of)	North Carolina (State of)
Boiling Spring Lakes (City of)	Carolina Beach (Town of)	Greensboro (City of)	Montgomery County	Pine Knoll Shores (Town of)
Burgaw (Town of)	Cumberland County	Greenville (City of)	Nags Head (Town of)	Wilmington (City of)
STATE OF OKLAHOMA				
Oklahoma (State of)	Shawnee (City of)			
STATE OF OREGON				
Clackamas County	Washington County			
COMMONWEALTH OF PENNSYLVANIA				
Montgomery County				
STATE OF RHODE ISLAND				
Rhode Island (State of)	Westerly (Town of) / Public Schools			
STATE OF SOUTH CAROLINA				
Bamberg County	Lexington County	South Carolina (State of)	Spartanburg County (2)	
Barnwell County	Rock Hill (City of)	South Carolina Department of Transportation (SCDOT)		
STATE OF TENNESSEE				
Erwin (Town of)	Jackson (City of)	Madison County	USACE Hendersonville	

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

STATE OF TEXAS				
Addison (Town of)	El Campo (City of)	Jamaica Beach (City of)	Orange (City of)	Southlake (City of)
Aransas Pass (City of)	Farmers Branch (City of)	Jasper County	Orange County	Sweeny (City of)
Austin (City of) (2)	Fort Bend County	Jefferson County	Oyster Creek (City of)	Tarrant County
Austin County	Fort Worth (City of)	Kaufman County	Parker County	Terrell (City of)
Beaumont (City of)	Friendswood (City of)	Kountze (City of)	Pine Forest (City of)	Texas City (City of)
Bellaire (City of)	Galveston (City of) (2)	Lancaster (City of)	Pinehurst (City of)	Texas Division of Emergency Management (TDEM)
Brazoria (City of)	Galveston County (2)	League City (City of)	Piney Point Village (City of)	Texas Multiple Award Schedule Program (TXMAS)
Brazoria County (2)	Galveston Wharves	Liberty (City of)	Polk County	Tiki Island (Village of)
Bridge City (City of)	Garland (City of)	Liberty County	Port Aransas (City of)	Travis County
Carrollton (City of)	Grand Prairie (City of)	Longview (City of)	Port Lavaca (City of)	Trinity County
Cedar Park (City of)	Hardin County	Lumberton (City of)	Port of Corpus Christi Authority (PCCA)	University of Texas Medical Branch of Galveston (UTMB)
Celina (City of)	Harris County	Manvel (City of)	Richardson (City of)	Vidor (City of)
Chambers County (2)	Harris County Flood Control District	Matagorda County	Rose City (City of)	Walker County
Clear Lake Shores (City of)	Hedwig Village (City of)	McKinney (City of)	Rose Hill Acres (City of)	Waller County
Clute (City of)	Hidalgo County (2)	Mesquite (City of)	San Antonio (City of)	Washington County
Conroe (City of)	Holiday Lakes (Town of)	Midlothian (City of)	San Marcos (City of)	Webster (City of)
Dayton (City of)	Houston (City of) (3)	Montgomery County	San Patricio County	West Orange (City of)
DeSoto (City of)	Humble (City of)	Morgan's Point (City of)	Seabrook (City of)	Wharton County
East Bernard (City of)	Jacinto City (City of)	Navarro County	Silsbee (City of)	
Edna (City of)	Jackson County	Newton County	Sour Lake (City of)	

COMMONWEALTH OF VIRGINIA				
Accomack County	Henrico County	Prince William County	Virginia Beach (City of)	Virginia Department of Transportation (VDOT) - Staunton District

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

Central Virginia Waste Management Authority (CVWMA)	Loudoun County	Virginia (Commonwealth of) (2)	Virginia Commonwealth Regional Council	Virginia Peninsulas Public Service Authority (VPPSA)
STATE OF WASHINGTON				
SeaTac (City of)	Washington (State of) (2)			
UNITED STATES				
US Army Corps of Engineers (USACE) - Region 3				

QUALITY OF WORK

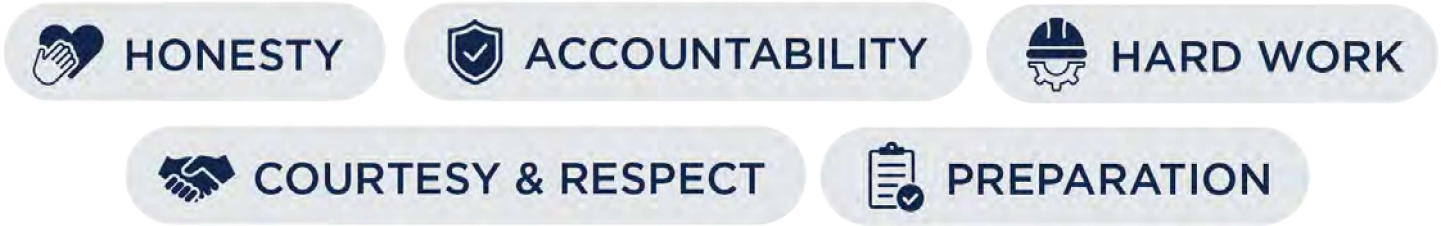
COMMITMENT TO COMPLIANCE & ETHICAL BUSINESS CONDUCT

DRC strives to provide the most dependable, honest, and customer-centric service in the industry by upholding the highest standards of ethical conduct and compliance at all times. To better ensure our continued compliance with all laws, rules, and regulations, DRC's senior management has established a formal code of business conduct, to which all contractors and individuals are expected to adhere. Kristy Fuentes, DRC's Vice President of Compliance and Administration, oversees the Corporate Compliance Program. Her responsibilities include the following:

- Evaluating internal and external compliance issues or concerns relating to DRC's interaction with customers
- Ensuring that our management, employees, and customers are in compliance with all applicable rules and regulations
- Serving as a valuable line of communication between the company and its customers
- Acting as a conduit to the President by monitoring and reporting results of the ethics practices of the company
- Providing guidance to the senior management team

Ms. Fuentes is authorized to implement all necessary actions to insure achievement of the objectives of an effective compliance program.

DRC'S CORE VALUES



APPLICATION OF CORE VALUES

DRC is committed to upholding our core values in all aspects of business and conduct. We expect all personnel to uphold these values in every interaction:

- To our **customers** we place highest priority on our response time to a disaster, our effectiveness, and the quality of our service and solutions.
- To our fellow **employees** we look out for their welfare, safety and health. We promote an environment that encourages new ideas, enjoyment of work, and equal opportunity for advancement.
- To our **suppliers and subcontractors**, we are fair and professional, honoring our commitments to our business partners.

COMPLIANCE STANDARDS AND PROCEDURES

DRC aspires to be the **first in response** for natural and man-made disasters by being prepared, responsive, and competent, and by demonstrating ethical business conduct. Headed by a team of caring people, we recognize that how we do our work is as important as what work we do. We will not tolerate any shortcuts when it comes to our ethical values and standards of conduct.



QUALITY CONTROL PLAN

The purpose of the Quality Control Plan is to promote **efficient and safe operations** in the provision of **quality services.** DRC's approach to quality control consists of a series of tasks and processes tailored to suit the challenging circumstances facing Charlotte County in the wake of a disaster event. A copy of the Quality Control Plan is available for review upon request. Our mission is to provide the most dependable, honest, and customer-centric services in the industry by building lasting relationships with the clients we serve.

We are among the leading disaster management companies in the United States, specializing in providing emergency preparation, disaster response, and recovery from major catastrophes. Our experience covers all facets of a project, including the FEMA reimbursement process.

PROMPT DAMAGE RESOLUTION

- DRC maintains a damage hotline (888-721-4DRC) for all projects. A complaint manager is assigned to the project and is responsible for tracking all damage and repairs.
- DRC will investigate all damage complaints within 24 hours and will propose a resolution to the damaged party within 48 hours.

QUALITY AND QUANTITY OF PHYSICAL RESOURCES AND UNDERSTANDING OF THE SCOPE OF WORK

DRC's approach to project planning and management is based on several core strengths:

- Time-Tested Strategies
- Flexibility and Adaptability
- Availability of Resources
- Technological Innovation

DRC will put these strengths to work for Charlotte County in the following ways:

CUSTOMIZED DISASTER DEBRIS MITIGATION, PLANNING, AND TRAINING

Situated along Florida's Gulf Coast, Charlotte County is more likely to face hurricanes, coastal flooding, and tornadoes than other types of disasters. DRC is well positioned to assist the County, as we have assisted multiple cities, counties, and state and federal agencies in preparing for and responding to similar events. DRC's highly trained and experienced personnel will meet with Charlotte County before disaster strikes to work collaboratively on developing a comprehensive response plan.







RESPONSIVE STAFFING

DRC currently employs approximately 60 full-time personnel. Your Regional Manager, Evan Fancher, is **available to assist Charlotte County 24/7.** In the event of an activation, your assigned Project Manager will be available 24/7 as well.

DRC's Regional Managers and Project Managers are based throughout the country and will be relocated as needed to respond to large-scale disasters. Through our affiliated companies, we have **access to more than 1,000 additional employees** in disaster recovery and related industries. DRC also maintains a large network of subcontractors, industry contacts, and staffing agencies to assist us in **rapidly ramping up staffing when needed** – as we did in 2024, during four simultaneous hurricane response activations across multiple states.

DRC'S CURRENT OFFICE LOCATIONS



COMMITMENT TO SAFETY



DRC's professional staff hold **134 unique certifications**, including those from FEMA, OSHA, USACE, the American Red Cross, and others. We bring this knowledge to bear on every project, emphasizing the importance of safety in every aspect of our work. As a result, DRC has a multi-year OSHA record of **zero work-related illnesses or injuries.**

AVAILABILITY OF RESOURCES

Through a combination of owned, rented, and leased equipment, and maintaining Master Service Agreements with multiple subcontractors and equipment suppliers across the country, DRC is prepared to mobilize to Charlotte County with the equipment required to meet the challenges presented by an event of any size. With a **bonding capacity exceeding $1 billion**, and access to additional resources through our affiliates, DRC also has the financial resources needed to execute multiple major projects simultaneously.

RAPID MOBILIZATION

With a customized plan for Charlotte County in place and our staff, equipment, and subcontractors at the ready, DRC is prepared to respond immediately to any event that may strike the County. Highlights of our mobilization plan for Charlotte County include the following:

- Equipment and staff can be staged **prior to an anticipated event**
- Project Manager and support staff in place at Charlotte County's Emergency Operations Center **within 24 hours** following Notice to Proceed
- First push complete **within 70 hours**
- Full mobilization **within 96 hours**

SPECIALIZED DEBRIS REMOVAL EXPERTISE

As a leader in the debris removal industry for more than 20 years, DRC can provide the expertise to remove, manage, and dispose of any type of debris, including but not limited to the following:

- Vegetative Debris
- Hazardous Tree and Limb Removal
- Removal of Hazardous Stumps
- Construction & Demolition (C&D) Debris
- White Goods (Household Appliances)
- Household Hazardous Waste
- E-Waste
- Canal/Waterway Debris Removal
- Vehicle and Vessel Removal
- Sand Screening, Soil Recovery, and Beach Restoration
- Dead Animals
- Private Property Debris Removal & Demolition

TECHNOLOGICAL INNOVATION

DRC's state-of-the-art office and in-field technology drives the following:

- Safe and efficient debris removal
- Precise mapping of storm damage, collection grids, and more
- Specialized debris removal in hard-to-reach areas and sensitive ecological environments
- Maximum reimbursement from FEMA and other agencies
- Compliance with all local, state, and federal regulations
- Real-time access to data and communications even during power outages and inclement weather

Please see our Three-Phase Approach in Tab E: Field Operations for details about the technologies that DRC uses to better serve Charlotte County, including the **Project Manager's Toolbox, Mapline, and more.**

CLEAR AND OPEN COMMUNICATION

From initial contract award through post-event evaluations, DRC recognizes the importance of clear and open communication with Charlotte County. We take our responsibility as your debris removal contractor very seriously, and we want to make sure we are meeting the County's needs, both under clear skies and in times of disasters. We are available for training and consultation throughout the year. During an activation, DRC will continually seek to anticipate, listen to, and meet or exceed the County's needs, as well as to proactively offer ideas and suggestions based on our experience. We will practice these communication strategies with all staff, subcontractors, government agencies and other stakeholders.

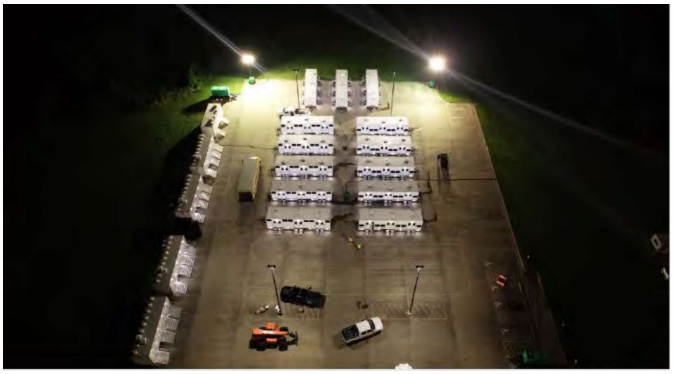
ENVIRONMENTAL STEWARDSHIP

Our work centers on restoring damaged environments, and in all our projects, DRC seeks to minimize our ecological impact. Strategies include seeking opportunities to recycle various debris types; carefully managing the removal and storage of hazardous wastes to reduce spillage; quickly repairing any damages; and educating ourselves on and then carefully following local regulations regarding wildlife and ecosystem protection.

COMPREHENSIVE AND ANCILLARY SERVICES

DRC can provide a multitude of ancillary services that may be needed in the days, weeks, months, or even years following an event, including but not limited to the following:

- Temporary housing and facilities
- Emergency power generators
- Temporary satellite communications
- Temporary sanitary facilities
- Reefer and refrigerator container with ice delivery
- Potable water truck and drinking water
- Mobile fleet repair facilities, technicians, and mechanics
- Temporary signage and traffic control
- Mobile food and water distribution site, tents, and furnishings, inclusive of operation and staffing
- Emergency temporary dry-in of facilities
- Temporary security
- Temporary lighting
- Emergency cleaning of stormwater catch basins, culverts and wastewater systems
- Temporary fueling facilities/equipment, inclusive of storage and dispensing
- Rental of various types of equipment (i.e. loaders, dump trucks, etc) with operators
- Temporary fencing
- Materials
- Dredging
- Geotechnical and civil construction
- Maritime construction
- Flood control
- Shoreline protection
- Ecosystem restoration
- Wetlands construction
- Environmental remediation









AVAILABLE EQUIPMENT

DRC will use owned equipment, subcontractor equipment, and/or lease/rent equipment based upon the disaster scenario**. DRC has the most expansive collection of rolling stock and equipment in the disaster services industry.** The company has 2,568 trucks and 1,657 pieces of support equipment, either owned or under agreement, available for immediate use. As part of the company's Corporate Mobilization Plan, a monthly inventory of available equipment is performed, recorded, and readily available. DRC has actively demonstrated the ability to quickly amass and mobilize significant quantities of equipment. **During the 2021 hurricane season, DRC operated more than 4,000 pieces of equipment simultaneously while responding to Hurricane Ida.**

Additionally, DRC has Master Service Agreements in place with national equipment suppliers, such as Herc, Sunbelt, Bottom Line, United, Caterpillar, William Scotsman, etc., to supplement our equipment needs.



DRC EMERGENCY SERVICES ASSET LIST

EQUIPMENT TYPE	DESCRIPTION	QUANTITY
Bucket Trucks	Various Models with Booms	110
Chip Trailers	Various Models and Horsepower	14
Chip Vans	Receptacle Vehicles	2
Dump Trucks	Various Models with Dual and Tri Axles	353
End Dump Trailers	Various Models and Capacity	298
Flat Bed Semis	Various Models for Equipment Movement	6
Flat Beds	53' Equipment Trailers	20
Fuel Trucks	Multiple Model and Gallon Capacity	46
Low Boys	Equipment Movement Trailers	53
Pickups	Half and Three-Quarter Ton of Various Makes and Models	45
Roll-Off Trucks	Primarily Galbreath 60,000-Pound Hoist on Various Makes	82
Roll-Off Containers	20, 30 and 40 Cubic Yard Containers	337
Self-Loaders	Various Makes with Buckets Ranging from 2-10 Cubic Yards	343
Semi Dumps	Various Makes and Models with Various Capacity	240
Semi Tractors	Various Makes	232
Service Trucks	Fully Stocked Road Ready Service Vehicles	79

Slingers	Various Models	5
Straight Trucks	Various Makes and Models	8
Sweepers	Various Models Used for DMS Operation	3
Tankers	Various Models	125
Tractor /Trailers Combos	Various Models	29
Tractors	Various Makes and Models	43
Trailers	25-Foot Travel Trailer	1
Utility Trailers	15 and 20-Foot Utility Trailers	2
Vacuum Trailer	Various Makes	30
Vacuum Trucks (Wet)	Various Makes	13
Walking Floors	48-Foot Automated Trailers	46
Water Trucks	Various Capacity Used for DMS Operation	3
Attachments - various	Buckets, Hoists, Slings, etc.	157
Back Hoes	Various Models and Capacity	40
Bobcats	Skid-Steer with Multiple Attachments	53
Bull Dozers	Various Makes and Sizes	45
Conveyors	Used for Material Movement	2
Crushers	Metal Compaction and Volume Reduction	24
Excavator	Various Makes and Models	164
Feller Buncher	Various Makes and Models Used for Clearing Projects	27
Front End Loaders	Various Makes, Models and Bucket Capacity	127
Generators	Various	41
Grinders	Horizontal and Tub Grinders	36
Jarraf Tree Trimmers	High-Capacity Trimming Equipment	3
Jersey Barriers	Used for Highway Projects and Within DMS	200
Light Plants	Various Used for Night Operation	100
Material Handlers (Tele Boom)	Loading Equipment	3
Mobile Kitchens	Various Models	13
Off Road Dumps	Volvo High Capacity	2
Pumps	Various Sizes	5
Safety Signs, Cones and PPE/Arrow Boards/Message Boards	Used for Highway Operations	503
Skid Steers	Various Sizes with Multiple Attachments	96
Screens	Shaker Screens and Sand Screens	4
Water Trucks	Various Models and Capacity	12
	TOTAL:	**4225**

MARINE VESSELS/EQUIPMENT

EQUIPMENT TYPE	QUANTITY
Inland Marine Harvester	1
Air Boat	3
Amphibious Aquatic Excavator	1
Tugboat	14
Underwater ROV	1
Utility Boat	1
Work Boat	15
JON Boats	10
500 CRANE (120 X 54 X 10)	1
510 CRANE (100 X 52 X 9)	1
524 CRANE (250 x 64 x 12)	1
526 CRANE (293 X 80 X 19)	1
527 CRANE (176 X 75 X 13)	1
529 CRANE (250 X 64 X 12)	1
531 CRANE (420 X 98 X 25)	1
532 CRANE (300 X 90 X 19)	1
533 CRANE (310 X 100 X 20)	1
534 CRANE (111 X 45 X 11)	1
535 CRANE (250 x 64 x 12)	1
536 CRANE (250 x 64 x 12)	1
541 CRANE (200 X 60 X 12)	1
566 CRANE (140 X 70 X 12)	1
Hopper Barge (EX NYC DOS)	16
Hopper Barge (260 X 52.5 X 12)	7
Hopper Barge (200 X 40 X 17.75)	2
Hydra Sport	1
Hydraulic Driven Propelled Pushers	1
Pontoon Boats	9
Poseidon Barges	3
Push Boats	2
Rescue Skiff	2
Sectional Barges	28
Side Scan Sonar	2
Deck Barge	32
Deck Barge with 9' Bin Walls	2
Deck Barge with Spuds	7
Deck Barge with Steel Box Rails	19
Go Devil Boat	1
TOTAL:	**61**

SPECIALTY EQUIPMENT

DRONES AND UNMANNED AERIAL VEHICLES (UAVS)

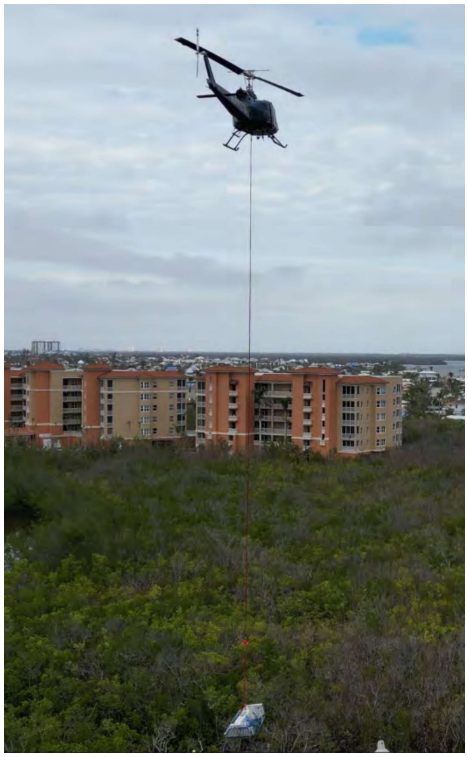


When authorized by the County, DRC will utilize drone (UAV) flights to support right-of-way patrols and supplement our ability to identify areas within the scope of the project that require debris management. UAVs help us quickly and safely assess inaccessible areas, confirm vegetation encroachments, and document hangers, leaners, and edge-of-ROW overhang prior to dispatch. High-resolution, geotagged imagery (and, when approved, LiDAR) allows our planners to assess structural damage, estimate clearance needs, and produce orthomosaics that guide crew routing and access restoration.

HELICOPTERS

Helicopters can play a crucial role in disaster debris removal by providing rapid, flexible, and efficient access to areas that are otherwise inaccessible due to damaged infrastructure, blocked roads, or hazardous conditions. Their ability to maneuver in tight spaces allows them to efficiently transport personnel, heavy equipment, and essential supplies directly to affected areas. In situations where time is critical, helicopters can quickly air-lift debris or clear paths for emergency responders, accelerating the overall recovery process. Their utilization enhances the speed of both initial damage assessments and cleanup operations and helps ensure the safety of ground crews by reducing their exposure to the areas' unstable environments.

The photo to the right depicts DRC's use of a helicopter to quickly and safely remove derelict vessels from the mangroves in Fort Myers following Hurricane Ian without damaging the sensitive environment.



TIME REQUIRED TO MOBILIZE

POST-DISASTER IMPACT RESPONSE TIMELINE

Upon receipt of Notice to Proceed or Task Order, DRC will immediately commence mobilization of equipment, operators, and laborers.

DRC has the capacity to meet, sustain, and manage all facets of disaster response, including **responding within 24 hours.** DRC proposes the following time frames for immediate disaster response:

WITHIN 24 HOURS AFTER NOTICE TO PROCEED

- Project Manager and support staff are in place and interacting with Charlotte County's Point of Contact
- Staging and certification of equipment is underway
- Permitting and mobilization of DDMS sites has begun
- Emergency Push activities are well underway, in coordination with utility providers
- Initial Damage Assessment is complete
- Public Service Announcements are initiated
- Logistical Support requirements have been assessed
- Initial Safety Meeting takes place
- Time and location of daily productivity meetings is established

WITHIN 48 HOURS AFTER NOTICE TO PROCEED

- Initial understanding of crew type and quantity has been established with the County's Point of Contact
- Roughly 50 percent of required equipment and manpower are in place
- At least one DDMS is operational, so that load and haul activities can begin
- DRC has initiated discussions with final disposal and recycling/composting providers (if applicable)
- Mapping of Collection Zones has been finalized in consultation with the County's Point of Contact
- Truck certifying continues
- Daily productivity meetings continue between DRC, the County's Point of Contact, and the Monitoring Firm assigned to the project
- Daily Safety Meetings continue

WITHIN 70 HOURS AFTER NOTICE TO PROCEED

- Emergency Push complete (if applicable)

WITHIN 96 HOURS AFTER NOTICE TO PROCEED

- Full Mobilization is complete
- All contractual requirements (bonds, safety plans, dust control, community outreach, etc.) are submitted
- Productivity assessments are made based upon existing travel times and DDMS requirements adjusted
- Equipment and personnel needs are reassessed
- Additional local and equal opportunity vendor outreach has begun and those applicants vetted
- Daily productivity meetings continue between DRC, the County's Point of Contact, and the Monitoring Firm assigned to the project
- Daily Safety Meetings continue

CERTIFIED HAZARDOUS WASTE CONTRACTOR

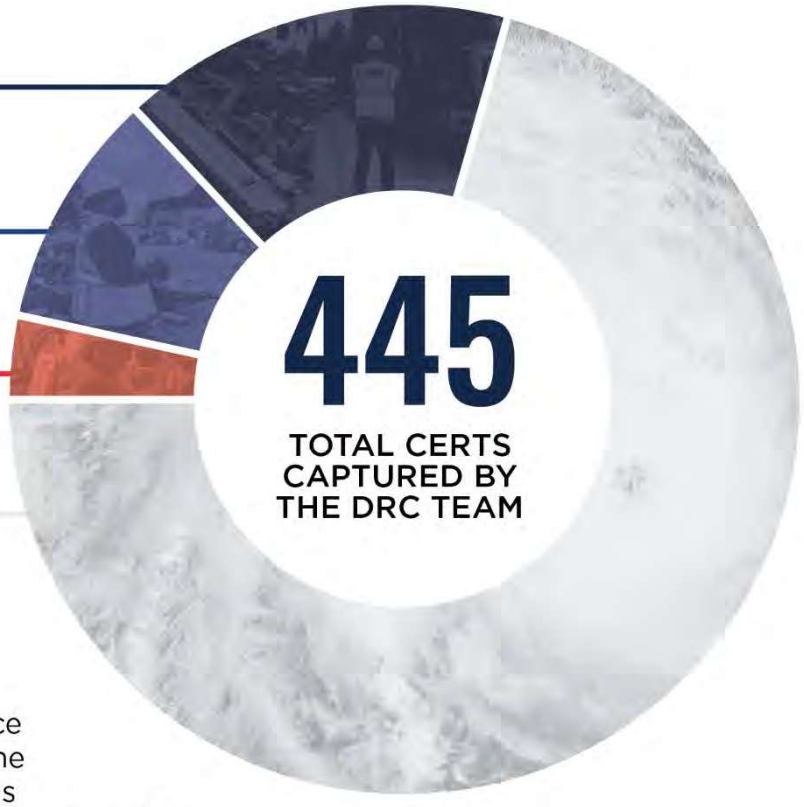
DRC TEAM CERTIFICATIONS

KEY CERTIFICATIONS - 74

OSHA - 42

HAZWOPER - 15

FEMA - 314



CONTINUOUSLY LEARNING

Staying current with all certifications and emerging certifications is not just a requirement, but a commitment to excellence that ensures we are always equipped with the latest knowledge and the best practices. This dedication to ongoing education strengthens our overall knowledge base, allowing us to provide the highest level of service and innovative solutions for our clients.

TOP COVERAGE

FEMA IS-100.C	FEMA IS-200.C	FEMA IS-632.A	FEMA IS-5.A	FEMA IS-10.A
20 TEAM MEMBERS	17 TEAM MEMBERS	14 TEAM MEMBERS	14 TEAM MEMBERS	13 TEAM MEMBERS

KEY CERTIFICATIONS

2018 Debris Management Training	Kristy Fuentes
40-HR EM 385-1-1 Construction Safety Hazard Awareness for Contractors 2024	Andy Allshouse, Chad Braun
Arborist License	Taylor Jumonville
Asbestos Abatement Training Certificate	Andy Allshouse
Asbestos Abatement Training Course for Arkansas, Alabama, Louisiana, Mississippi, and Texas	Taylor Jumonville, Jarod Tassin
Asbestos Supervisor Tennessee Environmental Services	Hayden Fuentes
Asbestos Supervisor Initial 40-HRS	Jarod Tassin
ATSSA Traffic Control Supervisor Certificate	Jarod Tassin
ATSSA Traffic Control Supervisor Course	Taylor Jumonville
ATSSA Traffic Control Technician	Andy Allshouse, Mike Tischer, Hayden Fuentes
Certified Construction Manager, CMAA	Chad Braun
CPR: Adult, Child, Infant, & AED Training (BLS)	Sam Dancer, Greg Valley, Andy Allshouse
DAWIA Level II Contracting	Chad Braun
DAWIA Level III Facility Engineering	Chad Braun
Engineer-In-Training/Land Surveyor-In-Training (EIT/LSIT) – CA Board for Professional Engineers	Rommel Salinas
Emergency Medical Technician Certification (Louisiana and National License)	Greg Valley
FDOT MOT Advanced	Scott Matthews
FDOT NUSA	Kristy Fuentes
FDOT Temporary Traffic Control Certificate	Andy Allshouse
FDOT Temporary Traffic Control Course	Taylor Jumonville
FEMA/USACE - COR Certification/Credentials	Chad Braun
Fire Apparatus Driver/Operator – Aerial (LSU)	Greg Valley
Fire Apparatus Driver/Operator – Pumper (LSU)	Greg Valley
Hazardous Waste Operations & Emergency Response - Initial	Joe Newman, Mark Bush, Lisa Garcia, Clif Kennedy, Hayden Fuentes, Andy Allshouse, Taylor Jumonville, Greg Valley
H2S Awareness Training CPR AED Certified	Mark Bush
LADOTD Traffic Incident Management	Greg Valley

LA Board of Ethics – Ethics Training for Public Servants	Greg Valley
LDEQ Asbestos Contractor/Supervisor	Sam Dancer, Taylor Jumonville, Jarod Tassin
Leadership in Energy and Environmental Design Accredited Professional - USGBC	Rommel Salinas
Louisiana Solid Waste Operator's Training Workshop - Certificate of Attendance 2024	Kristy Fuentes
National Registry – EMS Professional	Greg Valley
National Wildlife Coordinative Group Certification L-381	Tony Furr
National Wildlife Coordinative Group Certification L-480	Tony Furr
NFPA 1001 Firefighter I	Greg Valley
NFPA 1010 Firefighter II	Greg Valley
QCI Training Program - Online Refresher Training	Sam Dancer
Registered Professional Engineer, Tennessee License #112212	Chad Braun
St. Tammany NFPA 1002 Standards for Fire Apparatus Driver	Greg Valley
St. Tammany Vehicle Rescue 12 HR	Greg Valley
University of Alabama Safe State SSEP Accreditation	Taylor Jumonville
USACE - Civil Level One Training	Chad Braun
USACE Construction Quality Management (CQM) Training Certificate	Jeff Snow, Greg Valley, Sam Dancer, Rommel Salinas, Clif Kennedy, Hayden Fuentes, Kelly Patrick, Andy Allshouse, Mitch Varnadoe, Tom Baker, Evan Fancher
VDOT Intermediate Work Zone and Flagger Certification	Hayden Fuentes, Jarod Tassin, Kelly Patrick, Mitch Varnadoe, Taylor Jumonville, Tom Baker
HAZWOPER	
Hazwoper	Ace Baker, Andy Allshouse, Chad Braun, Hayden Fuentes, Hudson Taylor, Joe Newman, Kelly Patrick, Mark Bush, Sam Dancer, Taylor Jumonville, Christian Carver, Jarod Tassin, Rommel Salinas, Charles Kraft
Hazwoper Refresher	Sam Dancer
OSHA	
OSHA 10-HR Construction Safety and Health	Chad Braun
OSHA 10-HR Training for the Construction Industry	Lif Kennedy, Taylor Jumonville, Tom Baker
OSHA 30-HR Outreach Training Program - Construction	Ace Baker, Jarod Tassin, Kelly Patrick, Andy Allshouse, Tom Baker
OSHA 30-HR General Industry Outreach Training Program	Chad Braun, Hayden Fuentes, Hudson Taylor, Trevor Taylor

OSHA Biological Health Hazards in Construction	Sam Dancer
OSHA Confined Space Safety	Sam Dancer
OSHA Demolition Safety	Sam Dancer
OSHA Effective Accident Investigation	Sam Dancer
OSHA Effective OSH Committee Meetings	Sam Dancer
OSHA Effective Safety Committee Operations	Sam Dancer
OSHA Electrical Safety for Employees - Basic	Sam Dancer
OSHA Ergonomics Hazards in Construction	Sam Dancer
OSHA Ergonomics Program Management	Sam Dancer
OSHA Fire Prevention Plans	Sam Dancer
OSHA Fleet Safety Management	Sam Dancer
OSHA Focus Four: Caught-In-Or-Between Hazards	Sam Dancer
OSHA Focus Four: Electrocution Hazards	Sam Dancer
OSHA Focus Four: Fall Hazards	Sam Dancer
OSHA Focus Four: Struck-By Hazards	Sam Dancer
OSHA Hazard Analysis and Control	Sam Dancer
OSHA Hazard Communication - Basic	Sam Dancer
OSHA Heat and Cold Stress Safety	Sam Dancer
OSHA Introduction to Industrial Hygiene	Sam Dancer
OSHA Introduction to Safety Management	Sam Dancer
OSHA Managing Safety and Health - Construction	Sam Dancer
OSHA Personal Protective and Lifesaving Equipment	Sam Dancer
OSHA Physical Health Hazards in Construction	Sam Dancer
OSHA Safety Management System Evaluation	Sam Dancer
OSHA Stairway and Ladder Safety	Sam Dancer
OSHA Work Zone Traffic Safety	Sam Dancer

FEMA	
IS-5.a - An Introduction to Hazardous Materials	Sam Dancer, Jarod Tassin, Andy Allshouse, Taylor Jumonville, Mark Bush, Tony Swain, Hayden Fuentes, Evan Fancher, Tom Baker, Kristy Fuentes, Charles Kraft, Lisa Walsh, Mike Tischer, Jolie Bonvillian
IS-10.a - Animals in Disasters: Awareness and Preparedness	Lisa Walsh, Sam Dancer, Jarod Tassin, Andy Allshouse, Taylor Jumonville, Mark Bush, Tony Swain, Hayden Fuentes, Charles Kraft, Evan Fancher, Tom Baker, Kristy Fuentes, Mike Tischer
IS-11.a - Animals in Disasters: Community Planning	Lisa Walsh, Sam Dancer, Hayden Fuentes, Kristy Fuentes, Jolie Bonvillian
IS-15.b - Special Events Contingency Planning for Public Safety Agencies	Hayden Fuentes
IS-20.24 - Diversity Awareness Course 2024	Sam Dancer, Hayden Fuentes, John Sullivan
IS-21.24 - Civil Rights and FEMA Disaster Assistance	Sam Dancer, Hayden Fuentes
IS-27 - Orientation to FEMA Logistics	Hayden Fuentes
IS-29.a - Public Information Officer Awareness	Sam Dancer, Kristy Fuentes, Mike Tischer
IS-33.17 FEMA Initial Ethics Orientation	Jolie Bonvillian
IS-35.24 - FEMA Safety Orientation 2024	Hayden Fuentes, Jolie Bonvillian
IS-42.a – Social Media in Emergency Management	Kristy Fuentes, Jolie Bonvillian
IS-37.24 - Managerial Safety and Health	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Charles Kraft, Evan Fancher, Lisa Walsh, Tom Baker
IS-75 - Military Resources in Emergency Management	Sam Dancer
IS-100.c - Introduction to the Incident Command System, ICS 100	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Kelly Patrick, Andy Allshouse, Taylor Jumonville, Mike Tischer, Mark Bush, Tony Swain, Tony Furr, Clif Kennedy, Charles Kraft, Evan Fancher, Tom Baker, Joe Newman, Kristy Fuentes, John Sullivan, Lisa Walsh, Chad Braun, Greg Valley, Jolie Bonvillian
IS-111.a - Livestock in Disasters	Lisa Walsh, Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Taylor Jumonville, Mark Bush, Charles Kraft, Evan Fancher, Tom Baker
IS-200.c - Basic Incident Command System for Initial Response, ICS-200	Lisa Walsh, Sam Dancer, Jarod Tassin, Mitch Varnadoe, Kelly Patrick, Andy Allshouse, Taylor Jumonville, Mark Bush, Charles Kraft, Evan Fancher, Tom Baker, Kristy Fuentes, John Sullivan, Mike Tischer, Tony Furr, Greg Valley, Jolie Bonvillian
IS-201 - Forms Used for the Development of the Incident Action Plan	Lisa Walsh, Sam Dancer, Kristy Fuentes
IS-230.e - Fundamentals of Emergency Management	Sam Dancer, Tony Furr

IS-235.c - Emergency Planning	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Mark Bush, Charles Kraft, Tom Baker, Lisa Walsh, Evan Fancher
IS-241.c - Decision Making and Problem Solving	Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Mark Bush, Charles Kraft, Tom Baker, Evan Fancher, Sam Dancer, Lisa Walsh, Kristy Fuentes
IS-242.c - Effective Communication	Mark Bush, Andy Allshouse, Mitch Varnadoe, Jarod Tassin, Lisa Walsh, Tom Baker, Evan Fancher, Charles Kraft, Sam Dancer
IS-244.b - Developing and Managing Volunteers	Lisa Walsh, Sam Dancer, Kristy Fuentes, Jolie Bonvillian
IS-315.a - CERT and the Incident Command System (ICS)	Sam Dancer, Charles Kraft, Kristy Fuentes, Jolie Bonvillian
IS-317.a - Introduction to Community Emergency Response Team (CERTs)	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Mark Bush, Charles Kraft, Tom Baker, Evan Fancher, Kristy Fuentes, Lisa Walsh, Tony Furr, Jolie Bonvillian
IS-321 - Hurricane Mitigation Basics for Mitigation Staff	Mark Bush
IS-324.a - Community Hurricane Preparedness	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Charles Kraft, Tom Baker, Kristy Fuentes, Lisa Walsh
IS-325 - Earthquake Basics: Science, Risk, and Mitigation	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Mark Bush, Tony Swain, Evan Fancher, Charles Kraft, Tom Baker, Lisa Walsh
IS-360 - Preparing for Mass Casualty Incidents: A Guide for Schools, Higher Education, and Houses of Worship	Sam Dancer
IS-368.a - Including People with Disabilities in Disaster Operations	Sam Dancer
IS-393.b Introduction to Hazard Mitigation	Tony Furr
IS-394 – Protecting Your Home or Samll Business from Disaster	Jolie Bonvillian
IS-453 - Introduction to Homeland Security Planning	Lisa Walsh, Sam Dancer, Kristy Fuentes
IS-559 - Local Damage Assessment	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Charles Kraft, Evan Fancher, Tom Baker, Lisa Walsh
IS-632.a - Introduction to Debris Operations	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Kelly Patrick, Andy Allshouse, Mark Bush, Tony Swain, Clif Kennedy, Charles Kraft, Evan Fancher, Tom Baker, Joe Newman, Kristy Fuentes, Lisa Walsh
IS-633 - Debris Management Plan Development	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Taylor Jumonville, Mark Bush, Tony Swain, Charles Kraft, Evan Fancher, Tom Baker, Kristy Fuentes, Lisa Walsh
IS-660 - Introduction to Public-Private Partnerships	Lisa Walsh, Sam Dancer, Jolie Bonvillian
IS-662 - Improving Preparedness and Resilience through Public-Private Partnerships	Lisa Walsh

IS-700.b - An Introduction to the National Incident Management System	Lisa Walsh, Sam Dancer, Jarod Tassin, Mitch Varnadoe, Kelly Patrick, Andy Allshouse, Mark Bush, Clif Kennedy, Evan Fancher, Tom Baker, Kristy Fuentes, Mike Tischer, Chad Braun, Greg Valley, Jolie Bonvillian
IS-703.b - National Incident Management System Resource Management	Mike Tischer
IS-706 - NIMS Intrastate Mutual Aid - An Introduction	Lisa Walsh, Sam Dancer, Kristy Fuentes, Mike Tischer, Jolie Bonvillian
IS-800.d - National Response Framework, An Introduction	Sam Dancer, Jarod Tassin, Mitch Varnadoe, Kelly Patrick, Andy Allshouse, Charles Kraft, Tom Baker, Evan Fancher, Kristy Fuentes, Lisa Walsh, Mike Tischer, Tony Furr, Greg Valley
IS-904 - Active Shooter Prevention: You Can Make a Difference	Sam Dancer
IS-905 - Responding to an Active Shooter: You Can Make a Difference	Sam Dancer
IS-906 - Workplace Security Awareness	Lisa Walsh, Sam Dancer, Kristy Fuentes
IS-907 - Active Shooter: What You Can Do	Lisa Walsh, Sam Dancer, Kristy Fuentes
IS-909 - Community Preparedness: Implementing Simple Activities for Everyone	Lisa Walsh, Sam Dancer, Kristy Fuentes
IS-912 - Retail Security Awareness: Understanding the Hidden Hazards	Sam Dancer
IS-1000 - Public Assistance Program and Eligibility	Sam Dancer
IS-1001 - The Public Assistance Delivery Model Orientation	Lisa Walsh, Sam Dancer, Jarod Tassin, Mitch Varnadoe, Kelly Patrick, Andy Allshouse, Charles Kraft, Evan Fancher, Tom Baker
IS-1006 – Documenting Disaster Damage and Developing Project Files	Andy Allshouse, Chad Braun, Tom Baker
Is-1008 – Scope of Work Development	Andy Allshouse, Chad Braun, Tom Baker
IS-1010 - Emergency Protective Measures	Lisa Walsh, Sam Dancer, Jarod Tassin, Mitch Varnadoe, Andy Allshouse, Taylor Jumonville, Charles Kraft, Evan Fancher, Tom Baker
IS-1150 - DHS Human Trafficking Awareness for FEMA Employees	Sam Dancer
IS-1151 - Blue Campaign Disaster Responder Training	Sam Dancer
IS-1172 - The Risk Management Process for Federal Facilities: Facility Security Level (FSL) Determination	Sam Dancer
IS-2002 - Introduction to FEMA Operational Planning	Sam Dancer
IS-2200 - Basic emergency Operations Center Functions	Sam Dancer
IS-2900.a - National Disaster Recovery Framework (NDRF) Overview	Lisa Walsh, Sam Dancer, Charles Kraft, Joe Newman, Kristy Fuentes, Jolie Bonvillian
IS-2901 - Introduction to Community Lifelines	Sam Dancer

RESPONSE TEAM, ORGANIZATION AND LEADERS

LEADERSHIP AT A GLANCE

Evan Fancher is the Regional Manager for Charlotte County and will serve as a direct government liaison between the County and the DRC operations team. Joe Newman, Vice President of Operations, will direct and manage the project, leveraging DRC's experienced operations team. Mr. Newman and his team have over 500 years of combined experience in disaster recovery management, including but not limited to the following:



Evan Fancher,
Regional Manager

2024 Hurricanes – DRC was activated on 91 contracts in seven states in response to Hurricanes Beryl, Francine, Helene, and Milton. We have removed more than 18,000,000 cubic yards of debris during these activations.

2022 Hurricane Ian – DRC managed multiple activations across the state of Florida, including three Florida Department of Transportation Regional contracts. DRC recycled 100% of the 3.3 million cubic yards of vegetative debris collected in Sarasota County and surrounding municipalities.

2021 Hurricane Ida – DRC managed multiple Louisiana Department of Transportation district contracts, removing debris in all FEMA-declared parishes across the state, while managing 38 additional local activations in Louisiana, Alabama, and Pennsylvania.



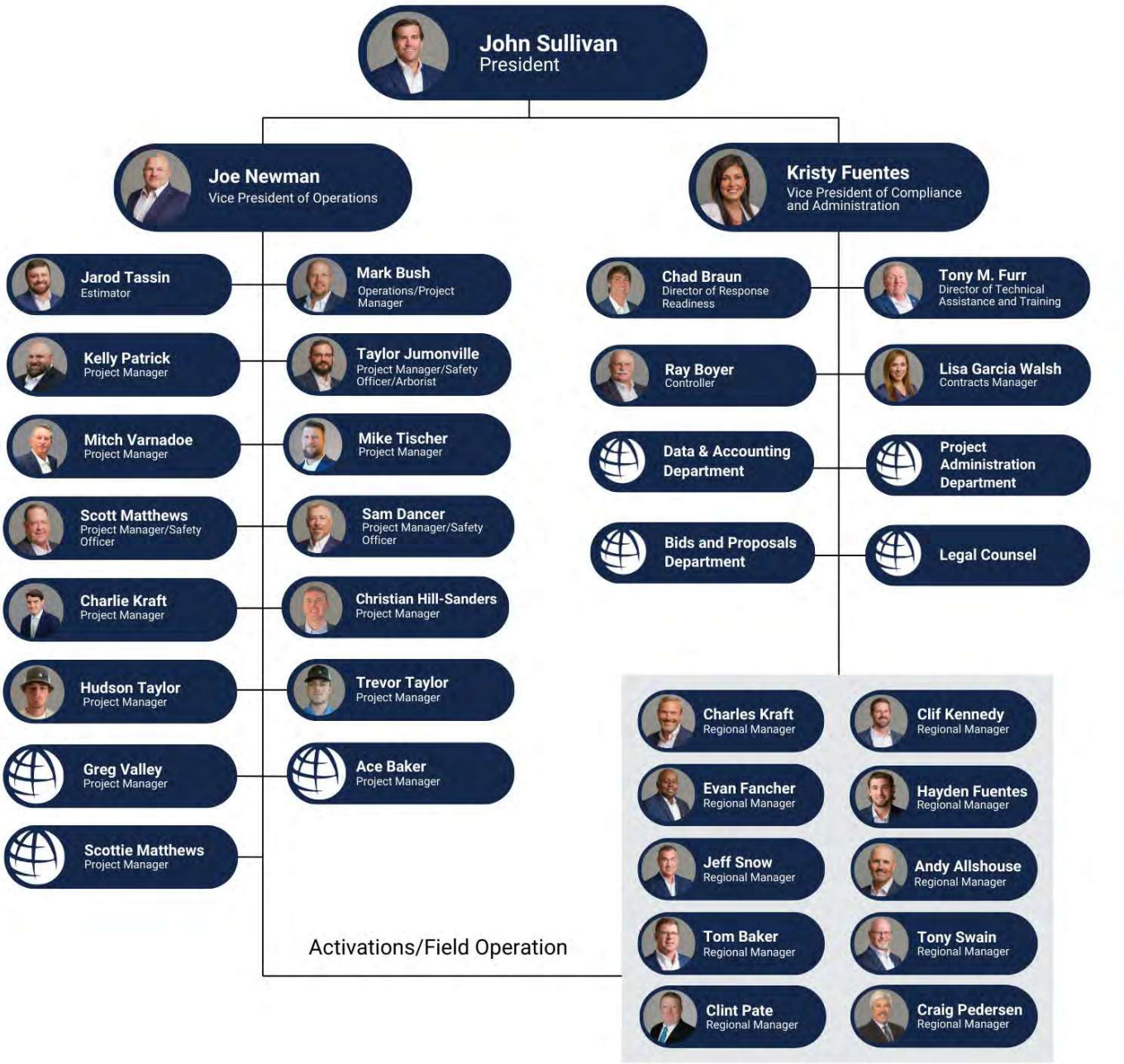
Joe Newman,
Vice President of Operations

Since its inception, the DRC team has responded to major natural and man-made disasters occurring across the United States. DRC's personnel are trained, motivated, and available for immediate deployment in an emergency response. All assigned personnel will be available to the County as needed. Personnel are NIMS-certified and/or have specialized training in safety and asbestos management. They are equipped with utility vehicles; digital, handheld, multi-state, two-way radios; cellular communications; and handheld computers; as well as a DRC supervisor handbook including required reports and forms for successful disaster response and management. DRC personnel have the experience and/or training to respond **immediately** to disasters.

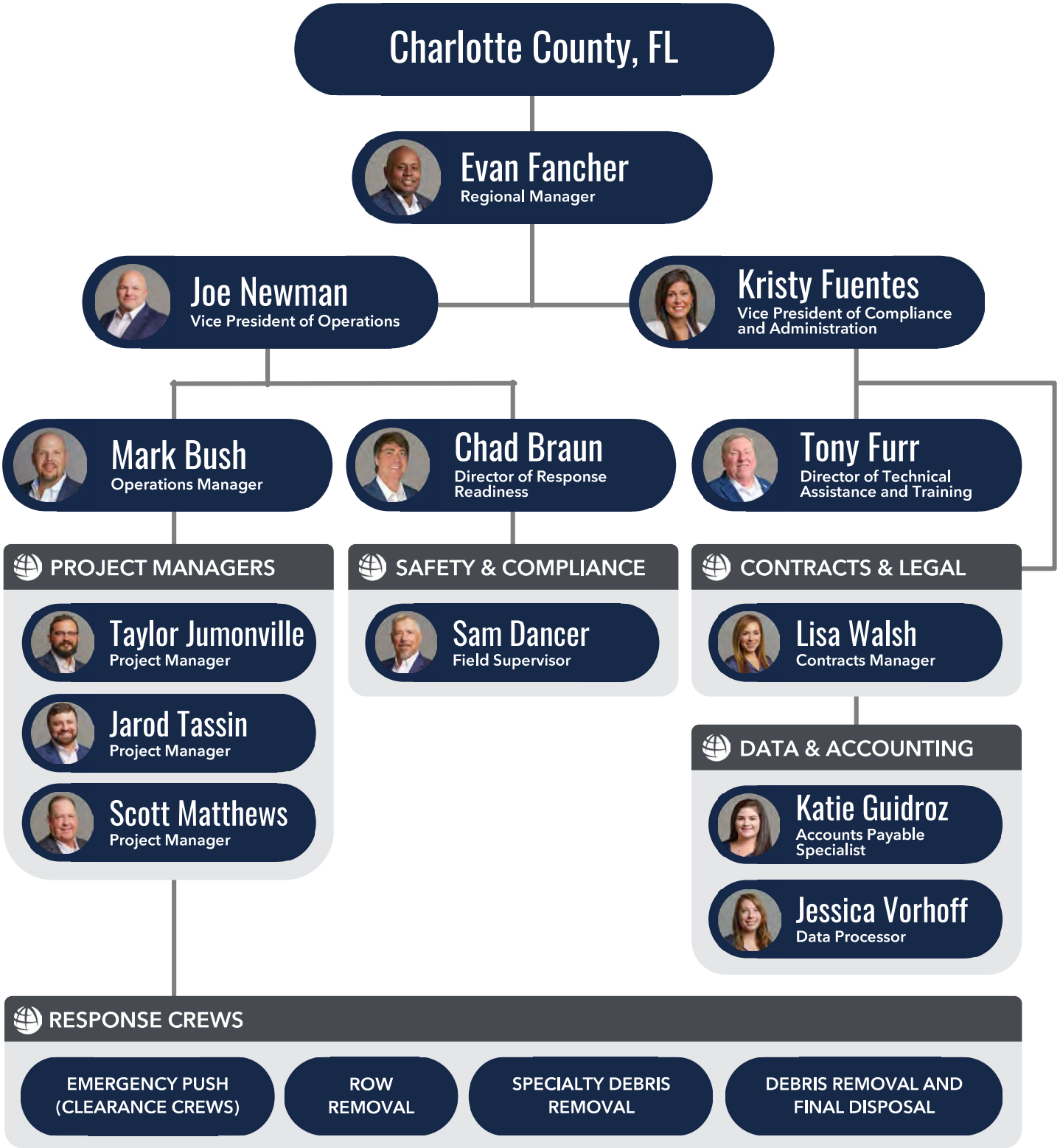
DRC employs more than 30 Regional and Project Managers. Regional Managers are assigned to specific geographic locations throughout the United States to assist, monitor and lead the project teams in response to emergency situations. In the event of a large-scale disaster, Regional Managers may be mobilized to support recovery efforts in any area of the country. Evan Fancher, the Regional Manager for Charlotte County, is capable of responding to the needs of the County 24 hours a day, 7 days a week.



ORGANIZATIONAL CHART



FIELD ORGANIZATIONAL CHART



JOHN SULLIVAN

President

John R. Sullivan is the president of DRC Emergency Services, one of the nation's largest providers of disaster recovery, debris management and emergency response services across the United States. Under his leadership, DRC is at the forefront of every major disaster, working with federal, state and local agencies to restore communities and rebuild critical infrastructure. As an Executive Board member of the Disaster Recovery Coalition of America (DRCA), Mr. Sullivan is dedicated to advancing best practices in disaster response.

With 30 years of experience in the construction and emergency response industries, Mr. Sullivan has extensive expertise in disaster recovery, large-scale infrastructure development, marine construction and dredging. In addition to his leadership at DRC, he plays a key role in the executive management and operations of several portfolio companies, including SLSCO Ltd., Callan Marine and Forgen.

What began as Sullivan Land Services over three decades ago has grown into the Sullivan Brothers Family of Companies, a nationwide enterprise operating in all 50 states with 12,400 employees and 580+ active project locations. Together, these companies are dedicated to transforming communities and improving individual lives by delivering comprehensive solutions across a wide range of industries. Their work spans construction, disaster recovery, infrastructure development, industrial services, environmental remediation, healthcare and energy projects, addressing the diverse needs of both public and private sector clients, including FEMA, USACE and HUD.



(888) 721-4372

Jsullivan@drcusa.com

111 Veterans Boulevard, Ste. 1420,
Metairie, LA 70005

EDUCATION

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

WORK EXPERIENCE

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

New York City Rapid Repairs Program – *New York, NY*
• Over 1,700 homes were repaired throughout the five boroughs of New York following Hurricane Sandy. All repairs were performed in a four-month period and included mechanical, electric, and plumbing.

FEMA Galveston County Emergency Housing – Galveston County, TX
• Involved the complete development of two former athletic fields into fully-functional manufactured home communities totaling 106 units. Both projects were completed in 28 days.

USACE GIWW Willacy County Dredging – Harlingen, TX
• Dredging of approximately 423,000 cubic yards of material in the Gulf Intracoastal Waterway and disposal in designated USACE placement areas.

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

NOTABLE PROJECTS

2025
Flooding in Texas, Kentucky, and Tennessee
2024
Hurricanes Beryl, Francine, Helene, and Milton; New Mexico Wildfire
2023
Hawaii Wildfire; Tornadoes in Alabama, Arkansas, Mississippi, and Oklahoma
2022
Hurricane Ian
2021
Hurricane Ida, Kentucky and Alabama Tornadoes, Texas Severe Winter Storms
2020
Hurricane Zeta, Hurricane Delta, Hurricane Sally, Hurricane Laura, Hurricane Isaias, Hurricane Hana
2019
Hurricane Dorian, Tropical Storm Barry, Tropical Storm Imelda
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Maria, Hurricane Irma, Hurricane Harvey
2016
LA Severe Storms & Flooding
2015
Winter Storm Jonas; Houston, TX Flood

CERTIFICATIONS

• Introduction to Incident Command System, ICS-100
• ICS for Single Resources and Initial Action Incident
• OSHA Safety Certification
• USACE Contractor Quality Management
• FEMA IS-20.24 • FEMA IS-100.b • FEMA IS-200.b

KRISTY FUENTES

Vice President of Compliance and Administration



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Kfuentes@drcusa.com

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Metairie, LA 70005

Kristy Fuentes, DRC's Vice President of Compliance and Administration, offers 20 years of experience in disaster recovery projects, client expansion, and government relations. Throughout the years, Ms. Fuentes has been an essential element in the management of all of DRC's disaster relief projects. Some of these major hurricane projects include Hurricanes Helene, Milton, Ian, Ida, Michael, Florence, Irma, Harvey, Ike, Wilma, and Katrina. Other major projects include the 2025 Texas Hill Country Floods, 2024 South Fork and Salt Fires, 2023 Hawaii Wildfires, 2022 Colorado Marshall Wildfires, 2021 Kentucky Tornadoes, 2021 Winter Storm Uri, 2020 California Wildfires, 2020 Malden Fire, 2016 Louisiana Severe Storms and Flooding, and the 2010 BP Oil Spill. She managed 91 activations in response to Hurricanes Helene and Milton in 2025; these projects involved the operation of 151 debris management sites, as well as the removal and disposal of more than 18 million cubic yards of debris. Ms. Fuentes has been an instrumental asset to the company by acting as the designated liaison for clients and ensuring consistency and quality in performance while managing various projects.

Ms. Fuentes has implemented changes and improvements to the methods and procedures for contracts, licensing, and pre-qualification processes to guarantee contractor compliance with Federal and State regulations. Ms. Fuentes continues to aid clients across the United States in planning, program management, disaster response, demolition contracting, and regulatory compliance while maintaining a key administrative role for every disaster and project DRC performs. Ms. Fuentes' unique oversight and creativity in every role she has assumed has significantly improved DRC's ability to flourish in increasingly demanding disaster recovery environments.

EDUCATION

University of New Orleans – New Orleans, LA
Marketing – 1993
Southeastern Louisiana University – Hammond, LA
Marketing – 1992–1993

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA

Chief Executive Compliance Officer, October 2014 – Present
• Overall day-to-day responsibility for directing the DRC ethics, business conduct, and government contract compliance programs. Ensures that all executives and employees have ethics training on an annual basis and that the code provides compliance guidance appropriate to the size and nature of DRC's business.

Vice President of Business Development, 2013 – Present
• Management of DRC's marketing, sales, and communications functions, providing client relations and assistance in planning, program management, disaster response, demolition, contracting, and regulatory compliance.

Regional Manager, 2005 – Present
• Overall day-to-day responsibility for managing all client customer needs, including contracts, maintenance, training, and planning for disaster events.

NOTABLE PROJECTS

2025
Flooding in Texas, Kentucky, and Tennessee
2024
Hurricanes Beryl, Francine, Helene, and Milton; New Mexico Wildfire
2023
Hawaii Wildfire; Tornadoes in Alabama, Arkansas, Mississippi, and Oklahoma
2022
Hurricane Ian
2021
Kentucky Tornadoes, Hurricane Ida, Alabama Tornadoes, Texas Severe Winter Storms
2020
Hurricane Zeta, Hurricane Delta, Hurricane Sally, Hurricane Laura, Hurricane Isaias, Hurricane Hana
2019
Hurricane Dorian, Tropical Storm Barry
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Maria, Hurricane Irma, Hurricane Harvey

PROMINENT CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial • FEMA IS-100.b • FEMA IS-632.a • FEMA IS-633 • FEMA IS-634 • FEMA IS-700 • FEMA IS-702.a

OTHER CERTIFICATIONS

Can be provided upon request.

JOE NEWMAN

Vice President of Operations

Mr. Newman has more than 2 decades of experience overseeing large-scale construction and disaster-related debris management projects. As Vice President of Operations, Mr. Newman maintains business relationships and offers hands-on participation and incident command on all operations. Mr. Newman plays a key role in every major activation, providing operational oversight to measure progress and adjusting processes to ensure the success of the project. Mr. Newman works closely with management personnel and oversees all project managers to maintain efficient team structure during an activation. Since becoming Vice President of Operations in 2017, Mr. Newman has managed teams across multiple types of disasters including Hurricanes, Tropical Storms, Floods, Ice Storms, Tornados, Winter Storms, Fires, and Earthquakes, with a cumulative contract value of more than $1.8 billion. Mr. Newman is a strong leader whose organizational, critical thinking, and communication skills are integral to the success of the team.



(888) 721-4372

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111 Veterans Boulevard, Ste. 1420,
Metairie, LA 70005

EDUCATION

United States Army
Army Ranger *1995-2000*

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA

Vice President of Operations *March 2016 - Present*

Program Manager *2003 - March 2016*
- On-ground execution of projects
- Crew oversight
- Schedule adherence
- Resource utilization
- Quality, safety, and regulatory compliance

United States Army

Army Ranger *1995 - 2000*
- Ranger Indoctrination Program (RIP)
- Primary Leadership Development Course (PLDC)
- Airborne School

CERTIFICATIONS

- Hazardous Waste Operations & Emergency Response – Initial
- FEMA IS-100.b
Introduction to Incident Command System, ICS-100
- FEMA IS-632.a
Introduction to Debris Operations
- FEMA IS-702.a
NIMS Public Information Systems
- FEMA IS-100.PWB
- FEMA IS-35.17
- FEMA IS-2900

NOTABLE PROJECTS

2025
Flooding in Texas, Kentucky, and Tennessee
2024
Hurricanes Beryl, Francine, Helene, and Milton; New Mexico Wildfire
2023
Hawaii Wildfire; Tornadoes in Alabama, Arkansas, Mississippi, and Oklahoma
2022
Hurricane Ian
2021
Kentucky Tornadoes, Hurricane Ida, Alabama Tornadoes, Texas Severe Winter Storms
2020
Hurricanes Zeta, Delta, Sally, Laura, Isaias, and Hana
2019
Tropical Storm Imelda, Hurricane Dorian, Tropical Storm Barry
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Maria, Hurricane Irma, Hurricane Harvey
2016
Hurricane Matthew, Louisiana Severe Storms and Flooding
2015
Houston, TX Flood
2011
Tornado Outbreak
2008
Hurricane Gustav
2007
Missouri Ice Storm
2006
New York Ice Storm
2005
Hurricane Katrina, Hurricane Dennis

TONY FURR

Director of Technical Assistance and Training

Mr. Furr was the Region VI Debris Subject Matter Expert (SME) from 2013 – 2021 for FEMA and has served as the Infrastructure Branch Director (IBD), Emergency Management Specialist, Appeals Analyst, Procurement Specialist, and Trainer for more than 100 federally declared disasters and emergencies. He is nationally known and recognized in the emergency management community and is highly knowledgeable about FEMA policies, procedures, and debris operations.

Mr. Furr was directly involved in the FEMA Public Assistance (PA) grant program from 2005 (Hurricanes Katrina and Rita) through 2020 COVID-19 events, including Hurricane Ike and Hurricane Harvey. Mr. Furr's knowledge and experience of the FEMA PA program is invaluable to both DRC Emergency Services and all clients while navigating the FEMA Disaster grant programs. Mr. Furr is also a FEMA trainer for Grants Management and Debris Management. He has delivered the Debris Management training at the National Hurricane Conference, the Texas Emergency Managers Conference, and the Oklahoma Emergency Managers Conference, and he has presided over the round table workshops hosted by the Disaster Recovery Coalition of America (DRCA) in FEMA Region VI.

Tony Furr is among the most knowledgeable people working in the debris management business, with firsthand field experience managing major disasters and PA grants.



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EDUCATION

Mitchell Community College – Statesville, North Carolina
Technical or Occupational Certificate in Engineering – 2002

Stanley Community College – Albemarle, North Carolina
Technical or Occupational Certificate – 1980

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA
Director of Technical Assistance & Training, *2021 - Present*
- Provide ongoing education to DRC Personnel and Jurisdictions through training and workshops
- Attend meetings with FEMA
- Consult with Clients to help identify and suggest equipment, products, or services they may need
- Perform a key role in project planning and identification of resources needed

Department of Homeland Security-Federal Emergency Management Agency (FEMA)
Public Assistance Task Force Lead/Debris Task Force Lead, *2016-2021*
- Regional Debris Subject Matter Expert (SME)
- Managed United States Army Corps of Engineers (USACE) mission assignment (MA) for Federal Operational Support (FOS) for a debris mission consisting of ten debris SMEs conducting field operations
- Coordinated the Debris Task Force, which consists of state, federal, and local agencies, to promote an efficient and effective debris removal mission consisting of an excess of 5,000,000 cubic yards of debris across 26 Parishes
- Liaison to the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) for debris issues

NOTABLE PROJECTS

- Designed and implemented the Chambers County Audit Program (DR-1791-TX) as requested by the Office of Inspector General (OIG). Specific program elements included research and analysis of OIG findings, guidance to the seven-person FEMA/State Audit Team on the necessary steps and methodology of the audit process, interpretation of statutory regulation and policy, and communication and coordination between all stakeholders on the project progress and results

- At the request of Senior Management, designed and developed the current Region 6, Debris Management Plan (DMP) templates to aid the Grantee / Subgrantees in the development of their own comprehensive DMP

- Served as Region 6 Debris Subject Matter Expert (SME), reviewing all applicant-submitted Debris Management Plans

- Performed technical review of the City of Dayton's (subgrantee) second appeal for FEMA HQ and provided White Paper technical analysis of programmatic compliance

CERTIFICATIONS

ICS-100 • ICS-200 • FEMA IS-24 • FEMA IS-632.a • FEMA IS-634 • FEMA IS-800.b • FEMA IS-821 • FEMA IS-00022 • FEMA IS-00230 • FEMA IS-00317 • FEMA IS-00393.a • FEMA IS-00631 • FEMA IS-00632 • FEMA IS-00821 • FEMA IS-1812 • National Wildlife Coordinative Group Certifications L-381 and L-480 • E0193 Certified Appeal Analyst • Various field training, including CEF, Hazard Mitigation, PA Ops 1, PA Ops 2, and Debris • Project Management (Certified Project Manager (CPM) URS Corporation

CHAD BRAUN

Director of Response Readiness

Mr. Braun is a nationally recognized expert in debris disaster response with over 2 decades of experience leading emergency operations for the U.S. Army Corps of Engineers (USACE). He has managed large-scale debris missions following major hurricanes and natural disasters across Florida, Puerto Rico, Mississippi, Louisiana, Texas, Alabama, and Tennessee. Notably, he served on the USACE Debris National Cadre as a Debris Subject Matter Expert (SME) from 2016 to 2025, leading and overseeing debris removal and disposal operations during some of the most complex emergency missions in recent U.S. history. Mr. Braun has directed large field teams, led major public and private debris cleanup efforts, and developed response protocols for national-level debris operations. His subject matter expertise in Government coordination, debris contracting, and disaster logistics make him a critical asset to our response team.

In addition to his disaster response work, Mr. Braun has a deep background in federal construction and service contract management, overseeing more than $700 million annually in global construction and $330 million in service contract task orders. He has served as a warranted Administrative Contracting Officer (ACO) for multi-million-dollar programs, delivered design-build projects, and provided leadership for large scale Civil Works Projects. Mr. Braun has led technical evaluations for major acquisitions, served as a CPARS Assessing Official, and played key roles on Source Selection Evaluation Boards. His credentials and leadership in high-risk, multi-site operations, reflect his ability to deliver results across mission-critical federal programs.



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EDUCATION

Tennessee Technological University
B.S. in Civil Engineering

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA
Director of Response Readiness, 2025 – Present

USACE – Huntsville Center – Huntsville, AL
Emergency Operations SME, 2015 – 2025
• SME for FEMA Debris Emergency Operations—coordinated logistics, contracts, and recovery across FL, LA, TX, TN. Key player in Hurricane Maria Response; led $749M T&M contract support for Puerto Rico's power grid recovery. Directed post-disaster debris management with federal, state, and local partners; supervised large-scale response teams. Oversaw $700M+ in construction and $330M+ in service task orders annually across global programs.

USACE – Mobile District – Crestview, FL
Resident Engineer/Office Chief, 2019
• Oversaw $50M+ in military construction and SRM projects. Led construction team, ensured QA/safety compliance, and evaluated CMS A&E proposals.

USACE – Transatlantic Middle East District – Iraq
Lead Office Engineer, 2017
• Supported $300M emergency dam stabilization; led SOP development for high-risk cost-reimbursable contracts. Supervised Iraqi engineers and served as COR for personnel services.

USACE – Nashville District – Center Hill, TN
Team Lead, 2008 – 2015
• Directed teams of 50–80 QA staff for national debris removal ops. Managed megaprojects including $120M barrier wall and $87M grouting contracts. Led $58M+ in REA and mod resolution; implemented VECPs saving $6.8M.

CERTIFICATIONS

• Registered Professional Engineer, Tennessee License #112212 • Certified Construction Manager, CMAA • DAWIA Level II Contracting • DAWIA Level III Facility Engineering • 10-hour OSHA Construction Safety and Health • FEMA/USACE – COR Certification/Credentials • USACE – Civil Level One Training • FEMA IS-100.c • FEMA IS-700.b
• Hazwoper

NOTABLE PROJECTS

2024-2025 – Hurricane Helene, Hurricane Milton
2023 – Hurricane Idalia
2022 – Hurricane Ian
2021-2020 – Tennessee Floods, Hurricane Laura, Hurricane Delta, Tennessee Tornadoes
2017-2018 – Hurricane Maria, Hurricane Irma
2016 – Louisiana Severe Storms and Flooding, Texas Floods
2005-2006 – Hurricane Katrina

LISA WALSH

Contracts Manager

Prior to joining DRC, Ms. Walsh provided administrative assistance for emergency response projects involving FEMA protocol. Since joining DRC in 2010, she gained experience in data management operations following some of the largest debris generating natural disasters in recent history, and she became an integral part of DRC's data department. Ms. Walsh was responsible for overseeing data collection for state and federally funded projects, helping to recover $2.5 billion in data collection since 2016. Ms. Walsh is very important to DRC's continued success in data.

Since 2013, Ms. Walsh has overseen all contracts for DRC as Contracts Manager. Her role is to maintain all contractual records and documentation, such as receipt and control of all contract correspondence; managing the pre-events contracts database; and coordinating with new and existing clients in establishing pre-event contract awards, contract renewals, and contract extensions. Ms. Walsh has provided continuous administrative aid to DRC's management personnel on all major disasters since 2010 through assisting and maintaining close relationships with each jurisdiction to ensure that all documentation is received and sent in a timely manner.



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EDUCATION

Our Lady of Holy Cross College – New Orleans, LA
Bachelor's Degree in Accounting – May 2015
Nunez Community College – Chalmette, LA
Associates Degree in Business Technology – 2010

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA

Contracts Manager, *November 2013 - Present*
• Maintain contractual records and documentation such as receipt and control of all contract correspondence.
• Ensure that signed contracts are communicated to all relevant parties to provide contract visibility and awareness and interpretation to support implementation.
• Responsible for applying for, renewing, and activating general contractor's licenses nationwide; prequalification with Department of Transportation offices nationwide
• Responsible for Secretary of State annual filings and authorizations to do business

Project Administrator, *July 2010 - November 2013*
• Provided administrative assistance to the Chief Operating Officer, Regional Manager, and several Project Managers for projects in Louisiana, including, but limited to:
  • MC52 BP Oil Spill Clean Up
  • St. Bernard Road Project
  • Orleans Parish Sheriff's Office
  • Hurricane Isaac Recovery – Assisted project managers in several contracts; coordinated and managed personnel to scan and submit tickets to the Mobile office
• Project Administrator for two demolition projects for the City of New Orleans; responsibilities included filing permits, making LA One Calls, reviewing all packets for demolition paperwork before demolition, attending monthly meetings with the City of New Orleans, and providing invoicing reconciliation
• Researched bids and RFPs throughout the United States

Law Offices of Christian D. Chesson – New Orleans, Louisiana
Paralegal/Office Manager, *September 2006-January 2009*
• Assisted in Chapter 7 Bankruptcy and Lemon Law documentation for clients
• Provided overall office management, including:
  • Client relations
  • Accounts payable/receivable
  • Administrative support to ten attorneys in the New Orleans office location
  • Liaison between the New Orleans office and the Lake Charles office locations

Advanced Cleanup Technologies, Inc. – Rancho Dominguez, California
Administrative Manager, *October 2005-May 2006*
• Director of Human Resources for the Southeastern Branch of ACTI
• Administrative office manager duties included documentation and operational support for operations manager and project managers; invoicing for emergency response projects following FEMA protocol

PROMINENT CERTIFICATIONS

• Hazardous Waste Operations & Emergency Response – Initial

OTHER CERTIFICATIONS

Can be provided upon request.

LISA WALSH

Contracts Manager

NOTABLE PROJECTS

2025
Flooding in Texas, Kentucky, and Tennessee
2024
Hurricanes Beryl, Francine, Helene, and Milton; New Mexico Wildfire
2023
Hawaii Wildfire; Tornadoes in Alabama, Arkansas, Mississippi, and Oklahoma
2022
Hurricane Ian
2021
Kentucky Tornadoes, Hurricane Ida, Alabama Tornadoes, Texas Severe Winter Storms
2020
Hurricane Zeta, Hurricane Delta, Hurricane Sally, Hurricane Laura, Hurricane Isaias, Hurricane Hana
2019
Tropical Storm Imelda, Hurricane Dorian, Tropical Storm Barry
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Maria, Hurricane Irma, Hurricane Harvey
2016
Hurricane Matthew, Louisiana Severe Storms and Flooding (DR-4277)
2015
Winter Storm Jonas, Houston, TX Flood
2014
Winter Storm Pax
2013
Midwestern Tornado Outbreak
2012
Super Storm Sandy, Hurricane Issac
2011
Hurricane Irene
2010
BP Oil Spill
2008
Hurricane Gustav, Hurricane Ike
2006
Hurricane Wilma
2005
Hurricane Rita, Hurricane Ophelia, Hurricane Katrina, Hurricane Dennis

MARK BUSH

Operations Manager/Project Manager

Mr. Bush is a Texas native who worked previously as Field Service Supervisor/Operations Coordinator for an oilfield services company specializing in water treatment. He also served six years in the US Army as a Light Wheel Mechanic and served as a Squad Leader with the 4th Brigade/4th Infantry Division. Mr. Bush went to Lamar University in Beaumont, TX. Upon joining DRC, he worked as a Project Manager. Currently, Mr. Bush works for DRC as Operations Manager. As Operations Manager, Mr. Bush contributes information and recommendations for strategic plans and reviews; prepares and completes action plans; implements production, productivity, quality, and customer service standards; resolves problems in the field; completes audits; identifies trends; analyzes and improves organizational processes and workflows; maintains safe and healthy work environments by establishing, following, and enforcing standards and procedures; and complies with legal regulations. His prior experience has helped him hone his skills in personnel management, reliability and responsiveness, attention to detail, adaptability to change, and time management.

Mr. Bush managed debris removal operations following the Babb Road Wildfire in Washington in 2020 and the Marshall Fires in Colorado in 2021. In 2022, he managed several projects in Florida following Hurricane Ian. Additionally, Mr. Bush led DRC's response to Winter Storm Mara for Travis County, Texas in 2023. In 2024, he managed projects for the State of Washington following the Oregon & Grey Fires. Mr. Bush also directed debris removal operations in Harris County following the May 2024 Derecho, in the City of Houston following Hurricane Beryl, and in several Louisiana cities and parishes following Hurricane Francine. The value of his 2024 work exceeded $24 million. Beginning in July 2025, Mr. Bush has overseen DRC's response to the Texas Hill Country Floods. Mr. Bush is currently managing operations in nine counties and eight cities in Central Texas, from which he has managed the removal and disposal of more than $97 million worth of debris.



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WORK EXPERIENCE

DRC Emergency Services, LLC
Operations Manager/Project Manager, 2017–Present
- Manages the daily logistical coordination of crews, heavy equipment, and support resources
- Implements health and safety protocols to ensure that all work is completed safely
- Plans workflow and future crew movement
- Produces daily work site documentation
- Coordinates DMS closures
- Manages all phases of assigned projects, ensuring contractual obligations are met
- Accountable for the personnel and equipment onsite

Orion Water Solutions
Field Service Supervisor/Operations Coordinator, 2014–2017
- Served as the supervisor and coordinator for all operations, including but not limited to managing the logistics of mobile equipment, chemical shipments, and all personnel.

MILITARY EXPERIENCE

United States Army
- Squad Leader with the 4th Brigade/4th Infantry Division, 2007–2013
- Jalalabad, Afghanistan. Tasked with Base Defense Ops and served as a member of a QRF Team in support of Operation Enduring Freedom.

EDUCATION

Lamar University, 1995–1997
Houston Area Plumbers Joint Apprenticeship Training, 1999–2003

CERTIFICATIONS

- Hazardous Waste Operations & Emergency Response – 40-Hour • TX All-lines Ins. Adjuster (lic#2156078) • SafeLand USA • SafeGulf USA
- H2S Awareness Training CPR AED Certified
FEMA IS-5.a • FEMA IS-10.a • FEMA IS-37.23 • FEMA IS-100.c • FEMA IS-111.a • FEMA IS-200.c • FEMA IS-235.c • FEMA IS-241.c • FEMA IS-242.c • FEMA IS-317.a • FEMA IS-321 • FEMA IS-325 • FEMA IS-632.a
- FEMA IS-633 • FEMA IS-700.b

NOTABLE PROJECTS

2025
Texas Flooding
2024
Hurricane Beryl, New Mexico Wildfire
2023
Hawaii Wildfire; Arkansas and Oklahoma Tornadoes
2021
Hurricane Ida, Texas Severe Winter Storms, Marshall Fires
2020
Hurricanes Zeta, Delta, Sally, and Hana; Babb Road Wildfire
2019
Hurricane Dorian, Tropical Storm Barry, Tropical Storm Imelda
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Harvey

EVAN FANCHER

Regional Manager

Mr. Fancher joined DRC in 2021 with more than seven years of relevant experience, a dual Bachelor's Degree in Sociology and Political Science from the University of Alabama at Birmingham, and a Master's Degree in Applied American Politics and Public Policy from Florida State University. As DRC's Regional Manager for South Florida, he is responsible for helping to secure pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region. Prior to working with DRC, he led several infrastructure projects for local governments throughout South Florida. He also has experience working with FEMA, and as such, he conducts training courses with local governments, helping them to understand FEMA guidelines and best practices.

Mr. Fancher managed 20 simultaneous activations in response to Hurricane Ian; this project involved the removal and disposal of a combined total of 5 million cubic yards of debris. In response to Hurricanes Helene and Milton, Mr. Fancher oversaw 13 contract activations with values exceeding $81 million, including activations in Manatee and Sarasota Counties, and the Cities of Bradenton and Sarasota.



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EDUCATION

Florida State University, Tallahassee, Florida
Master's in Applied American Policy and Politics, 2014
University of Alabama at Birmingham, Birmingham, Alabama
Bachelor's Degree in Political Science and Sociology, 2011

WORK EXPERIENCE

DRC Emergency Services, LLC

Regional Manager, South Florida 2021–Present
• Specializing in client services, incident command and command center operations.
• Extensive knowledge of federal disaster and emergency response-related programs, policies and operations.
• Hands-on participation and incident command in response and recovery operations for numerous major disasters and emergencies.

CERTIFICATIONS

FEMA IS-5.a
FEMA IS-10.a
FEMA IS-37.23
FEMA IS-111.a
FEMA IS-235.c
FEMA IS-241.c
FEMA IS-242.c
FEMA IS-317.a
FEMA IS-325
FEMA IS-559
FEMA IS-632.a
FEMA IS-633
FEMA IS-700.b
FEMA IS-800.d
FEMA IS-1001
FEMA IS-1010

NOTABLE PROJECTS

2024
Hurricane Helene, Hurricane Milton
2023
Red Tide Fish Kill Removal
2022
Hurricane Ian
2021
Hurricane Ida

SAM DANCER

Project Manager/Field Supervisor

After more than a decade in military and law enforcement, Mr. Dancer joined DRC as a Field Supervisor and Project Manager. His responsibilities as Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors.

Mr. Dancer helped seven cities and parishes in Louisiana respond to Hurricane Ida, and he oversaw the removal and disposal of more than 8.6 million cubic yards on contracts worth more than $151 million. In 2024 and 2025, Mr. Dancer managed activations in Texas, Louisiana, and Florida following Hurricanes Beryl, Francine, Helene, and Milton. The cumulative value of his 2024 and 2025 projects is approximately $8 million.



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EDUCATION

Southeastern Louisiana University – Hammond, LA
Computer Science

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA

Field Supervisor/Project Manager, 2013 – Present
• Manages all phases of assigned projects, ensuring contractual obligations are met. Accountable for the personnel and equipment onsite. Projects include St. Louis County and the City of Bridgeton, MO, tornado debris removal; Tuscaloosa, AL (ALDOT) residential demolition of tornado-damaged residences; Terrebonne Parish, LA, St. Louis Bayou Cleanout project; City of New Orleans, LA, Strategic Demolition for Economic Recovery project.

Cahaba Disaster Recovery– Mobile, Alabama

Project Manager, 2008-2012
• Directed all phases of disaster-related projects from contract activation to final closeout; coordinated mobilization of subcontractors and ensured crews in the field operated in accordance with OSHA and DEQ regulations; maintained effective communication with local governing bodies, FEMA, Army Corps of Engineers, and monitoring firms. Recovery projects included areas impacted by Hurricanes Gustav and Ike, the City of Fayetteville, Arkansas ice storm; the City of Nashville, Tennessee flooding; BP Oil Spill; and the Port au Prince, Haiti earthquake.

Omni-Pinnacle Emergency Response – Slidell, LA

Field Supervisor, 2005-2008
• Managed the day-to-day activities of crews and employees in the field, including operations involving tree cutting, debris removal, debris disposal, waterway clearing and residential and commercial demolition; ensured that FEMA, OSHA, DEQ and contractual obligations were met; project involvement included Hurricanes Katrina and Rita in unincorporated St. Tammany Parish, LA and Wilma in Indian River County, FL.

MILITARY EXPERIENCE

Louisiana Army National Guard (Infantry) – Houma, Louisiana

Squad Leader, 1989-1991
• Accountable for the proper training and the well-being of an eleven-person infantry squad; maintained combat readiness of the squad and all assigned weapons and equipment to ensure mission completion; unit was activated for Desert Storm.

United States Army (Infantry) – Multiple Locations

Senior Custodial Agent, Fire Team Leader/Track Commander, 1983-1986
• Controlled entry of US and German personnel into the limited and exclusion areas of a remote nuclear missile site and provide tactical response in the event of a perimeter breach; ensured that the soldiers in the fire team were properly trained and all assigned equipment was maintained; participated in Bright Star, Egypt (1985).

SAM DANCER

Project Manager/Field Supervisor

PROMINENT CERTIFICATIONS

- Hazardous Waste Operations & Emergency Response – Initial
- LDEQ Asbestos Contractor/Supervisor
- FEMA IS-100.c Introduction to Incident Command System, ICS-100
- FEMA IS-100.pwb Introduction to the Incident Command System
- FEMA IS-632.a Introduction to Debris Operations
- FEMA IS-633 Debris Management Plan Development
- FEMA IS-634 Introduction to FEMA's Public Assistance Program
- FEMA IS-700.b National Incident Management System (NIMS), An Introduction
- FEMA IS-702.a NIMS Public Information Systems
- USACE CQM Training Certificate
- CPR: Adult, Child, Infant, & AED Training (BLS)

OTHER CERTIFICATIONS

FEMA IS-5.a • FEMA IS-10.a • FEMA IS-11.a • FEMA IS-20.24 • FEMA IS-21.21 • FEMA IS-35.21 • FEMA ISI-36 • FEMA IS-37.17 • FEMA IS-37.21 • FEMA IS-37.24 • FEMA IS-42 • FEMA IS-60.b • FEMA IS-75 • FEMA IS-100.a • FEMA IS-100.b • FEMA IS-100.c • FEMA IS-111.a • FEMA IS-200.a • FEMA IS-200.b • FEMA IS-200.c • FEMA IS-201 • FEMA IS-230.e • FEMA IS-230.d • FEMA IS-235.c • FEMA IS-240.b • FEMA IS-241.b • FEMA IS-241.c • FEMA IS-242.c • FEMA IS-244.b • FEMA IS-315 • FEMA IS-315.a • FEMA IS-317 • FEMA IS-317.a • FEMA IS-324.a • FEMA IS-325 •FEMA IS-360 • FEMA IS-368.a • FEMA IS-394.a •FEMA IS-403 • FEMA IS-405 • FEMA IS-453 • FEMA IS-559 • FEMA IS-632.a • FEMA IS-634 • FEMA IS-660 • FEMA IS-700.a • FEMA IS-700.b • FEMA IS-800.b • FEMA IS-800.d • FEMA IS-904 • FEMA IS-905 • FEMA IS-906 • FEMA IS-907 • FEMA IS-909 • FEMA IS-912 • FEMA IS-914 • FEMA IS-1000 • FEMA IS-1001 • FEMA IS-1010 • FEMA IS-1150 • FEMA IS-1151 • FEMA IS-1172 • FEMA IS-2002 • FEMA IS-2200 •FEMA IS-2900.a • FEMA IS-2901 • OSHA-105 •OSHA-107 • OSHA-108 • OSHA-112 • OSHA-113 •OSHA-115 • OSHA-116 • OSHA-121 • OSHA-122 •OSHA-144 • OSHA-150 • OSHA-151 • OSHA-152 •OSHA-161 • OSHA-162 • OSHA-602 • OSHA-603 •OSHA-605 • OSHA-612 • OSHA-614 • OSHA-618 •OSHA-700 • OSHA-701 • OSHA-702 • OSHA-704 •OSHA-707 • OSHA-716 • OSHA-718 • OSHA-719 •OSHA-722 • OSHA-750 • OSHA-806 • OSHA-807 •OSHA-808 • OSHA-809 • OSHA-815 • OSHA-852

NOTABLE PROJECTS

2024
Hurricane Beryl, Hurricane Francine, Hurricane Helene, Hurricane Milton
2021
Hurricane Ida, Alabama Tornadoes, Texas Severe Winter Storms
2020
Hurricane Delta, Hurricane Laura
2019
Hurricane Dorian, Tropical Storm Barry
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Irma, Hurricane Harvey
2016
Louisiana Serve Storms and Flooding (DR-4277)
2015
Houston, TX Flood
2014
Winter Storm Pax
2013
Midwestern Tornado Outbreak
2012
Hurricane Isaac
2011
Hurricane Irene
2010
BP Oil Spill
2008
Hurricane Gustav, Hurricane Ike
2005
Hurricane Rita, Hurricane Katrina, Hurricane Dennis

ACCESS AND AWARDS

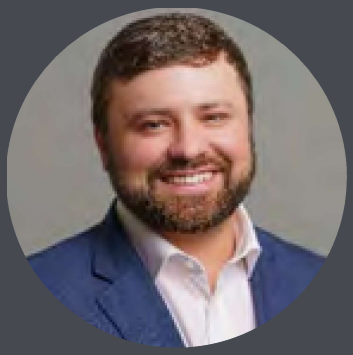
- TWIC Card
- Access to the Homeland Security Information
- Network for LA, MS, TX, AL and the EM Site
- Louisiana War Cross
- National Defense Service Medal
- Good Conduct Medal
- Army Achievement Medal

JAROD TASSIN

Estimator and Project Manager

Mr. Tassin joined DRC in 2021 with four years of relevant work experience, having worked for a debris monitoring firm. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance, ensuring that personnel are properly trained and equipped to carry out their duties, investigating incidents and accidents in the field and taking appropriate corrective action, coordinating with other departments to ensure that field operations are running smoothly, coordinating daily meetings and reports, and coordinating subcontractors. As an Estimator, he estimates costs for all aspects of DRC's debris removal and management projects. Mr. Tassin is also technician and traffic control support certified for Louisiana.

Mr. Tassin oversaw the operation for the Marshall Fires in Colorado, which had a contract value of $27 million, and cleanup for Hurricanes Ian and Ida, which had a combined contract value of approximately $44 million. In 2024, Mr. Tassin assisted Pinellas County, Florida during its response to Hurricane Milton. Additionally, he oversaw debris removal operations for six jurisdictions in Florida following Hurricane Helene. Mr. Tassin has also managed debris removal projects in Vermillion Parish, Louisiana, Pointe Coupee Parish, Louisiana, and Jackson County, Florida. In 2024, Mr. Tassin managed the removal and disposal of approximately one million cubic yards of debris, and the combined value of his projects exceeded $34 million.



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EDUCATION

Southeastern Louisiana State University, December 2021
AAS, Construction Technology

Brother Martin High School, May 2016

WORK EXPERIENCE

DRC Emergency Services, LLC
Estimator, May 2024 – Present
• Estimates costs for all aspects of DRC's debris removal and management projects.

Project Manager, November 2021 – Present
• Manages all phases of assigned projects, ensuring contractual obligations are met.
• Accountable for the personnel and equipment onsite.

CERTIFICATIONS

Asbestos Supervisor Initial 40 Hours • ATSSA Traffic Control Supervisor Certification • LDEQ Asbestos Contractor/Supervisor • Hazwoper 40 HR • VDOT Intermediate Work Zone and Flagger Certification
FEMA IS-5.a • FEMA IS-10.a • FEMA IS-37.23 • FEMA IS-37.24 • FEMA IS-100.c • FEMA IS-111.a • FEMA IS-200.c • FEMA IS-235.c • FEMA IS-241.c • FEMA IS-242.c • FEMA IS-317.a • FEMA IS-321 • FEMA IS-324.a •
FEMA IS-325 • FEMA IS-559 • FEMA IS-632.a • FEMA IS-633 • FEMA IS-700.b • FEMA IS-800 • FEMA IS-1001 • FEMA IS-1010 • FEMA IS-00100.c

NOTABLE PROJECTS

2024
Hurricane Helene, Hurricane Milton
2023
Hurricane Idalia
2022
Hurricane Ian
2021
Hurricane Ida
Boulder Country, Colorado, Marshall Fire

TAYLOR JUMONVILLE

Project Manager

Mr. Jumonville has nine years of experience in project management, both for DRC and for our sister company, SLSCO. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors. Mr. Jumonville is also asbestos certified, technician and traffic control support certified for Louisiana, and a certified arborist. Mr. Jumonville presently resides in Lafayette, Louisiana.

Mr. Jumonville's most notable project is the Hurricane Ida Cleanup, which resulted in the removal and disposal of over 2.3 million cubic yards of debris. Mr. Jumonville also managed DRC's Hurricane Zeta response for the Alabama Department of Transportation (ALDOT) in 2020, and assisted ALDOT following the Dallas County Tornado in 2023. In 2024, Mr. Jumonville oversaw seven contract activations during DRC's response to Hurricane Francine in Louisiana. Additionally, Mr. Jumonville managed a project for the U.S. Army Corps of Engineers in Tennessee following the 2023 Old Hickory Tornado; the contract value for this ongoing project has eclipsed $4.5 million.



(888) 721-4372

Tjumonville@drcusa.com

111 Veterans Boulevard, Ste. 1420,
Metairie, LA 70005

WORK EXPERIENCE

DRC Emergency Services, LLC
Project Manager, 2019 – Present

- Manages all phases of assigned projects, ensuring contractual obligations are met.
- Accountable for the personnel and equipment onsite.

SLSCO, LLC – Galveston, TX
Superintendent/Operations Manager, 2016–2019

- Managed all phases of assigned projects, ensuring contractual obligations are met.
- Accountable for the personnel and equipment onsite.

CERTIFICATIONS

Asbestos Contractor/Supervisor • Traffic Control Technician • Traffic Control Supervisor • Certified Arborist • 40-Hour OSHA HAZWOPER • FEMA IS-5.a • FEMA IS-37.23 • FEMA IS-100.c • FEMA IS-111.a • FEMA IS-200.c • FEMA IS-633 • FEMA IS-800 • FEMA IS-1010 • FDOT Temporary Traffic Control Course • OSHA 10 HR Outreach Program – Construction • LDEQ Certificate • University of Alabama Safe State SSEP Accreditation • VDOT Intermediate Work Zone and Flagger Certification

NOTABLE PROJECTS

2024
Texas Derecho
Hurricane Francine
2023
Texas Winter Storm Mara
Alabama Winter Tornado
Tennessee Tornado
2022
Boulder, CO Wildfires
Lafourche Parish PPDR Demos
2021
Hurricane Ida
2020
Hurricane Zeta
Puerto Rico Housing Recovery Program
Commonwealth of the Northern Marianna Islands Homeowner Assistance Program
2017
Hurricane Harvey
2016
South Carolina Disaster Recovery Homeowner Assistance Program
Baton Rouge/Victoria MHU Group Site
Louisiana Shelter at Home Program (GOHSEP)

SCOTT MATTHEWS

Project Manager

MMr. Matthews has more than three decades of relevant work experience as a Project Supervisor and Manager. He has a proven track record of coordinating and planning for complex contracts, including developing project milestones. His duties as a Project Manager consist of on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors.

In his first year with DRC, Mr. Matthews managed the removal and disposal of more than three million cubic yards of debris across four Louisiana jurisdictions in response to Hurricane Ida. In response to Hurricane Ian, Mr. Matthews worked closely with the Florida Department of Transportation, the Florida Department of Environmental Protection, and several Florida jurisdictions while aiding in the removal and disposal of more than 2.6 million cubic yards of debris. In 2024, he assisted in managing six activations in Texas and Florida following Hurricanes Beryl, Helene, and Milton, as well as other severe weather events. In 2025, Mr. Matthews assisted in managing waterway debris removal from Hurricane Helene for the Tennessee Emergency Management Agency, as well as debris removal for the Texas Division of Emergency Management following the July 2025 Texas Hill Country Floods.



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Smatthews@drcusa.com

111 Veterans Boulevard, Ste. 1420,
Metairie, LA 70005

EDUCATION

Ocean County College, Toms River, NJ
Some college
Point Pleasant Borough High School, Point Pleasant Beach, NJ

WORK EXPERIENCE

DRC Emergency Services, LLC
Project Manager, 2021 – Present
- Manages all phases of assigned projects, ensuring contractual obligations are met.
- Accountable for the personnel and equipment onsite.

Wheelabrator South Broward
Supervisor, 1991 – 2021
- Established and enforced clear goals to keep employees working collaboratively.
- Provided ongoing training to address staff needs.
- Identified and corrected performance and issues to reduce impact to business operations.
- Maintained operating schedules to provide effective coverage for key areas and achieve objectives.

Continued—
Princess Carpentry
Carpenter, 1986 – 1990
- Installed building structures such as windows, trim and cabinetry while meeting job deadlines.

CERTIFICATIONS

FDOT MOT Advanced

NOTABLE PROJECTS

2025
Texas Hill Country Floods

2024
Hurricanes Beryl, Francine, Helene, Milton
Texas Derecho

2023
Hurricane Idalia

2022
Hurricane Ian

2021
Hurricane Ida

ADDITIONAL REGIONAL AND PROJECT MANAGERS

DRC employs approximately 60 full-time employees, all of whom are equipped with unique experience and distinctive professional backgrounds. Our staff holds degrees in areas such as Civil Engineering, Computer Science, Business Technology, Construction Science, Accounting, and Forestry. DRC's management team includes former U.S. Army Rangers, a former FEMA Public Assistance/Debris Task Force Lead, and U.S. Army Corps of Engineers Emergency Operations Leaders. To support DRC's dedication to safety and preparedness, many of our staff are FEMA-certified in National Incident Management Services (NIMS), hold certifications in first aid and CPR, and retain both 40-hour Hazwoper training and mandated 40-hour OSHA training. With experience managing FEMA declared disasters for more than 20 years, DRC's personnel can provide disaster debris relief for communities nationwide.

ANDY ALLSHOUSE, REGIONAL MANAGER



Mr. Allshouse has seven years of relevant work experience and a Bachelor of Science Degree in Community Health Education from Western Michigan University. Prior to working with DRC, Mr. Allshouse worked with SLSCO, DRC's sister company, in disaster response. Mr. Allshouse currently resides in New Port Richey, Florida. As Regional Manager for Central Florida, Mr. Allshouse is responsible for helping to secure pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region.

As a project manager, Mr. Allshouse facilitated the removal and disposal of a combined total of 3.8 million cubic yards of debris in response to Hurricanes Ian, Ida, and Idalia, resulting in a cumulative contract value of $53 million. **Since 2024, Mr. Allshouse's region of Central Florida has seen 24 contract activations from Hurricanes Helene and Milton, and the total value of these contracts has nearly eclipsed $40 million.**

TOM BAKER, REGIONAL MANAGER



Mr. Baker joined DRC in 2020 with more than 25 years of experience in Operations, Acquisitions, Finance, and Sales in the Solid Waste and Recycling Industry, as well as a Master's Degree in Taxation and a Bachelor of Business Administration in Accounting from Georgia State University. Before joining DRC's team, he previously worked as an Area Municipal Services Manager for Republic Services in Los Angeles, California, where he managed a team of 14 municipal managers while juggling responsibility for contracts with an annual revenue of $400 million, including the City of Los Angeles Commercial Contract and the Los Angeles Unified School District Contract. Mr. Baker brings his experience in employee management, financial analysis, project management, municipal sales, contract negotiation, and operations supervision to DRC. As the Regional Manager for the Northeast United States, Mr. Baker helps to secure pre-event contracts with jurisdictions, facilitate communication with clients to coordinate appropriate disaster planning before and after an event, identify local sub-contractors and DMS sites, and assist other Regional Managers with mobilization and response post-disaster when not in his region.

Mr. Baker worked as the Project Manager in New York City following Hurricane Isaias, resulting in a contract value of more than $7.7 million. Mr. Baker also oversaw debris removal and disposal operations following Hurricanes Francine, Beryl, Ian, Ida, Zeta, and Laura, resulting in a contract value of more than $38 million. In 2024 and 2025, **Mr. Baker managed DRC's activation for the South Carolina Department of Transportation (SCDOT) following Hurricane Helene; under Mr. Baker's purview, DRC removed and disposed of more than 900,000 cubic yards of debris from state roads across South Carolina.**

EVAN FANCHER, REGIONAL MANAGER



Mr. Fancher joined DRC in 2021 with more than seven years of relevant experience, a dual Bachelor's Degree in Sociology and Political Science from the University of Alabama at Birmingham, and a Master's Degree in Applied American Politics and Public Policy from Florida State University. As DRC's Regional Manager for South Florida, he is responsible for helping to secure pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region. Prior to working with DRC, he led several infrastructure projects for local governments throughout South Florida. He also has experience working with FEMA, and as such, he conducts training courses with local governments, helping them to understand FEMA guidelines and best practices.

Mr. Fancher managed 20 simultaneous activations in response to Hurricane Ian; this project involved the removal and disposal of a combined total of 5 million cubic yards of debris. **In response to Hurricanes Helene and Milton, Mr. Fancher oversaw 13 contract activations with values exceeding $81 million,** including activations in Manatee and Sarasota Counties, and the Cities of Bradenton and Sarasota.

HAYDEN FUENTES, REGIONAL MANAGER



Mr. Fuentes joined DRC with a wealth of experience and expertise that will greatly benefit our clients and partners. His professional journey includes roles such as Project Manager at DRC Emergency Services and Branch Manager at Enterprise Holdings, which have equipped him with a strong foundation in leadership, project management, and operational excellence. His duties as a Regional Manager consist of helping to secure pre-event contracts with jurisdictions, facilitating communication with clients to coordinate appropriate disaster planning before and after an event, identifying local subcontractors and DMS sites, and assisting other Regional Managers with mobilization and response post-disaster when not in his region.

As a Project Manager, Mr. Fuentes oversaw activations in several jurisdictions throughout the State of North Carolina and Louisiana following Hurricanes Isaias, Laura, and Zeta. He facilitated the removal of a total of 467,000 cubic yards of debris and provided on site management of five debris management sites, resulting in over $6.6 million of federal funding.

As DRC's Regional Manager for Georgia, Tennessee, and Kentucky, **Mr. Fuentes oversaw 19 contract activations in 2024 and 2025**, including DRC's debris removal operations following Tropical Storm Debby, Hurricane Helene, the Old Hickory Tornado, the Laurel County, Kentucky Tornado, and the Floyd County, Kentucky Floods. Mr. Fuentes's most notable projects from the last two years include DRC's debris removal

operations for Bacon County, Georgia, wherein we removed more than 1.2 million cubic yards of debris, the Georgia Department of Transportation in Districts 2, 4, and 5, where DRC removed and disposed of more than 3.6 million cubic yards of debris worth more than $101 million; and projects with the Tennessee Department of Transportation and the Tennessee Department of Emergency Management. **Mr. Fuentes assisted with the removal and disposal of more than $370 million worth of debris on behalf of these Tennessee agencies in 2025, and more than $500 million across his region since 2024.**

CLIF KENNEDY, REGIONAL MANAGER



As a former Captain in the U.S. Marine Corps, Mr. Kennedy handled the training and combat readiness of hundreds of Marines and led expeditionary combat operations around the world. His leadership and experience conducting operations in extreme situations gives him a unique perspective in the disaster response business. As Regional Manager for Colorado and Texas, Mr. Kennedy is responsible for helping to secure pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region.

Mr. Kennedy handled several Mechanical Dredging and Waterway Debris Removal Projects within the City of Houston, TX, with a cumulative contract value of $43.5 million. Upon joining the DRC team, Mr. Kennedy worked with the Texas General Land Office restoring 125 miles of Texas coastline after Hurricane Harvey; during this project he coordinated with eight different federal, state, and county agencies and completed the project on time while navigating numerous unexpected contingencies.

In 2022, Mr. Kennedy handled the Marshall Fire in Boulder County, Colorado, which had a total contract value of $27 million. Additionally, he oversaw the removal of debris following flash floods in Larimer County, Colorado. In 2024, Mr. Kennedy oversaw 22 activations in Texas following Hurricane Beryl; under his supervision, DRC's work crews removed more than 2 million cubic yards of debris during our response to the hurricane. Additionally, **Mr. Kennedy has overseen the removal and disposal of more than $115 million worth of debris during DRC's response to the South Fork and Salt Fires in New Mexico since 2024, and Mr. Kennedy has led DRC's response to the July 2025 Floods that devastated the Texas Hill Country. Mr. Kennedy has managed the removal and disposal of more than 3 million cubic yards of debris from 9 counties and 8 cities in Central Texas in response to the Texas Hill Country Floods.**

Mr. Kennedy has a Bachelor's Degree in Political Science from Texas A&M University. He lives in Clifton, TX with his wife, Kat, and their four children.

CHARLES KRAFT, REGIONAL MANAGER



Mr. Kraft has been working with DRC for two decades and has a wealth of experience managing clean-up following hurricanes, winter storms, floods, and tornadoes. As Regional Manager for Alabama, his duties include assisting with securing pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region.

Additionally, **Mr. Kraft was instrumental in the design and implementation of DRC's Project Manager's Toolbox**, an automated system which provides seamless real-time information exchange between office and field, no matter the size and scale of the project(s). The toolbox replaces paper and endless emails with a secure database that utilizes Microsoft Multifactor authentication (MFA) and HIPAA compliant digital signatures.

Mr. Kraft worked for several jurisdictions in Alabama following Hurricanes Sally and Zeta, managing the removal and disposal of close to 1 million cubic yards of debris. **In response to Hurricane Ida in Louisiana, he oversaw the removal and disposal of more than 3 million cubic yards of debris** from Tangipahoa Parish**.** In 2024, Mr. Kraft managed projects in Texas, Louisiana, Florida, and Georgia in response to Hurricanes Beryl, Francine, Helene, and Milton. His 2024 work experience includes **Manatee County, where Mr. Kraft oversaw the removal and disposal of 2.5 million cubic yards of debris worth $61 million.**

CLINT PATE, REGIONAL MANAGER



Mr. Pate comes to DRC with more than 30 years of experience. Before joining the DRC team, Mr. Pate worked for an engineering firm for 23 years designing highways. In 2014, he was elected to serve on the Jackson County, Florida Commission where he worked for eight years. For two years, Mr. Pate was Chairman of the Board of the County Commission, where **he helped with the cleanup after Hurricane Michael, Hurricane Sally, and the start of Covid.** Mr. Pate is skilled in sales, project management, and contract reviews, and he has remarkable knowledge of elected officials and leaders in the panhandle of Florida.

From his position in government, Mr. Pate managed disaster recovery efforts following Hurricane Michael in 2018. After this storm, **DRC removed approximately $35 million worth of debris from Jackson County alone.** In 2024, Mr. Pate assisted with DRC's response to Hurricanes Helene and Milton in Florida.

CRAIG PEDERSON, REGIONAL MANAGER



Currently serving as a Regional Manager for DRC Emergency Services, LLC., Craig assists City and County jurisdictions throughout the State to prepare and recover from Federal Emergency Management Agency (FEMA) designated natural disasters.

Prior to serving in his current capacity with DRC, Craig served two terms (eight years) as an elected Kings County District 4 Supervisor. Along with the many duties required in this role, he served two years as Chairman of the Eight County San Joaquin Valley Unified Air Pollution Control District (APCD). The District, one of two APCD's in the Nation designated as Serious Non-Attainment under the Clean Air Act. During his time on the District Air Board Craig enjoyed both the challenges and the rewarding outcomes while working with the U.S. Environmental Protection Agency, California Air Resources Board (CARB), as well as the local communities and industries to find common sense solutions to air quality issues facing the San Joaquin Valley.

Craig served eight years (two years as chair) on the National Association of Counties Agriculture and Rural Affairs Committee. The committee addressed and created national policy positions on many vital issues such as Rural Broad Band Access, the 2018 Farm Bill, the United States Mexico Canada Free Trade Agreement (USMCA) and the Waters of the United States (WOTUS). During his time on the committee, his work

culminated with an invitation from President Donald J. Trump to attend and witness the signing of both the 2018 Farm Bill and the United States Mexico Canada Free Trade Agreement.

Craig is a lifelong agriculturalist, operating a third-generation diversified family farm, Pedersen Farms. The operation consisted of 2,000 acres growing 40 different commodities ranging from cotton to organic broccoli and melons to dairy replacement cattle during his 34 years of ownership. Mr. Pedersen proudly served on many different commodity and trade associations as a recognized leader in the California agriculture industry.

Mr. Pederson is currently assisting DRC's debris removal operations in Orange County following the 2025 Airport Fire. DRC has already removed and disposed of approximately $10 million worth of debris during this ongoing project.

JEFF SNOW, REGIONAL MANAGER



Mr. Snow comes to DRC with more than a decade of experience in the Solid Waste and Recycling Industry in California. He earned his Bachelor's Degree in Business from California State University and his MBA and MIM from Thunderbird School of Global Management, where he also earned certificates from studies at École du Commerce in Paris, France. Prior to working for DRC, Mr. Snow served as President of Rainbow Disposal in Huntington Beach, California – where he and Rainbow were recognized as the nation's leader in recycling and diversion of materials from landfills. Upon acquisition of Rainbow by Republic Services, he served as Senior Area Municipal Sales Manager for Republic Services. He also served as Vice President for CR&R Environmental Services throughout Southern California. Mr. Snow was a leader in the "Don't Waste L.A." movement which culminated in a revolutionized commercial waste & recycling franchise system for the City of Los Angeles, dramatically increasing recycling, good jobs and clean air.

Mr. Snow is a distinguished sustainability and community leader with recognitions from the United States Congress, State of California Senate, State of California Assembly, and Orange County, California. DRC believes in giving back to the communities we serve, and Mr. Snow is dedicated to community service leadership throughout California. He currently serves on the Boards of Directors for Special Olympics, Coastkeeper, Abound Food Care, and Influencers For Good (Passkeys).

Mr. Snow's duties as California Regional Manager for DRC include improving local government's resilience and preparation for natural disasters through pre-event contracts, joint planning and training, identifying local Emergency Push routes for life safety, identifying Debris Management Sites within jurisdictions, partnering with local subcontractors to bolster economic reinvigoration following a disaster event, and assuring timely communications and mobilization for emergency response and recovery following a disaster event.

Mr. Snow is currently managing DRC's response to the 2025 Airport Fire in Orange County, California. DRC has removed and disposed of approximately $10 million worth of debris during our ongoing response to the 2025 Airport Fire.

TONY SWAIN, REGIONAL MANAGER



Mr. Swain joined DRC with 15 years of experience as a Project Manager, and prior to working for DRC, he had been involved in DRC's projects since 2006. As DRC's Regional Manager for North and South Carolina, he is responsible for helping to secure pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region.

Mr. Swain oversaw the response to Hurricanes Matthew, Isaias, Irma, Florence, and Dorian, which resulted in a cumulative contract value of approximately $34 million. In 2020, Mr. Swain managed the removal and disposed of more than $2 million worth of debris from the City of Wilmington following Hurricane Isaias. Mr. Swain also oversaw the removal of around 2 million cubic yards of debris in several Florida communities following Hurricane Ian. In response to Hurricane Ida, Mr. Swain aided in the removal of more than 2 million cubic yards of debris in Louisiana. Following Hurricane Helene, **Mr. Swain managed activations for the South Carolina Department of Transportation and the City of Spartanburg, which involved the removal of more than 2.3 million cubic yards of debris, including more than 54,000 hazardous trees, for a total contract value of more than $42 million.**

ACE BAKER, PROJECT MANAGER

With more than 20 years of experience in logistics management, industrial and residential construction, demolition, rigging and recovery, Mr. Baker joined DRC as a Project Manager in October of 2024. Prior to his work with DRC, Mr. Baker was an independent contractor in his home state of Missouri where he provided oversight for crews and companies working to restore infrastructure following natural disasters. His work in independent contracting gave him the expertise needed to successfully lead a team and manage field operations. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance, ensuring that personnel are properly trained and equipped to carry out their duties, investigating incidents and accidents in the field and taking appropriate corrective action, coordinating with other departments to ensure that field operations are running smoothly, coordinating daily meetings and reports, and coordinating subcontractors.

In his first year at DRC, Mr. Baker managed five contracts following the spring 2025 flooding in Eastern Kentucky. Mr. Baker also helped with DRC's response to Hurricane Helene for the Georgia Department of Transportation and the Virginia Department of Emergency Management, and he supported DRC's response to the July 2025 Texas Hill Country Flood. **The total value of Mr. Baker's contracts for 2025 exceeded $88 million**.

CHARLIE KRAFT, PROJECT MANAGER



Charlie Kraft joined DRC in 2024 after graduating from Spring Hill College with a B.S. in Business Administration with a concentration in Supply Chain Management. He gained hands-on experience in project management during DRC's responses to Hurricanes Debby, Francine, and Helene. **Mr. Kraft personally oversaw projects in the Cities of St. Marys, Kingsland, and Richmond Hills, Georgia, as well as the City of Palm Coast, Florida, and the Florida Department of Transportation following Hurricane Helene**. The value of Mr. Kraft's 2024 projects exceeded $840,000.

In 2025, **Mr. Kraft assisted with the removal and disposal of more than $340 million worth of debris for the Tennessee Emergency Management Agency** following Hurricane Helene. Mr. Kraft also managed specialty projects in Sarasota and Pinellas Counties, Florida, in 2025.

SCOTTIE MATTHEWS, PROJECT MANAGER

Mr. Matthews joined DRC in 2024 with two years of experience in the Disaster Recovery Industry as well as a Bachelor's Degree in Psychology from the University of South Carolina, Beaufort. His prior work included being a Field Supervisor/Operations Manager for a debris monitoring firm as well as a supervisor on FEMA disaster recovery projects for Landfall Strategies. As Field Supervision/Operations Manager, Mr. Matthews managed a team of monitors after Hurricanes Helene and Milton (for the City of Longwood, Florida; Appling County Georgia; and Jeff Davis County, Georgia) and mapped multiple Florida counties (Orange, Lake, Polk) using 360 cameras & LIDAR pre- and post-storm for the State of Florida. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance, ensuring that personnel are properly trained and equipped to carry out their duties, investigating incidents and accidents in the field and taking appropriate corrective action, coordinating with other departments to ensure that field operations are running smoothly, coordinating daily meetings and reports, and coordinating subcontractors.

Mr. Matthews served as a project manager in 3 counties following the 2025 Laurel County, Kentucky Tornado and the 2025 Floyd County, Kentucky Floods. Additionally, Mr. Matthews has assisted DRC's response to the July 2025 Texas Hill Country Floods in Kimble and Menard Counties, Texas. In total, **Mr. Matthews oversaw the removal and disposal of more than $26 million worth of debris in 2025.**

KELLY PATRICK, PROJECT MANAGER



Kelly Patrick came to DRC in 2020 with 3 years' experience in the debris removal industry. Previously, he was a practicing attorney working primarily in environmental law. As an attorney for both the State of Louisiana and the Plaintiffs' Steering Committee in MDL 2179 class action regarding the Deepwater Horizon oil spill, he served on teams that accomplished landmark settlement agreements with BP.

As a Project Manager for DRC, he manages debris removal projects from start to finish, including meeting with clients, damage assessment, planning, deployment of assets, and progress monitoring. Mr. Patrick has managed projects following Hurricanes Delta and Ida, the February 2021 ice storm and May 2021 flood in East Baton Rouge Parish, as well as the August 2021 tornado in Randolph County, Alabama. **Mr. Patrick also managed a waterway clearing project for East Baton Rouge Parish,**

wherein he oversaw the removal and disposal of more than 30,000 tons of wet debris. In 2024, Mr. Patrick managed DRC's response to Hurricane Francine in East Baton Rouge/City of Baton Rouge and the City of Baker, Louisiana. Additionally, Mr. Partick has overseen blight reduction, tree removal, and demolition projects in Louisiana in 2024 and 2025.

HUDSON TAYLOR, PROJECT MANAGER

Mr. Taylor joined DRC in 2024 with two years of experience in the construction field. His work experience includes a year as a Heavy Equipment Operator for Taylor Mongomery, and as a Demolition and Abatement General Laborer, giving Mr. Taylor the necessary skills to tackle debris contracting for Taylor Brothers Solutions alongside his brother Trevor Taylor before they both joined DRC. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance, ensuring that personnel are properly trained and equipped to carry out their duties, investigating incidents and accidents in the field and taking appropriate corrective action, coordinating with other departments to ensure that field operations are running smoothly, coordinating daily meetings and reports, and coordinating subcontractors.

Mr. Taylor assisted with DRC's debris removal operations in Burnet County, Texas after the July 2025 Texas Hill Country Floods. **The total value of Mr. Taylor's 2025 work exceeded $45 million.**

TREVOR TAYLOR, PROJECT MANAGER

With 8+ years of experience in the Construction and Debris Removal industries, Trevor Taylor joined DRC in 2024. Mr. Taylor's previous work includes being a Production Manager for Weedoo Greenboat, where he led a team of 10 employees, as well as work as a Debris Contractor for his own company Taylor Brothers Solutions, where he oversaw the removal of more than 40,000 cubic yards of debris from Hurricane Ian on North Captiva Island, FL and assisted in the removal of more than 150,000 cubic yards of debris from Hurricane Idalia in Citrus County, FL. . His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance, ensuring that personnel are properly trained and equipped to carry out their duties, investigating incidents and accidents in the field and taking appropriate corrective action, coordinating with other departments to ensure that field operations are running smoothly, coordinating daily meetings and reports, and coordinating subcontractors.

Mr. Taylor's 2025 work includes the removal and disposal of more than $28 million worth of debris for the Tennessee Department of Transportation following Hurricane Helene. **Following the July 2025 Texas Hill Country Floods, Mr. Taylor has managed multiple contract activations worth more than $43 million.**

MIKE TISCHER, PROJECT MANAGER



Mr. Tischer joined DRC in 2022 with 14 years of experience in the Disaster Recovery Industry. He earned a Bachelor of Science in Environmental Geosciences with a Minor in Geography from North Illinois University. Prior to joining DRC, Mr. Tischer worked for Arcadis from 2010 to 2022, where he honed his ability to manage and interact with clients, regulators, and local, federal, and state governments; coordinate field operations; and manage staffs as large as 230 people. Mr. Tischer is well versed in tree removal operations, wildfire debris cleanup operations, pre-demos and asbestos operations, and environmental health and safety compliance. Mr. Tischer's unique background brings a fresh

view to DRC's disaster operations and will be a huge asset to DRC in the years to come. As a Project Manager, Mr. Tischer can handle on-site management of all phases of projects and make necessary adjustments to ensure optimal performance; ensure that personnel are properly trained and equipped to carry out their duties; investigate incidents and accidents in the field and take appropriate corrective action; coordinate with other departments to ensure that field operations are running smoothly; coordinate daily meetings and reports; and coordinate subcontractors.

Since joining DRC in 2022 as a Project Manager, Mr. Tischer assisted with DRC's response to Hurricane Ida in Terrebonne Parish, Louisiana. Mr. Tischer also oversaw the Larimer County Flood Cleanup and the Marshall Fire Cleanup in Boulder County, Colorado. In 2024, Mr. Tischer managed debris removal operations in Lafayette Parish, Louisiana following Hurricane Francine, and Mr. Tischer directed DRC's Hurricane Beryl response in Brazoria County, Texas. **Mr. Tischer's most impressive experience is his management of DRC's ongoing response to the South Fork and Salt Fires for the State of New Mexico, during which he has overseen the removal and disposal of more than $115 million worth of debris.**

GREGORY VALLEY, PROJECT MANAGER

Mr. Valley came to DRC in 2024 as a former firefighter and upgrade captain for the St. Tammany Parish Fire Department and a former member of the United States Marine Corps Reserves. In addition to overseeing a fire station, its staff and its service area, he was also deployed with the fire service to other locations to assist with emergency management after natural disasters. Mr. Valley went to Lake Charles, Louisiana after Hurricane Laura to assist a volunteer fire district covering their area and responding to fires. Following this deployment, he returned to Lake Charles to help a local tree service with debris cleanup and tree removal. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance, ensuring that personnel are properly trained and equipped to carry out their duties, investigating incidents and accidents in the field and taking appropriate corrective action, coordinating with other departments to ensure that field operations are running smoothly, coordinating daily meetings and reports, and coordinating subcontractors.

Mr. Valley assisted with the Georgia Department of Transportation's response to Hurricane Helene in District 4, where DRC removed and disposed of more than 1.6 million cubic yards of debris, as well as the Texas Division of Emergency Management in Kendall County following the July 2025 Texas Hill Country Floods. In total, **Mr. Valley managed projects with values exceeding $48 million in 2025.**

MITCH VARNADOE, PROJECT MANAGER



Mr. Varnadoe has been with DRC since 2021, and he has more than a decade of relevant work experience. Mr. Varnadoe's responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors.

Mr. Varnadoe was the Project Manager on DRC's contract with the United States Army Corps of Engineers in response to the 2022 Kentucky Tornadoes. Additionally, Mr. Varnadoe **facilitated debris removal and**

disposal in multiple communities following Hurricane Ian, which resulted in the removal and disposal of $69 million worth of debris. In 2024, Mr. Varnadoe assisted in managing several activations in Georgia, Alabama, and Texas following Hurricane Beryl, Hurricane Helene, and the May 2024 Texas Derecho. **The total value of Mr. Varnadoe's 2024 projects exceeded $39 million.**

> **"They are a great group to work with after a major disaster. They are represented by military veterans on staff and stand by their word."**
>
> - Judge Mark Allen, Jasper County, Texas

SUBCONTRACTORS & EMPLOYMENT

EMPLOYMENT OF LOCAL & MINORITY SUBCONTRACTORS

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

DRC has access to more than 2,000 firms through our pre-qualified supplier database, including more than 1,200 Small Business Enterprises (SBE). Many are also designated as Minority-Owned Business Enterprise (MBE), Women-Owned Business Enterprise (WBE), Disadvantaged Business Enterprise (DBE), Small Disadvantaged Business (SDB), HUB Zone Business, 8(a) Business Development Program, and/or Veteran-Owned Small Business (VOSB), including Service-Disabled Veteran-Owned Small Business (SDVOSB) contractors.

This database facilitates our ability to identify firms qualified for specific scopes of work and allows DRC to efficiently sort the firms by type of service and size of business. Interested businesses may apply to be added to DRC's subcontractor list at any time by filling out the application form on our website, drcusa.com, or by calling (888) 721-4DRC.

PROPOSED SUBCONTRACTORS

DRC has teamed with the following subcontractors. These partnerships augment our resources and ability to quickly respond to any contingency that disrupts Charlotte County.

Lil Mo Marine Services, based in Cape Coral, Florida, has more than 25 years' experience in debris removal, including marine debris removal. DRC has previously worked with Lil Mo on many projects, including the following:

- 2024 Hurricanes Helene and Milton in multiple Florida cities and counties
- 2023 Sargassum cleanup in Sarasota County
- 2023 Red Tide cleanup in Manatee County and Pembroke Park
- 2018 and 2021 Red Tide cleanup projects in Pinellas County

Payne's Environmental Services is a Minority-owned Business Enterprise (MBE) based in Hillsborough County, Florida. Their experienced staff, which included certified arborists, have been providing vegetative debris collection, hauling, and grinding, hazardous limb and tree removal, as well as stump grinding services since 2003. Their inclusion in our bid demonstrates DRC's commitment to creating business opportunities for Historically Under-utilized Businesses (HUBs). Payne's has worked with DRC on the following projects:

- Hurricane Milton – Largo (City of), Kenneth City (City of), Madeira Beach (City of), Indian Rocks Beach (City of), and Pinellas County, Florida
- Hurricane Helene – Indian Rocks Beach (City of), Florida

DNR Group is a Saint Rose, Louisiana-based company which has operated in the Post Disaster Renovations industry within the Construction - Special Trade Contractors sector for more than 20 years. DNR Group has the capacity and experience to assist with all facets of disaster debris removal, including waterway debris

removal. DNR Group has worked with DRC on many contracts for disaster debris removal and demolition, including the following:

- 2025 Texas Hill Country floods
- Hurricanes Helene and Milton – Manatee County, Florida
- Hurricane Beryl – Houston, Texas
- Hurricane Ian – Manatee County, Florida
- Hurricane Ida – Terrebonne Parish, Louisiana
- Houston Dredging (multi-year, ongoing)

COMPANY	CONTACT INFORMATION	SCOPE OF WORK	LOCAL/ DBE STATUS
Lil Mo Marine Services	Wayne Bauer 678-274-8193 Lilmo115@yahoo.com 1722 SE 28th St. Cape Coral, FL 33904	load & haul, waterway debris removal	Local
Payne's Environmental Services	Annette Payne (813) 677-6822 paynestrees@cs.com 5617 Causeway Blvd. Tampa, FL 33619	load & haul operations	Certified MBE, SBE, DBE
DNR Group, Inc.	Glenn Nelson (504) 451-2368 nelsonbros1@cox.net 12246 River Rd. St. Rose, LA 70087	load & haul, waterway debris removal	

PROMPT PAYMENT OF SUBCONTRACTORS

Subcontractors are paid every Friday, with payments covering work completed two weeks prior, ensuring consistent and timely compensation throughout the project duration.

"Our Mayor's Office, Councilmembers, my office, and other coordinating agencies took great comfort in the 'on the ground' presence and access they had to DRC's team throughout this effort, and their commitment to the job until we fully addressed all the recovery needs of our residents was greatly appreciated."

– Adam M. Smith, P.E., Chief of Wastewater Operations & Maintenance, City of Baton Rouge/Parish of East Baton Rouge's Department of Environmental Services

EQUAL OPPORTUNITY POLICY

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

DRC recognizes the value of hiring a diverse group. Due to the nature of our work and the fact that we provide services worldwide, we find it necessary and advantageous to employ a number of persons from various countries who are of different races, religions and ethnic groups. In addition, we believe workforce diversity may provide a significant market advantage.

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

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



DATA MANAGEMENT AND TRACKING

INVOICING PROCEDURE

DRC's invoicing procedure is as follows:

- Load tickets are received, logged, and then scanned into DRC's database system. Tickets are then entered and audited for accuracy.
- An invoice is created, along with the ticket data backup.
- The reconciliation process then takes place with either the Monitoring Firm or the reconciliation contact with the County.
- Once the invoice and ticket data have been 100% reconciled, the Monitoring Firm or the reconciliation contact with the jurisdiction recommends the invoice to FEMA for payment.
- Frequency: invoicing is usually performed on a biweekly basis.

DATA CENTER

DRC maintains a fully staffed, fully operational Data Center at its headquarters all year. The Data Center is staffed by experienced personnel with extensive knowledge of recording, reporting, contract, and reimbursement requirements. The Data Center is equipped with state-of-the-art information technology and is prepared to meet and exceed the reporting requirements of each client. All servers and networked computers are backed up both on and off-site every day. The urgent nature of DRC's work requires that the Company remain online and in contact across its network at all times.

DAILY REPORTS

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

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

Daily Reports are co-signed by the County's inspector to verify work performed. In addition, the County receives an original copy of all load tickets and receives and verifies for co-signature a Daily Reconciliation

Sheet listing each load ticket, truck number, crew number, street, truck volume, percent full, credited volume of debris removed, and the total volume removed for the day. This Daily Reconciliation Sheet can become the invoicing document for the contract.

DOCUMENTATION AND RECOVERY PROCESS

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

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

DRC will provide the following assistance:

- Create recovery process documentation plan
- Maintain documentation of recovery process
- Provide written and oral status reports as requested to the County and the Debris Management Monitor
- Review documentation for accuracy
- Assist in preparation of claim documentation

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



ABILITY TO COMMUNICATE WITH TEAM AND COUNTY

COMMUNICATION TECHNOLOGY

Real-time communication is used to facilitate the field team's access to project resources and allow reporting by the field teams to program management. Radios/cell phones are used to initiate mobilization, support communication between the off-site and on-site personnel before utilities are established, and provide a means of ongoing communication with the site management team. Cellular technology has been fortified and reinforced over the past decade, and recent events have proven that even if cellular telephone capability is impacted, text messaging is almost always available due to the minimal bandwidth required. Should this technology fail, DRC has satellite radios, which can be deployed in a matter of hours. DRC's field staff also regularly use StarLink immediately after disasters to maintain lines of communication with our management and our clients. This technology mitigates any challenges that have previously arisen from disruptions to telecommunication services after a disaster.

IN-FIELD TECHNOLOGY

PROJECT MANAGER'S TOOLBOX

In the field, Project Managers utilize iPads to access DRC's Project Manager's Toolbox, an automated system which provides seamless real-time information exchange between office and field, no matter the size and scale of the project(s). The tool applies to all aspects of project management, including the following:

- Real-time damage and complaint reporting and resolution
- DDMS reporting and site close out documentation
- Operations planning and daily reporting for client, monitor, and office
- Zone assignments and progress tracking
- Push Crew Tracking complete with time-stamped, geotagged photo backup

The toolbox replaces paper and endless emails with a secure database that utilizes Microsoft Multifactor authentication (MFA) and HIPAA compliant digital signatures.

MAPLINE

DRC utilizes innovative digital mapping technology to create custom maps specific to each project and jurisdiction. Maps may include any or all of the following:

- Equipment Staging Areas
- Collection Grids
- Landfills and DDMS Locations
- Milage Radius for Tiered Hauling Distances

Mapline is utilized to optimize routing and send precise coordinates to operators in the field. Maps are updated in real time and are readily accessible in the field through phones and iPads.

CLIENT INTERACTION PROGRAM

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

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

In any post-event scenario, participation by select County staff is critical. County employees, generally from Public Works or Solid Waste, provide direction and support pertaining to project approach, prioritization of push and collection routes, critical roadways and facilities, and physical nuances DRC might otherwise not know. DRC will begin to develop relationships with those responsible within the local government immediately upon contract award to establish and gain a deep understanding of the unique needs, concerns, and priorities of the County.

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

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

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

RELATIONSHIP BETWEEN DRC AND THE DEBRIS MANAGEMENT MONITOR

Building a positive working relationship between DRC and the debris management monitoring firm is crucial to the success of any project. For more than 20 years, DRC has worked with third party debris monitoring firms to achieve success in projects of all sizes. We have worked with nearly all of the debris management monitoring firms in the United States. Thus, it is very rare that DRC begins a debris project without already being familiar with the firm and their personnel.

As such, DRC has worked with the systems and software of all the major third-party monitoring firms. From manual ticketing to the more technical electronic tracking and ticketing systems, DRC has experience with every iteration existing today. DRC's understanding of the key elements of 44 CFR and FEMA 325 also enables DRC to operate congruently with the monitoring firm. DRC's team is prepared to work effectively with the County's chosen monitor.

POST EVENT EVALUATIONS

HOT WASH MEETINGS

DRC holds a Hot Wash with each jurisdiction post event. A Hot Wash is an after-action evaluation that occurs between DRC and the client. This post activation meeting serves as a forum for the client to discuss the project as a whole, the processes that were implemented, and any potential improvements. Additionally, DRC has an internal meeting to discuss development strategies and innovative concepts for future activations.

SUBCONTRACTOR EVALUATION

DRC has a large network of subcontractors and maintains long-standing relationships with trained and exclusively committed key subcontractors. Additionally, DRC strongly believes the use of local resources is vitally important to a successful disaster recovery operation. For decades, DRC has been building relationships with subcontractors across the nation. DRC utilizes a 55-point Post Event Subcontractor Evaluation Form to aid in building our reliable network of subcontractors.



"I highly recommend DRC Emergency Services for your disaster debris removal services. We have worked with the DRC team for several years and had to activate them in 2024 following Hurricane Beryl. Within 8 hours of the storm passing, they had crews in town with equipment to start clearing roads and making way for our crews to get out and survey the community. They are able to handle every aspect of your debris removal program and will do so with a professionalism that often seems to be lacking these days. I cannot say enough good things about DRC."

- Will Blackstock, Director of Special Projects, Emergency Management Coordinator, City of Clute, Texas

PLAN OF OPERATIONS: THREE-PHASE APPROACH

PREPARE **RESPOND** **RECOVER**

Every mission starts with preparation, succeeds through rapid response, and ends with full recovery.

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

CORE VALUES

- ACCOUNTABILITY
- HARD WORK
- PREPARATION
- HONESTY
- COURTESY & RESPECT



PREPARE



CONTRACT AWARD

Upon award, DRC's Regional Manager, Evan Fancher, will schedule a meeting with Charlotte County. The initial meeting is critical, allowing the County and DRC's team to make introductions and to prepare for any pending disasters. DRC's primary goal in this meeting would be to develop a step-by-step plan to expedite arrangements for the training and response phases of the contract. These provisions include but are not limited to the following:

- Presenting key team members, including the Project Manager, and their responsibilities
- Participating in scenario exercises to include planning and routing
- Facilitating the designation and readiness of DDMS and final disposal sites
- Introducing the Monitoring Firm Representative (if applicable)

LOCAL TEAMING PARTNERS, VENDORS, AND SUBCONTRACTORS

DRC maintains a network of more than 2,000 subcontractors, approximately 30 of which are primary subcontractors that have been a part of DRC's responses since our inception. These subcontractors, along with DRC's own personnel and equipment, are capable of mobilizing events of any size. The identification of local subcontractors prior to activation secures commitment of equipment and insurance requirements. In compliance with the Stafford Act, and in recognition of the value of local knowledge and expertise in any disaster scenario, DRC encourages local participation. DRC uses the following methods to identify local subcontractors:

- Outreach programs
- Government databases
- Website applications
- Client and vendor referrals
- SBE compliance departments
- Direct mail outreach

AVAILABLE EQUIPMENT – Please see Tab C: Technical.

JOINT PLANNING AND TRAINING – Please see Training Program at the end of this tab.

IDENTIFYING EQUIPMENT STAGING AREAS



Determining equipment staging areas ahead of time allows DRC to seamlessly mobilize resources in advance of a disaster, whenever possible. In all cases, it saves time in the response. While discussing potential plots to stage equipment, the following should be considered:

- Staging away from residential areas
- Easy access from main right-of-way
- Sufficient acreage to manage large number of vehicles
- Fencing around the facility preferred

DISASTER DEBRIS MANAGEMENT SITE SELECTION

DRC will discuss potential DDMS sites with Charlotte County during the planning phase. Important criteria will include the following:

- Public versus private land considerations
- Environmental agency approvals
- Dust and fire mitigation
- Ingress and egress considerations
- Security features
- Storm water control considerations
- Elevation
- Sound buffers and fencing

IDENTIFYING PERMANENT DISPOSAL, TRANSFER, AND RECYCLING FACILITIES

DRC has agreements in place with most major disposal and recycling facilities in the area. If additional disposal facilities are required, DRC's management will be responsible for working with the County to identify these facilities and to secure favorable terms and conditions with each facility. Additionally, DRC's staff includes Jeff Snow and Tom Baker, experts in recycling, resource recovery, and disposal. With more than 30 years of experience, they bring expertise and exceptional knowledge to every project.

ESTABLISHING EMERGENCY PUSH ROUTES & COLLECTION GRIDS

Creating a plan to map emergency push routes and collection grids before disaster strikes will save time in the days afterward. Exact routes will vary based on which areas sustain the most damage, but they should always include hospitals, police departments, emergency shelters, nursing homes, and major traffic routes.

RESPOND



ALERT PHASE

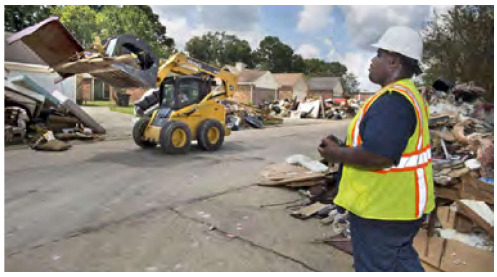


If a potential disaster can be predicted, DRC will activate the following alert phases:

- 72 hours before impending impact, Evan Fancher will contact Charlotte County to discuss activation and response
- At the discretion of the County, DRC will mobilize personnel within 24 hours prior to disaster impact to arrive at the Emergency Operations Center
- DRC will identify and assess the readiness of our network of subcontractors for Emergency Push and Load and Haul Operations
- Our team will pre-stage equipment and personnel as needed to respond to the immediate aftermath of the event
- DRC will map Emergency Push Collection routes, if these have not been determined in the planning phase

RESPONSE TIMELINE – Please see Tab C: Technical.

EMERGENCY ROAD CLEARANCE/PUSH OPERATIONS



In an emergency push operation, debris is "pushed" or cleared from the public roadways in an order of priority established by Charlotte County. DRC's goal in a push operation is to make roadways and intersections as safe as possible by increasing visibility and minimizing traffic obstructions. Push routes are predetermined with the help of County personnel, who have a clear understanding of the geography of the community.

Push crews consist of four to five personnel with supervision, chainsaws, and equipment capable of moving heavy material, such as skid steers, front end loaders, etc. This phase of work is usually accomplished within one to five days after the event, depending on the scale of the disaster. For safety reasons, debris is collected only during daylight hours.

PRELIMINARY DAMAGE ASSESSMENTS

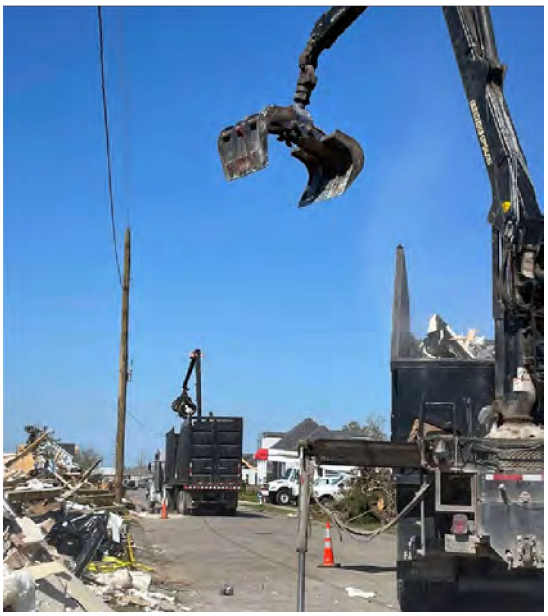


Within 24 hours of an incident, DRC and local, state, and federal officials will have completed preliminary damage assessments to indicate the scope of losses and recovery needs. Through the debris assessment, DRC will accomplish the following:

- Estimate the quantity and mix of debris
- Estimate damage costs
- Determine impact on critical facilities
- Identify impact on residential and commercial areas

LOADING AND HAULING OPERATIONS

FIELD OPERATIONS



Within 24 to 48 hours of a Notice to Proceed (or a reasonable amount of time agreed upon by the County), DRC will commence debris removal operations with multiple Debris Removal Crews. Debris Removal Crews will generally consist of three to five hauling vehicles of 30 to 150 cubic yard capacity with operators, one front end loader with operator, one foreman, and three laborers/flagmen (when required by traffic conditions). In other instances where conditions allow, self-loading equipment of similar capacity will be utilized to maximize efficiency.

All debris removal operators will be given area maps designating assignment/authorized areas or zones of operation as well as transport routes designated and/or approved by the County. Field supervisors shall ensure that all debris removal operators are licensed and certified to operate the required equipment. As crews complete zones, the areas will be jointly surveyed by DRC and Charlotte County and closed out.

RIGHT-OF-WAY AND PUBLIC PROPERTY DEBRIS REMOVAL

DRC's Debris Removal Crews will remove all eligible debris from the right-of-way and haul it to a designated Disaster Debris Management Site and/or directly to a final disposal site. At the request of Charlotte County, DRC will also demolish structures and/or remove debris from public easements, improved public property, and public properties other than rights-of-way.

Eligible debris is that which has been generated directly by the event or as a result of the event.

PRIVATE PROPERTY DEBRIS REMOVAL

For debris on private property to be eligible, Private Property Debris Removal must be authorized.

FEMA may extend public assistance to include private property debris removal when it poses a threat to the public. Under the request and direction of Charlotte County or its representative, DRC will initiate and manage a Right of Entry (ROE) program to remove debris on private property and/or demolish private structures that are a public safety hazard. The property owner must grant access prior to any work, unless there is an immediate threat to the lives, health, and safety of the County's residents.



DRC has extensive experience in removing all kinds of debris from private property after every type of disaster. Upon the request of Charlotte County, DRC will remove debris from private properties as directed. Depending on the severity of the event, and with proper documentation in place, FEMA reimbursement may be available.

The FEMA Private Property Debris Removal Program plays a crucial role in facilitating the cleanup and recovery process for individuals and families affected by natural disasters. Here's a breakdown of key aspects of the program:

- **ELIGIBILITY CRITERIA:** The program is designed to assist property owners whose residences or businesses have been damaged or destroyed by a federally declared disaster, providing financial assistance for the removal of debris from their private properties.
- **TYPES OF DEBRIS COVERED**: Eligible debris includes vegetative debris and construction and demolition materials resulting directly from the disaster event, such as fallen trees, damaged structures, and household belongings.

- **DOCUMENTATION REQUIREMENTS:** Property owners must submit thorough documentation, including photographs, damage assessments, and estimates for debris removal costs, to support their eligibility for assistance under the program.
- **ENVIRONMENTAL CONSIDERATIONS**: Debris removal activities must adhere to environmental regulations and guidelines to minimize ecological impact and ensure safe disposal of hazardous materials, such as asbestos or household chemicals.
- **REIMBURSEMENT PROCESS:** Upon completion of debris removal operations, property owners or their contractors submit documentation of incurred expenses to FEMA for reimbursement, subject to verification and approval.
- **COMMUNITY OUTREACH AND EDUCATION:** FEMA conducts outreach and education initiatives to inform property owners about the program, eligibility requirements, and available resources to facilitate their participation and ensure equitable access to assistance.

The FEMA Private Property Debris Removal Program serves as a vital resource for individuals and communities navigating the challenges of post-disaster recovery, offering financial support and logistical assistance to expedite the cleanup process and facilitate the rebuilding of homes and businesses.

POLICY UPDATE

Pre-approval from FEMA is not required for the Applicant to begin PPDR work (including on privately owned residential and commercial property); however, for the Applicant to receive PA funding, FEMA must determine that the work is eligible. The Applicant must notify FEMA that PPDR is being conducted and the type of property on which the PPDR is being conducted and the type of property on which the PPDR is being conducted (e.g., privately-owned residential or commercial property) so FEMA can ensure notifications to the necessary FEMA components and federal partners.

- FEMA Memorandum, dated October 17, 2022

CERTIFICATION OF EQUIPMENT

DRC will begin the certification of equipment as soon as possible, generally within 12 to 24 hours after a Notice to Proceed is issued. Trucks will be staged at a location where the County's third-party monitoring firm can measure load capacity and assign unique identification to each piece of loading and hauling equipment.

CLEAN-AS-YOU-GO POLICY

DRC's Clean-As-You-Go Policy aims to eliminate inefficiencies in emergency road clearance and load and haul operations by ensuring that all staff and subcontractors completely clear each assigned area before moving on to the next. Work crews and truck drivers are responsible for ensuring that each area is clean to the County's standards before moving on to the next. DRC's project managers will ensure compliance with our Clean-As-You-Go Policy.

MULTIPLE SCHEDULED PASSES

In order to allow citizens to return to their properties and bring debris to the right-of-way as recovery progresses, DRC adheres to FEMA's guideline of three scheduled collections or passes. In rare cases, particularly following major flooding, additional collections may be warranted.

DEBRIS TYPES

VEGETATIVE DEBRIS



Vegetative debris is defined as tree branches, leaves, logs, timber, and stumps.

DRC's crews can collect vegetative debris using a wide spectrum of equipment. To increase efficiency, DRC will often combine the removal of hazardous trees, including "leaners" (leaning trees) and "hangers" (hanging limbs), with the collection of other vegetative debris.

Once collected, vegetative debris will be transported to a Disaster Debris Management Site for processing. There are two main ways of reducing vegetative debris to conserve valuable landfill space:

- Reduction by **grinding** creates mulch, a valuable resource which can be used in landscaping, by farms as compost, or distributed to households for use in gardens; or it can be burned as a fuel source
- Reduction by **burning** provides for the most cost-effective processing, in areas where burning is an option

HAZARDOUS TREE AND LIMB REMOVAL



A tree is considered hazardous if its condition was caused by the disaster and it poses a risk to public health and safety. If possible, leaner and hanger removal will be performed in advance of load and haul activity so that these trees and limbs can be collected simultaneously with ROW debris. Crews may include climbers with chainsaws, as well as bucket trucks, automated saw trucks, and excavators.

FEMA uses the following criteria to define whether a leaner or hanger is hazardous. These criteria will be used by Charlotte County's independent monitoring firm to determine the eligibility of each tree to be removed:

- The tree trunk must be six inches in diameter or greater when measured at chest height
- More than 50% of the crown is damaged or destroyed
- The trunk is split or branches broken, exposing the heartwood
- The tree has fallen or been uprooted within a public use area
- The trunk is leaning at an angle greater than 30 degrees

- Hanging limbs must be at least 2 inches in diameter and pose a threat of falling into an improved public area or right-of-way

REMOVAL OF HAZARDOUS STUMPS

Stump removal usually takes place late in the debris removal process. The County's monitor will generally determine the eligibility of stumps for removal. A stump may be determined to be hazardous and eligible for Public Assistance grant funding as a per-unit cost for stump removal if it meets all the following criteria:

- 50% or more of the root ball is exposed (if less than 50% of the root ball is exposed, it may be flush cut)
- The stump's diameter is greater than 24 inches, as measured 24 inches above the ground
- The stump is located on improved public property or a public right-of-way
- The stump poses an immediate threat to life, public health and safety



Crews will use excavators to extract larger stumps, then load them onto flatbed trailers for transport to the DDMS or final disposal facility, where they will be ground into mulch. Most often, large stumps must be split prior to grinding, whereas smaller stumps can be ground directly. After removing larger stumps, DRC will fill the hole to ground level.

CONSTRUCTION AND DEMOLITION (C&D) DEBRIS

Construction and Demolition (C&D) Debris consists of building materials, drywall, lumber, carpet, furniture, mattresses, and plumbing. C&D Debris is produced most often by floods, tidal surge, and earthquakes.



When collecting C&D Debris, DRC carefully considers local and state restrictions on landfill material acceptance. Using a DDMS provides an opportunity for reduction by material separation and compaction. Additionally, some building materials may be salvageable for reuse, if local facilities are in place. Transportation directly to the final disposal site does not allow for reduction; however, in some cases it may be more efficient.

A wide variety of equipment can be used to collect C&D Debris, including self-loaders.

WHITE GOODS



"White goods" are appliances, including refrigerators, washers, dryers, freezers, air conditioners, stoves, water heaters, and dishwashers.

DRC will collect white goods separately, often using light duty trucks and trailers with a liftgate. We will then transport them to a designated area at a DDMS or directly to a recycler. Any profits from recycling will be returned to the County unless otherwise stipulated in the contract.

The public will have been informed by DRC's public relations campaign to remove all contents from refrigerators and freezers prior to collection or to duct tape the doors shut to facilitate safety and ease of collection. Refrigerators and freezers collected with contents shall be staged for content removal and disposal. Freon shall be removed by a certified technician under the guidance of EPA regulations.

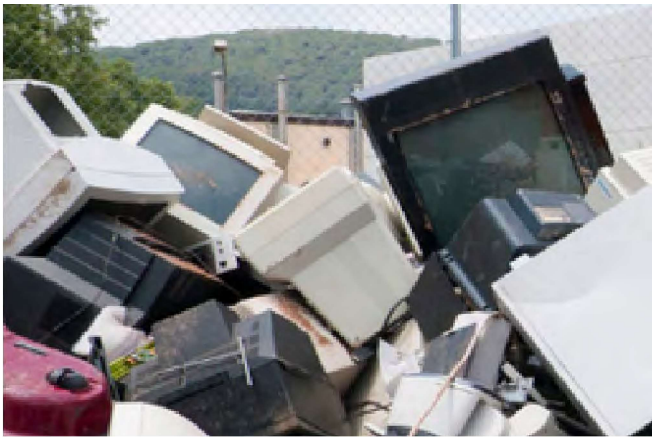
HAZARDOUS WASTE, INCLUDING HOUSEHOLD HAZARDOUS WASTE



Household Hazardous Waste (HHW) consists of small quantities of used or leftover household cleaning and maintenance products, such as gasoline, oils, batteries, pesticides, paint, cleaning solvents, and compressed gas.

Hazardous waste is collected separately from other types of debris and securely placed in spill-proof containers for transportation to staging at a DDMS or direct transport to a qualified recycler or disposal facility. When stored at a DDMS, the area is generally protected with lining or berms, or both, depending upon the requirements of the state environmental agency. When materials are recycled, the recycler will often collect the items from the DDMS, pack them appropriately, and transport them to the recycling facility.

ELECTRONIC WASTE COLLECTION (E-WASTE)



E-Waste debris includes televisions, computers, radios, stereos, DVD players, telephones, etc.

DRC will make one or two separate passes to collect e-waste, depending on the severity of the disaster. General laborers, along with a supervisor, will collect the items using light duty trucks and trailers, then transport them either to a specific area of the DDMS or directly to a recycler.

TIRES



Following flood events or tidal surge, debris removal crews often find tires in debris piles on the public ROW. Tires create a special problem for landfill operators, as they tend to rise or float and can ultimately damage the landfill cap. Therefore, DRC's debris removal crews will separate tires from other debris.

Tires can be easily collected using light duty equipment. Ideally, we will transport them directly to the recycler or shredder. Federal and state regulations often require a waste hauler permit to transport tires.

CANAL/WATERWAY DEBRIS REMOVAL

Canal debris removal is most often performed under the oversight of state environmental regulators, especially in environmentally sensitive areas. Environmental factors always take priority when developing an operations plan. Debris removal may be land-based or water-based. Collection methods vary widely due to physical dynamics, environmental considerations, regulations, and scope of work.

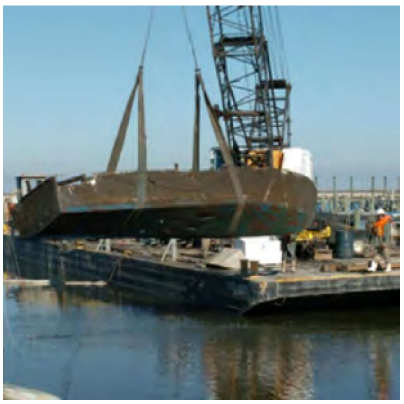
Targets can be identified by side-scan sonar or below surface observation. Target removal may span from the water bottom to surface debris, or it may be limited to designated depths.

When appropriate, debris can be collected with grapples mounted on barges of varying sizes or even small boats. Land-based operations consist of removal of targets with long reach excavators equipped with a spoils or dredge bucket.

Temporary Offloading Sites can be used to stage debris prior to transport to a DDMS for processing or to final disposal. When abundant access points exist, loading can occur directly into trucks for transport to processing or disposal.



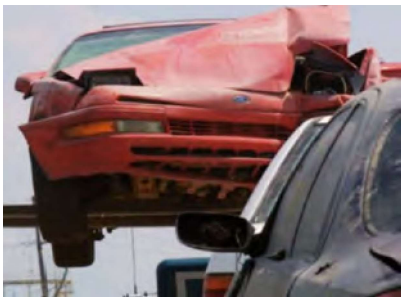
VEHICLE AND VESSEL REMOVAL



DRC has extensive experience performing large scale vehicle and vessel removal and recovery projects. A single project for the State of Louisiana following Hurricanes Katrina and Rita involved the recovery and management of thousands of vehicles and vessels.

Operating procedures for vehicle and vessel removal projects vary from state to state due to legal requirements. The scope of work is always developed in consultation with the jurisdiction.

To begin a vehicle and/or vessel removal project, DRC will activate one or more aggregation sites for storage, processing, recordation, and access. Arranging the vehicles in a grid pattern allows for easiest access.



For a land-based recovery, DRC will tag and record vehicles and vessels prior to removal. For a water-based recovery, we will locate and record the vessels prior to removal.

At the aggregation site(s), DRC or a properly trained and licensed subcontractor will remove fluids from the vehicles and vessels. DRC will send an initial notification to the vehicle's owner, as determined by VIN information gathered in the field using the State Police database, according to local and state regulations. Additional notifications may be sent using certified mail, if required by law. DRC will also allow private insurance companies to access the vehicles for viewing.



Salvaged vessels and vehicles may be retrieved by either owners or insurance companies. Those that are not retrieved after ample notification will be crushed and recycled. Any proceeds from recycling will be returned to the County unless otherwise stipulated in the contract.

STORM DRAIN AND CATCH BASIN DEBRIS

Heavy rainfall from disasters can pose a major risk for widespread flooding, even in areas not normally prone to flooding. Inadequate stormwater management systems can lead to clogged stormwater piping, obstructed catch basins, and blocked inlets or canals, further exacerbating the County's risk of a major flooding event. Silt and muck that are created in the aftermath of a storm can retain dangerous materials like chemicals, sewage, construction debris, or bacteria that pose a health hazard to communities' waterway systems.

Prior to an event, DRC will strategically place vacuum trucks and trailers in areas of high risk, allowing us to quickly remove floodwater, sludge, and debris from streets, drains, and sewers to restore drainage and prevent any further flooding. Vacuum trucks are also capable of filtering contaminated water from drains and expelling debris from catch basins that were not designed to withhold the quantity of debris a major storm can produce. Deployment of pressure-washing crews quickly eliminates debris that is clogging cracks or drainage holes.

SAND SCREENING, SOIL RECOVERY, AND BEACH RESTORATION



DRC's innovative methods for the handling and screening of sand have allowed many jurisdictions to bring back their beaches, better–even after powerful storm surges from record-breaking events including Hurricanes Helene, Milton, Ida, Florence, Irma, and Ike.



After disaster strikes, many jurisdictions are faced with large quantities of sand that have washed up on the roadways, as well as on public and private property. DRC will collect the sand and move it to a nearby Disaster Debris Management Site for processing. Sand that remains on the beach often contains large quantities of debris. We will process this sand directly on the beach before restoring the sand removed and processed from other areas.



DRC uses a variety of equipment in sand and soil processing, including the following:

- **Skid steers and front-end loaders** to recover displaced material from adjacent properties
- **Beach rakes** to remove hidden and surface debris from beachfronts
- **Shaker screens and trammels** to screen sand and soils

DRC's teams are able to process 100 to 200 cubic yards of sand per hour. After screening, the clean material is returned to its original location. Beach contours and dunes can then be re-created. The debris that has been removed will be taken to a DDMS for reduction and haul-out to final disposal.

BEACH BERM ESTABLISHMENT

DRC will construct berms on an as needed basis, under the direction of the County. We have constructed berms in Dauphin Island, Alabama, in response to Hurricanes Zeta, Sally, and Ida, and Tropical Storm Claudette. These berms were constructed out of sand; however, additional methods may be employed, depending on the situation. For example, in coastal areas, geo tubes may be used.

"DRC's Project Manager arrived in Wilmington the day before the event, so he was in place to immediately assess damage and start the process to order the manpower and equipment needed to start the cleanup effort. He was here before a notice to proceed was sent."

– David Bundick, Superintendent of Solid Waste, City of Wilmington

HURRICANE IRMA BEACH CLEAN UP & RESTORATION



EXPERTISE IN THE REMOVAL OF DEAD ANIMALS

Improper disposal of animal carcasses can contaminate drinking water sources or spread disease. It is DRC's policy to handle and dispose of animal remains with care and in accordance with all state and local regulations.

All carcasses should be disposed of as soon as possible. There are several approved methods for the disposal of animal carcasses:

- **Incineration** at a secure and pre-approved site.
- **Deposition** in a contained landfill approved for remains disposal.
- **Composting,** with approval, is a sanitary and practical method of carcass disposal.

PROTECTION OF ARCHAEOLOGICAL SITES AND HUMAN REMAINS

If in the process of debris removal DRC discovers evidence of a possible archaeological site, we will immediately cease work and contact FEMA. A qualified monitor may be required. If human remains are found, DRC will contact local authorities.

DISASTER DEBRIS MANAGEMENT SITE OPERATIONS

PERMITTING AND SITE MOBILIZATION

Within 24 hours of notice to proceed, DRC will begin mobilization to pre-established DDMS locations. DRC will determine the number of DDMS sites based on estimated volumes, travel times, traffic patterns, and materials to be processed. Once operational, a DDMS should facilitate a minimum of five loads per truck per day.

If applicable, DRC will promptly execute Land Use Agreements with any private landowners. For any sites not already permitted, Kristy Fuentes, DRC's Vice President of Administration and Compliance, will submit a permitting request.

Prior to use, DRC will perform an environmental audit of each site. This audit will involve documenting the site using historical records and data; taking photos and video, possibly using drones; and taking soil samples. Depending on state regulations, other steps may be required, such as creating a Stormwater Pollution Prevention Plan (SWPPP), perimeter silt fencing, or air monitoring.



SITE SETUP AND MAINTENANCE

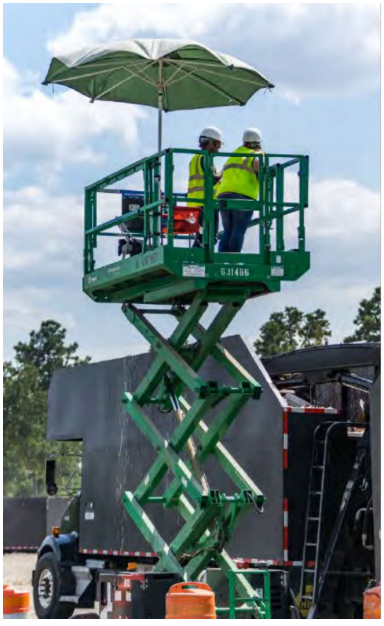
TYPICAL ON-SITE EQUIPMENT, SUPPLIES, AND MANPOWER NEEDS

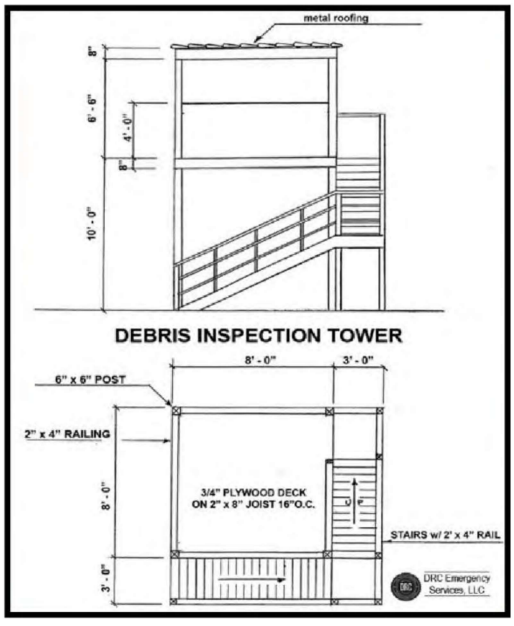
- Signage
- Equipment Operators
- Security Personnel
- Front-End Loader with Thumb
- Grinder – Horizontal or Tub
- Air Curtain or Above Ground Incinerator (if required)
- Inspection Tower(s)
- Site Manager
- Traffic Control Devices
- Bulldozer
- Excavator
- Sweeper
- Water Truck
- Perimeter Fencing (if required)

Access and traffic flow – DRC will establish separate points of ingress and egress to improve traffic flow and operational efficiency. Truck routes will be mapped to avoid driving through residential areas.

Traffic Control – Traffic control personnel, with appropriate traffic control safety equipment, will be stationed at the ingress observation tower to maintain vehicular traffic control. Additional traffic control personnel can be stationed throughout the site, as needed, to enforce proper traffic flow.

Inspection Towers – DRC will construct inspection towers to facilitate observation and measurement of debris hauled for storage at debris staging sites. If volume warrants it, each Disaster Debris Management Site will contain two inspection towers: one tower at the point of ingress for use by the monitoring firm, and one tower at the point of egress to ensure all debris hauling trucks are in fact empty upon leaving the site. A single tower may be utilized if ingress and egress points are the same. Sometimes we will use all-terrain man lifts instead of constructed towers.







Maintenance and Grading – DRC will perform maintenance and grading of the debris management site throughout the operating day. Access roads will be constantly maintained, and dust control managed by use of a water truck. Access roads will be swept as often as necessary.

JOB SITE SECURITY



DRC will determine security needs on a case-by-case basis, in consultation with the County. Security on a debris removal site is a top priority for DRC, and several measures can be implemented to protect workers, the public, and nearby property. Only authorized personnel will have access to job sites.

Signage is one of the first lines of defense; clearly posted warning signs alert drivers and pedestrians to potential hazards, restricted areas, and heavy equipment zones.

Lighting is equally important, especially for early morning or evening operations, ensuring that workers can see clearly and that hazards are visible from a distance.

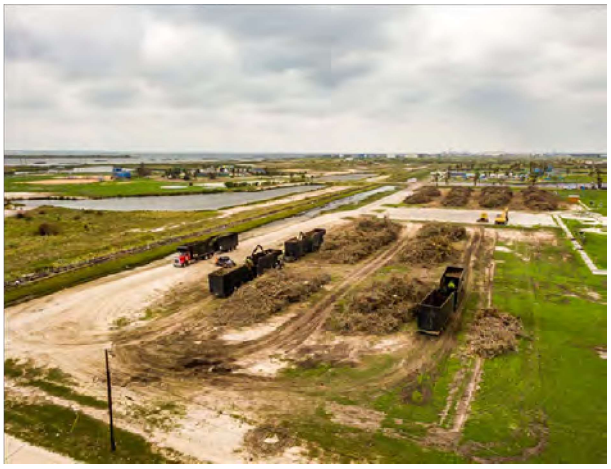
Fencing helps define the perimeter of the work zone, preventing unauthorized access and keeping debris contained within the site.

Gates provide controlled entry points for trucks and equipment, allowing site managers to monitor who enters and exits.

Security personnel play a key role in enforcing these measures; they oversee access control, monitor for safety violations, and deter theft or vandalism of equipment and materials.

Together, these security components create a controlled, well-organized environment that minimizes accidents, protects the public, and keeps operations running smoothly.

DEBRIS STORAGE AREA



Debris is segregated into five main areas:

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

Construction and Demolition (C&D) Debris – C&D debris will be stored separately within an area that will facilitate material separation, compaction or grinding.

Recyclables/Salvage – Recyclable/salvageable materials will be stockpiled in accordance with the site plan.

White goods – White goods will be stockpiled in a contained area in accordance with the site plan, unless they are being transported directly to the recycler.

Household Hazardous Waste (HHW) – HHW will be segregated and stored in an approved containment area protected by lining and/or berms.

DEBRIS REDUCTION METHODS







Grinding and/or Chipping Operations – Grinding or chipping can achieve a 4 to 1 reduction of vegetative debris or greater. The resulting product can be burned for use as fuel or reused as mulch or compost. Grinding or chipping is less often used as a reduction method for C&D material due to its impact on equipment.

Burning – Most common in rural settings, burning is the most efficient reduction method for vegetative debris, as a 95% reduction can be achieved. However, environmental impact and safety must be considered. Air curtain incineration and trench burning mitigate the release of smoke and ash into the air and surrounding areas.

Compaction – Compaction is the best reduction method for construction and demolition debris. When combined with recycling, a 2 to 1 reduction ratio can be achieved.

FINAL DEBRIS DISPOSAL

DRC will work with the County to determine final disposal location(s) for processed debris during the planning phase. Per Subtitle D, lined sites are generally selected. However, in some cases, permitted construction and demolition sites are used, when regulations allow.



RECYCLING OPTIONS



Vegetative Debris – After reduction by grinding or chipping, vegetative debris can serve a multitude of useful purposes. It can serve as a viable fuel source for manufacturing, etc., or used for agricultural purposes. It can be donated to residents for use in flower beds and gardens. It can be used as an alternative daily cover in landfills, when allowed. It can also be used as a roadbed for temporary roads, and it can be thinly spread across acreage to produce dirt.

Aggregates – Concrete, brick, and similar materials can be crushed and used as fill material, road base, etc.

Construction and Demolition Debris – Wood, metals, plastics, and sometimes gypsum can be pulled from the waste stream and recycled, if sufficient quantities exist and recycling facilities are available and accessible.

White Goods – White goods are easy to recycle due to abundant processors.

Electronic Waste (E-Waste) – Electronic waste items are quite abundant, particularly following a flood or tidal surge. E-waste is brought to specialized recycling facilities, where recyclable components are separated from hazardous waste and reenter the stream of commerce. Meanwhile, the hazardous components from E-waste are disposed of according to environmental regulations.

Tires – Tires can be recycled by third party facilities, who remove toxic and non-rubber components from the tires and then shred and reduce the remaining rubber into a fine powder. This recycled tire by-product can be used as an industrial fuel source, as construction fill, or in road bases, as well in the production of new tires or even in playground surfaces.



"This debris removal project has been a resounding success, and the GLO appreciates the many hours of hard work put in by the DRC team."

– Benjamin K. Au, Director of Construction Services, Texas General Land Office (GLO)

BENEFICIAL USE PROGRAMS

State and federal agencies across the country have created Beneficial Use Programs. These programs provide guidelines for how non-hazardous waste materials may be diverted from landfills and reused or recycled, providing economic, environmental, and social benefit to the community. Examples of beneficial uses, which vary by state, may include the following:

- Sediment from dredging projects can be used to nourish beaches, to enhance wetland habitats, to restore brownfields, or as construction fill.
- Organic materials such as vegetative debris, yard waste, race track stable bedding, and residues from agricultural or forestry production can be used as compost to enrich soil.
- Construction & Demolition materials such as steel, concrete, wood products, brick and clay tile, and asphalt shingles can be reused in myriad ways, such as for fuel, new products for road or building construction, mulch, soil amendment, or compost.

DRC will seek beneficial uses for non-hazardous debris in Charlotte County wherever possible, following state and local regulations and guidance.



Following the severe flooding in the Baton Rouge area in 2016, DRC opened and operated two temporary debris staging and reduction sites – **including the largest Temporary Debris Staging and Reduction Site on record** – to compact and recycle C&D debris prior to haul out for final disposal. These sites operated with such efficiency that FEMA and the USACE filmed the operation to use in training sessions. DRC removed more than 2,500,000 cubic yards of debris – including 1,000,000 cubic yards which we picked up over the course of just 30 days in East Baton Rouge Parish, Louisiana.

DISASTER DEBRIS MANAGEMENT SITE CLOSEOUT

Once operations are complete, DRC will restore all Disaster Debris Management Sites. The scope of restoration is determined by post-use site conditions, terms of the land lease, and/or the County's directive and mutual understanding when public property is used. Restoration will include final removal of all debris and other managed components as well as all structures and temporary features. Additionally, DRC will perform grading and leveling, removal of temporary roads and fencing, and grassing or seeding as necessary to restore the site to documented pre-use condition. In most cases, both the property owner and the state environmental agency must inspect, release, and approve the final closure of a site.

DRC will use drone footage and still photography to illustrate the current condition of the site as it compares to the baseline or pre-use documentation. We will also conduct environmental sampling that mirrors pre-use sampling. For example, random soil samples, surface samples, and, if necessary, water samples, may be taken and sealed in containers for comparison with pre-use samples. Independent third-party engineers and testing labs may be used. Post-use samples and pre-use samples may be tested in an independent lab to determine the presence of contaminants.

DEMOBILIZATION

The project leader, whether that be the Project Manager or the Regional Manager, begins removing all equipment from the site once the DDMS closeout procedures have been finalized and the County approves. Typically – dependent upon the scope of the project – DRC's demobilization process is concluded within 48 hours, including the final delivery of all project reports and documentation.

DEBRIS MANAGEMENT SITE DURING AND AFTER OPERATIONS



RECOVER

1 DEMOLITION

2 TEMPORARY FACILITIES

3 POST DISASTER TEMPORARY HOUSING

4 MARINE SERVICES

Once the initial response phase is over, full recovery from a major disaster can still be a big job. Affected communities may require many additional services to be restored to pre-event wholeness.

Under the joint ownership of the Sullivan Brothers Family of Companies, DRC Emergency Services, SLS, Forgen, and Callan Marine comprise a core of companies that excel at providing a turnkey approach to total disaster management. We stand alone in the industry as the only company that can provide the full range of disaster response and recovery services.



DEMOLITION

EXPERTISE IN DEMOLITION

For decades, DRC has provided structural and strategic demolition services on both public and private property in a safe, environmentally responsible manner. DRC's number one priority is to eliminate the immediate threat to public health and safety that damaged and abandoned structures may cause.

DRC works closely with federal, state, and local entities to ensure compliance with environmental guidelines. DRC will also ensure that all demolitions and debris removal are conducted in accordance with all federal, state, and local regulations and laws regarding historic preservation.

Demolition is an integral part of any community's recovery from a major disaster, and DRC has a long and wide-ranging history of successfully managing numerous Right-of-Entry Programs in accordance with FEMA guidelines.

Since its inception, DRC has performed private property debris removal and demolitions following wildfires in California, Colorado, Hawaii, New Mexico, and Washington State; tornadoes in Alabama and Kentucky (as the ACI contractor for the United States Army Corps of Engineers for Region 3); as well as Hurricanes Katrina, Gustav, Michael, Laura, Ida, and Ian.

DRC has performed 11,782 strategic demolitions for the City of New Orleans to stimulate economic recovery. DRC has also demolished thousands of blighted properties in Washington, Jefferson, and Terrebonne Parishes and the City of Lake Charles, Louisiana following multiple hurricanes.

The FEMA demolition, Selective Salvage demolition and Strategic Demolition projects, which have been in effect since 2007, are responsible for the elimination of more than 2,000 blighted properties.







SLS

DRC's sister Company, SLS, is a prominent provider of post-disaster temporary housing. From turnkey temporary trailer facilities to massive temporary facilities designed to house and feed thousands, SLS has designed and performed housing solutions for a wide range of post disaster applications.

SLS pioneered the current FEMA Sheltering and Temporary Essential Power (STEP) program during the aftermath of Hurricane Sandy in New York. The Program in New York was called "Rapid Repair," and a similar program in Baton Rouge was called "Shelter at Home." These programs are designed to perform essential elements of restoring damaged single-family residences and return homeowners back into their homes quickly. Rapidly returning displaced families to their homes provides a sense of community and normalcy to the affected residents. Additionally, the cost of the typical STEP program is approximately 20% of the cost of placing a displaced family into a trailer or similar structure. SLS is composed of four major divisions:

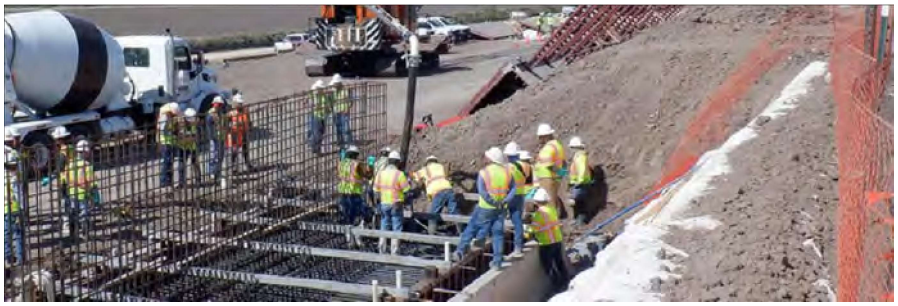
- Response
- Health
- Federal Services
- Housing

Each division is distinct in focus, scope and services provided, but seamlessly utilizes a pool of leadership, talent, resources and financial capabilities.

We perform a multitude of large-scale assignments for federal, state, regional, county and municipal entities -- **with a keen focus on the comprehensive rehabilitation, reconstruction and recovery of communities impacted by emergencies and disasters.** Additionally, our team provides infrastructure, facility construction and rehabilitation services; remote workforce compounds and basecamp facilities; turnkey health solutions; and intermodal, industrial and marine facility construction.









Forgen

At Forgen, we leave the planet better than we found it. Our integrated geotechnical and civil construction and environmental remediation services restore and strengthen our natural surroundings to protect people, communities, and the environment for generations to come. We have successfully delivered large, multi-disciplinary projects for public and private sector clients across North America for more than a decade, safely tackling complex challenges across a variety of industries.



Forgen's core service lines include:

- Geotechnical and Civil Construction
- Disaster Mitigation and Recovery
- Flood Control and Ecosystem Restoration
- Environmental Remediation

FORGEN-DRC JOINT VENTURE

Forgen and DRC formed a joint venture to strengthen our ability to support emergency response efforts for wildfire and hurricane disasters nationwide. The joint venture combines Forgen's wildfire response and debris removal in the western US with DRC's emergency response and vehicle and tree removal expertise supporting hurricane disaster management and recovery efforts on the Gulf Coast. Forgen and DRC are part of a multi-billion-dollar Sullivan Family of Companies with over $2.2B in USACE design-build experience in the past five years.

After the Southern Branch wildfires in California in 2020, Forgen and DRC worked in tandem to remove debris from over 600 properties. We removed 40,000 tons of ash and debris and 16,000 tons of potentially impacted soil. We also removed and recycled 32,000 tons of concrete, 4,400 tons of metal, and 11,800 hazardous trees.

Together, Forgen and DRC cleared 168 properties after the 2021-2022 Marshall Fire in Boulder County, Colorado. We removed 40,590 tons of concrete; 41,333 tons of ash, soil, and debris; 805 tons of metal; and 880 tons of vegetative debris.

Following the Maui fires in 2023, Forgen and DRC teamed with Native Hawaiian organization Dawson Solutions to provide disaster relief execution and management for the United States Army Corps of Engineers. We completed nearly 1,600 property assessments in 90 days, working 7 days a week. The data collected was used to determine the level of effort required to clean up each property in the next phase.

CALLAN MARINE

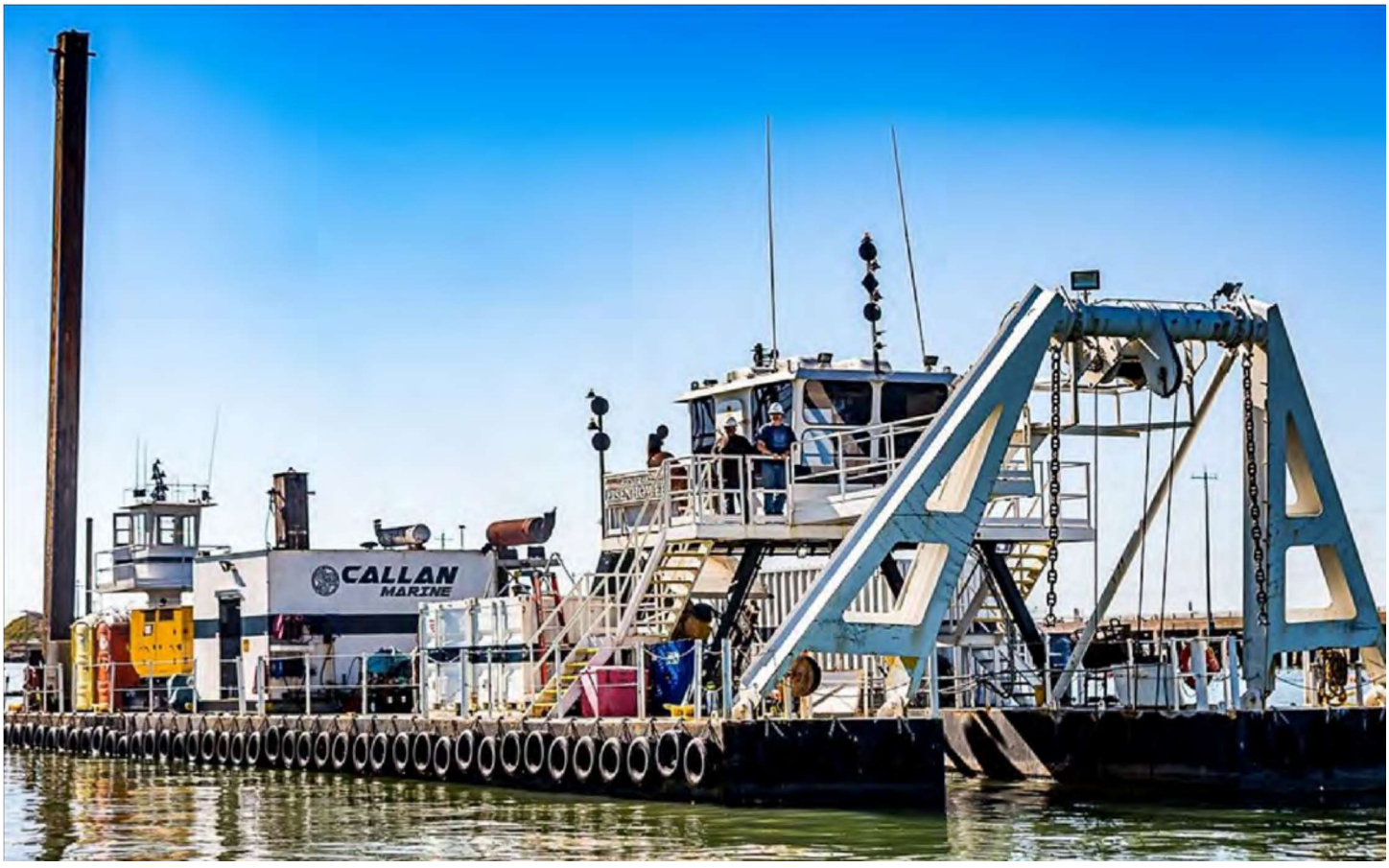
DRC's sister Company, Callan Marine, is a highly specialized construction firm capable of providing design, engineering, management and construction services, such as the following:

- Marine debris management and removal
- Offshore and inland dredging
- Shoreline protection
- Beach re-nourishment
- Port/Dock facility construction
- Wetlands construction
- Marine protection mitigation and improvements

For over ten years, Callan Marine has been serving public and private clients by providing crucial dredging services and executing new maritime construction and expansion projects. We restore berthing depths for ship docks and navigation channels, facilitating transportation in our nation's waterways.

With a mission of safety, quality, and integrity, Callan Marine can customize a response solution for you.

As the leading marine construction service provider on the Gulf Coast, Callan Marine has dredged thousands of miles of waterways in the region to keep our customers productive.



TRAINING PROGRAM: COUNTY STAFF

JOINT PLANNING, TECHNICAL TRAINING, AND EDUCATIONAL SERVICES

DRC Emergency Services, LLC can help local governments prepare for any contingency with confidence. DRC's Director of Technical Assistance and Training, Tony Furr, provides ongoing education to DRC's personnel and the jurisdictions we serve. He has delivered the Debris Management training at the National Hurricane Conference, the Texas Emergency Managers Conference, and the Oklahoma Emergency Managers Conference, and he presided over the roundtable workshops hosted by the Disaster Recovery Coalition of America (DRCA) in FEMA Region VI.

DRC's staff is highly trained to aid local governments with comprehensive planning and support. **We are committed to helping our clients understand the principles of Emergency Management** and have had overwhelming success providing training programs and pre-event planning workshops.

Mr. Furr and our Key Personnel are always available to provide Charlotte County with planning and training exercises. DRC will provide regular planning, training, and feedback sessions throughout the length of the County's contract at no extra cost.

Typical workshops include one or more of the following topics:

- Pre-Season Debris / Response Readiness Workshop
- Scenario Based Tabletop Exercise
- Debris Management Seminar
- Debris Readiness Exercise
- Discussion Based Debris Management Exercise
- Disaster Debris Awareness Exercise



When requested, DRC can offer a "Regional Debris Readiness Workshop" for smaller jurisdictions by inviting neighboring communities to a combined training session.



Benefits of planning and training sessions include the following:

- Providing an opportunity to build relationships between both parties
- Delivering invaluable operational and administrative information to all stakeholders
- Discussing forecasting and reviewing the debris management plan

TRAINING PROGRAM: SUBCONTRACTORS

OUTREACH AND TRAINING

The use of local resources is vitally important to a successful disaster recovery operation. We pride ourselves in facilitating local involvement during recovery efforts and encourage local knowledge and experience. DRC utilizes local vendors to the maximum extent possible to minimize load times, transportation costs, and schedule risk.

Upon receipt of Notice of Award, DRC will schedule an informational and technical assistance workshop for potential vendors and businesses. The workshop will provide all interested local businesses with information about the overall scope of work and opportunities for contracting and partnership with DRC. Our highly qualified and experienced staff will also provide hands-on technical assistance and training in all relevant aspects of the debris removal and management process, so that local subcontractors are ready to partner with DRC in providing superior services to Charlotte County.

Employee and Subcontractor Training Programs

Smith System Driver Training
Hazardous Materials Training
Demolition Safety
Asbestos Abatement Training
Power Line Awareness
Hazardous Communication
Lockout/Tagout
Fire Prevention Training

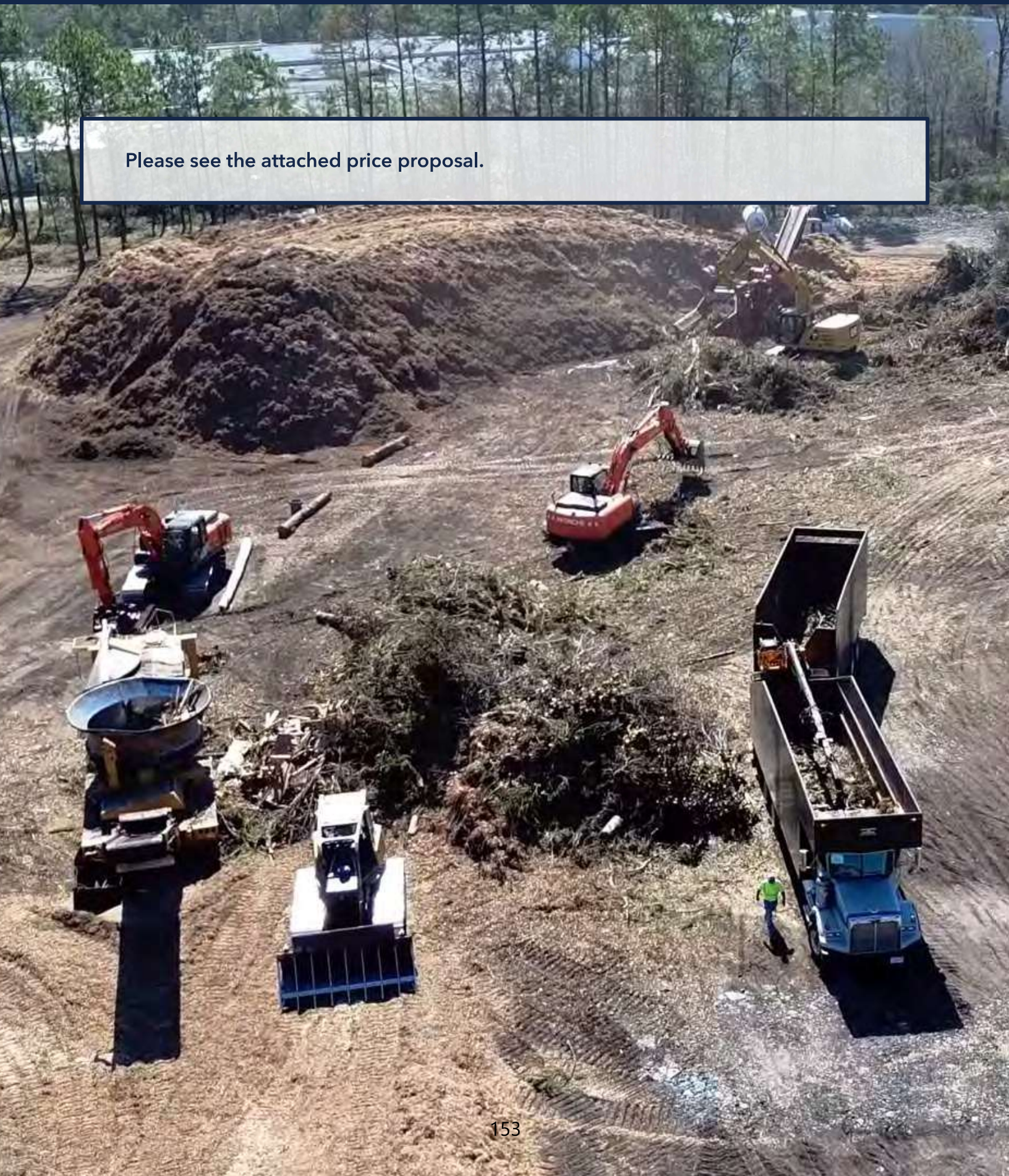
The Regional Manager will recruit local subcontractors and small and diverse business enterprises by utilizing DRC's subcontractor database, as well as the following resources:

- Government databases
- Local, regional, and national SBE compliance departments
- Client and vendor references
- Direct mail community outreach

STANDARDS AND OVERSIGHT

Under the leadership of Chad Braun, Director of Response Readiness, management of subcontractors involves carefully vetting them for experience, compliance with safety standards, and ensuring proper licensing and insurance before onboarding. Effective subcontractor management is critical for DRC to ensure projects are completed safely, efficiently, and on schedule. Clear communication of project requirements, timelines, and performance expectations is essential to align subcontractor efforts with DRC's goals and standards. Regular monitoring through site inspections, performance reviews, and daily progress reports helps maintain quality control and address any subcontractor issues proactively. DRC's strong relationships with subcontractors are built on trust and accountability, which not only improves workflow coordination but also reduces risk, enhances safety compliance, and ensures that debris removal operations meet client and regulatory standards.

As an extension of DRC, subcontractors are held to the same environmental regulations and compliance standards that we are, further ensuring the success and efficacy of our contract with Charlotte County.



Please see the attached price proposal.

PART F --- PRICE PROPOSAL
DEBRIS REMOVAL AND DISPOSAL SERVICES

	UNIT RATES (Will be based off of average rate by vehicle size)	**UNIT OF MEASURE**	**UNIT PRICE ($)**
1. ROW DEBRIS COLLECTION - VEGETATIVE, MIXED, and CONSTRUCTION AND DEMOLIITION DEBRIS			
1a	Remove debris from ROW and haul to DDMS or final disposal.	CUBIC YARD	$8.48
1b	Remove debris from ROW and haul to DDMS or final disposal with hand-loaded technique (per any Federal and/ or state guidelines or rules)	CUBIC YARD	$8.68
2. WHITE GOODS			
2a	Remove and transport from ROW to DDMS, Recycling Facility or approved final disposal facility.	PER UNIT	$50.00
2b	Transport from DDMS to Recycling Facility or approved disposal facility.	PER UNIT	$30.00
2c	Freon Removal / Recycling	PER UNIT	$40.00
3. SPECIAL WASTE (Removal and handling for land based debris)			
3a	Electronic Waste (e-Waste) removal from ROW and dispose of at COUNTY approved site.	PER UNIT	$25.00
3b	Household Hazardous Waste (HHW) removal from ROW and dispose of at COUNTY approved site.	PER DRUM (55 GAL)	$250.00
3b	Non-Liquid Forms of HHW removal from ROW and dispose of at County approved site.	PER POUND	$14.98
3c	Derelict vehicle removal, transfer/tow of typical passenger car/truck/van to secure storage site	EACH	$250.00
3d	Derelict vehicle removal, transfer/tow of typical commercial vehicle to secure storage site (< 4 Axel)	EACH	$25.00
3e	Derelict vehicle removal, transfer/tow of typical commercial vehicle to secure storage site (≥ 4 Axel)	EACH	$250.00
3f	Derelict vessel collection and transportation to secure storage site. (Vessels under 25 feet)	EACH	$850.00
3g	Derelict vessel collection and transportation to secure storage site. (Vessels 25 feet and greater)	EACH	$1,250.00
3h	Operation of secure storage site for derelict vehicles/vessels.	PER MONTH	$2,500.00
3i	Vessel and Vehicle Fluids Management - draining/removal of fluids from vessel/vehicle, storage of fluids and transportation to a disposal/recycling facility.	EACH	$350.00
3j	Vessel and Vehicle Hazardous Materials Management – removal, storage and transportation of hazardous materials from vessel/vehicle (e.g. batteries), to a disposal/recycling facility.	EACH	$500.00
3k	Crushing of Vessels for Disposal.	PER FOOT	$20.00
3l	Tire removal and disposal or recycling	EACH	$10.00
3m	Concrete Removal - Load and haul broken concrete from ROW or DDMS and dispose at COUNTY approved site.	CUBIC YARD	$16.98
3n	Soil, Mud, Clay, Silt, Sand, other non-vegetative debris (Earthen debris) - Load from location and dispose at COUNTY approved site such as a screening area, DDMS or another approved site.	CUBIC YARD	$19.98
3q	Sand and Soil Screening: Screening of debris - laden sand.	CUBIC YARD	$6.50
3r	Removal and disposal of animal carcasses.	PER POUND	$2.00

4. HAZARDOUS STUMPS and HAZARDOUS TREES				
	Description	**Size**	**UNIT OF MEASURE**	**UNIT PRICE ($)**
4a	Storm damaged tree removal by diameter class. Locations with trees that can only be brought down via the "Climbing Method" over structures, homes, buildings, utilities or public Right of Way (ROW). CONTRACTOR will remove identified trees that must be brought down using the Climbing Method, which can only be accomplished using the "Cut & Drop" method. Trees must be climbed, and the fall area will allow for the "Cut & Drop" method.	6in - 12in DBH	EACH	$65.00
		>12-24in DBH	EACH	$150.00
		>24in DBH	EACH	$350.00
4b	Storm damaged tree removal by diameter class. CONTRACTOR will remove trees that can only be accessed via "Mechanized Equipment. (i.e., Bucket Trucks, Skid Steer Loaders, Log Skidders, Excavators, Wheel Loaders.)	6in - 12in DBH	EACH	$65.00
		>12in - 24in DBH	EACH	$150.00
		>24in DBH	EACH	$250.00
4c	Storm damaged tree removal by diameter class. Trees broken in two parts or snapped in half with debris not fallen on any dwelling or structure. Price Includes flush cutting stump even with ground and removal of debris to the curb.	6in - 12in DBH	EACH	$65.00
		>12in - 24in DBH	EACH	$150.00
		>24in DBH	EACH	$250.00
4d	Storm damaged tree removal by diameter class. Trees broken in two parts or snapped in half with crown previously removed with a minimum of 10 foot of trunk still attached. Price includes flush cutting stump even with ground and removal of trunk sections to the curb.	6in - 12in DBH	EACH	$65.00
		>12-24in DBH	EACH	$150.00
		>24in DBH	EACH	$250.00
4e	Storm damaged tree removal by diameter class. Trees that meet the above criteria but require "Specialized Equipment". (I.E.: Use of cranes to stabilize trees during removal and stabilization plan).	6in - 12in DBH	EACH	$65.00
		>12in - 24in DBH	EACH	$250.00
		>24in DBH	EACH	$350.00
4f	Backfill - supply and placement of clean fill dirt into holes created by stump removal in the ROW.		CUBIC YARD	$0.10
4g	Stump Extraction and Backfill	12-24in	CUBIC YARD	$150.00
		>24in-48in	EACH	$250.00
		>48in	EACH	$350.00
4h	Stump Grinding	12-24in	EACH	$150.00
		>24in-48in	EACH	$300.00
4i	Removal of hazardous hanging limbs that are ≥2 in		PER TREE	$92.50

5. DEMOLITION OF STRUCTURES			
		UNIT OF MEASURE	**UNIT PRICE ($)**
Structure demolition with construction and demolition debris loaded at the designated site and hauled to a COUNTY approved final disposal site. Contractor shall disconnect and cap the sewer and water line and coordinate all required disconnects by private utility companies. Search safely accessible structures, including garages and detached outbuildings, and remove all white goods, electronic waste, concrete slabs, septic tanks, and household hazardous waste for ROW collection.			
5a	Mixed demolition debris, haul and transport from site direct to final disposal site	CUBIC YARD	$36.98
Structure demolition containing regulated asbestos containing material (RACM) construction and demolition debris loaded at the designated site and hauled to a COUNTY approved final disposal site. Contractor shall disconnect and cap the sewer and water line and coordinate all required disconnects by private utility companies. Search safely accessible structures, including garages and detached outbuildings, and remove all white goods, electronic waste, concrete slabs, and household hazardous waste for ROW collection.			
5b	Mixed demolition debris, haul and transport from site direct to final disposal site	CUBIC YARD	$43.98
RACM (and/ or any state protocols) that would deem the removal from safe-to-enter structures prior to demolition commencement. Removal will include identification through sampling, removal of, containment, proper transfer and disposal, and post removal sampling/monitoring necessary to clear the structure.			
5c	Pre-demolition removal of RACM from safe-to-enter structures.	SQUARE FOOT	$14.50
5d	Pre-demolition removal of RACM from safe-to-enter structures	POUND	$50.00
Air-quality monitoring and controls necessary to reduce or mitigation increased particulate matter concentration and exposure. To include but not limited to providing water, hoses, and other supplies necessary to reduce impacts to the surrounding environment.			
5h	Air monitoring and controls.	PER SITE	$750.00
6. DEBRIS MANAGEMENT / PROCESSING / REDUCTION			
6a	Grinding / chipping vegetative debris, based on incoming cubic yards or lump sum quantities on piles based on County's measurements	CUBIC YARD	$4.22
6b	Burning vegetative debris, based on incoming cubic yards.	CUBIC YARD	$1.98
6c	Segregating and/or compacting C&D materials and mixed debris, based on incoming cubic yards.	CUBIC YARD	$0.92
6d	Segregating, and/or crushing concrete materials and masonry, based on incoming cubic yards.	CUBIC YARD	$3.98

7. DISASTER DEBRIS MANAGEMENT SITE (DDMS) OPERATION			
7a	DDMS Operation, includes the cost of site preparation, acceptance and management of the material, erosion control, security, traffic control, environmental and historical protective measures, and site closeout.	~~LUMP SUM PER DDMS~~ CUBIC YARD	$1.48
7b.	DDMS provided by the Contractor, includes selection of a DDMS location(s), perform baseline soil and groundwater testing, permitting and lease agreements as needed	~~LUMP SUM PER DDMS~~ CUBIC YARD	$0.10
8. FINAL DISPOSAL - Disposal Fees shall be passed through to the COUNTY without markup.			
8a	Load and Transport processed vegetative debris from DDMS or to final disposal.	CUBIC YARD	$4.86
8d	Load and Transport compacted C & D, mixed, and other non-vegetative materials from DDMS to final disposal.	CUBIC YARD	$5.24
8g	~~Load and Transport processed vegetative debris from DDMS to final disposal.~~	~~CUBIC YARD~~	
8j	~~Load and Transport compacted C & D, mixed, and other non-vegetative materials from DDMS to final disposal.~~	~~CUBIC YARD~~	
9. OTHER DEBRIS SERVICES			
9a	Cleaning and clearing of storm drain lines to include dewatering and disposal. Drain line diameter 0 to 18 inches.	PER LINEAR FOOT	$7.50
9b	Cleaning and clearing of storm drain lines to include dewatering and disposal. Drain line diameter >18 to 36 inches.	PER LINEAR FOOT	$8.50
9c	Cleaning and clearing of storm drain lines to include dewatering and disposal. Drain line diameter >36 inches.	PER LINEAR FOOT	$12.50
9d	Cleaning and clearing of catch basins and inlets up to 8' x 8' to include disposal.	EACH	$500.00
9e	Cleaning and clearing of catch basins and inlets greater than 8' x 8' to include disposal.	EACH	$600.00
9f	Mobilization of laden screened sand from processing site to beach	PER CY	$4.68
9g	Placement/ grading of processed sand on beach	PER CY	$2.42
9h	Beach raking - Debris removal from beach sand	PER CY	$2.24
10. ANNUAL PLANNING AND EXERCISES			
10a	Attend 2 annual meetings and/or conferences per year through the life of the contract, conduct exercises, assist with updating COUNTY debris management and operational plans, and assist with the identification of DDMS site locations outside of an activation.	LUMP SUM (PER YEAR)	$0.10

END OF PART IV

PART 2 --- PRICE PROPOSAL

Equipment and Labor

This schedule shall be utilized for Emergency Work, DMS Preparation, and other miscellaneous services as applicable.
Unit prices shall include all expenses for labor, fuel, insurance and all other incidental fees. Mobilize, operate and demobilize the equipment, transportation fees, equipment fees, maintenance and repair, and laborers to be equipped with communication devices (i.e. cell phone) and travel equipment (i.e. vehicle)
Equipment rates shall include an operator, maintenance, and fuel, unless otherwise noted, be competitive and follow FEMA guidelines.
All labor related line items are to be fully burdened to include all taxes, benefits, handling charges, over head and profits; per diem and fuel is to be included in hourly labor rates.

LABOR

Description	UNIT OF MEASURE	UNIT PRICE ($)
Operations Manager, or position equivalent	Hour	$85.00
Deputy Operations Manager, or position equivalent	Hour	$85.00
Project Manager, or position equivalent	Hour	$85.00
Deputy Project Manager, or position equivalent	Hour	$85.00
Health & Safety Officer, or position equivalent	Hour	$85.00
Crew Foreman, or position equivalent	Hour	$85.00
Project Engineer	Hour	$85.00
Equipment Operator	Hour	$70.00
Truck Driver	Hour	$70.00
Mechanic	Hour	$50.00
Electrician	Hour	$50.00
Tree Climber/Chainsaw and Gear	Hour	$95.00
Laborer w/Small Tools (i.e. Chainsaw)	Hour	$65.00
Laborer - Traffic Control, or Flag Person	Hour	$50.00
Administrative Assistant	Hour	$25.00
Clerical	Hour	$25.00
Other – Please List	Hour	

EQUIPMENT			
Description	**Size/Type**	**UNIT OF MEASURE**	**UNIT PRICE ($)**
Transportation Vehicles			
Pickup Truck	1/2 Ton	Day	$400.00
Pickup Truck	3/4 Ton	Day	$500.00
Pickup Truck	1 Ton (4x4)	Day	$550.00
Flatbed Trailer	40'	Day	$250.00
Service Truck Hour		Day	$1,250.00
Lowboy Trailer	12 - 50 Ton	Day	$1,250.00
Lowboy Trailer	> 50 Ton	Day	$1,350.00
Crash Truck w/Impact Attenuator		Day	$1,250.00
All Terrain Vehicle		Day	$950.00
Swamp Buggy		Day	$2,500.00
Skidsteers and Bobcats			
Skidsteer/Bobcat equivalent w/grapple	1000 lb capacity	Hour	$145.00
Skidsteer/Bobcat equivalent w/attachment (bucket, grapple, or sweeper)	1000 lb capacity	Hour	$145.00
Skidsteer/Bobcat equivalent w/grapple	2000 lb capacity	Hour	$145.00
Skidsteer/Bobcat equivalent w/attachment (bucket, grapple, or sweeper)	2000 lb capacity	Hour	$145.00
Heavy Equipment			
6 Wheel Drive Heavy Off Road Truck		Hour	$155.00
Brush, Cutter	At least 7' cut width	Hour	$155.00
Bucket Truck	Up to 50' reach	Hour	$225.00
Bucket Truck	>50' reach	Hour	$250.00
Bush Hog		Hour	$165.00
Chainsaw		Hour	$65.00
Crane	0 - 15 Ton	Hour	$225.00
Crane	16 - 30 Ton	Hour	$275.00
Crane	30 - 50 Ton	Hour	$375.00
Crane	> 50 Ton	Hour	$450.00
Dozer, Tracked	D4 or equivalent	Hour	$165.00
Dozer, Tracked	D5 or equivalent	Hour	$175.00

Dozer, Tracked	D6 or equivalent	Hour	$185.00
Dozer, Tracked	D8 or equivalent	Hour	$195.00
Dozer, Tracked	D10 or equivalent	Hour	$200.00
Excavator, tracked	2.5 cy capacity	Hour	$195.00
Excavator, tracked	> 2.5 cy capacity	Hour	$205.00
Excavator, rubber tire w/grapple	2.5 cy capacity	Hour	$205.00
Excavator, rubber tire w/grapple	> 2.5 cy capacity	Hour	$205.00
Rubber Tire Backhoe with bucket and hoe	JD310 or equivalent	Hour	$195.00
Forklift	up to 18,000 pounds	Hour	$125.00
Forklift	< 18,000 pounds	Hour	$130.00
Forklift accessory		Hour	$20.00
Grader	CAT125 or equivalent	Hour	$110.00
Loader, Articulated, w/bucket	2 - 2 1/2 cy capacity	Hour	$165.00
Loader, Articulated, w/bucket	> 2 1/2 cy capacity	Hour	$195.00
Loader, Wheeled	1 - 5 CY capacity	Hour	$215.00
Loader, Wheeled	> 5 cy capacity	Hour	$225.00
Loader, w/backhoe attachment	1-3 cy capacity	Hour	$175.00
Loader, tracked knuckleboom	1 - 25 cy capacity	Hour	$250.00
Loader, tracked knuckleboom	> 25 cy capacity	Hour	$275.00
Loader, tracked knuckleboom and grapple	1 - 25 cy capacity	Hour	$250.00
Loader, tracked knuckleboom and grapple	> 25 cy capacity	Hour	$275.00
Log Skidder	Cat 525B or equivalent	Hour	$150.00
Street Sweeper/Mechanical Broom		Hour	$135.00
Trackhoe w/bucket	1-5 cy	Hour	$165.00
Trackhoe w/grapple	1-5 cy	Hour	$175.00
Trackhoe w/rubber tires, w/bucket	1-5 cy	Hour	$185.00
Trackhoe w/rubber tires, w/grapple	1-5 cy	Hour	$195.00
Water Truck (Non-Potable, Dust Control and Pavement Maintenance)	3500 gallons	Hour	$150.00
Jet Vacs and Water Trucks			
Cleaner, Catch Basin		Hour	$250.00
Truck, Hydro Vac	500-gal debris tank;	Hour	$350.00
Truck, Vacuum		Hour	$350.00
Vac Truck/Jetter	3500 gallons	Hour	$350.00

Pumper Truck	min 3500 gallons	Hour	$350.00
Leaf Vac		Hour	$125.00
Grinders/Chippers			
Tub Grinder	up to 1300 HP	Hour	$395.00
Tub Grinder	> 1300 HP	Hour	$495.00
Stump Grinder	up to 30" diameter	Hour	$250.00
Stump Grinder	> 30" diameter	Hour	$275.00
Chipper/Mulcher		Hour	$185.00
Mulcher, Trailer Mounted		Hour	$185.00
Hauling Vehicles			
Dump Truck	5 - 15 CY	Hour	$50.00
Dump Truck	16 - 25 CY	Hour	$60.00
Dump Truck	26 - 35 CY	Hour	$70.00
Dump Truck	> 35 CY	Hour	$80.00
DumpTrailer	5 - 15 CY	Hour	$60.00
DumpTrailer	16 - 25 CY	Hour	$70.00
DumpTrailer	26 - 35 CY	Hour	$80.00
DumpTrailer	> 35 CY	Hour	$90.00
Claw Truck	< or = 20 CY	CY	$175.00
Claw Truck	> 20 CY up to < 50 CY	CY	$195.00
Walking Floor Trailer w/ Tractor	100 CY	Hour	$165.00
Marine Resources			
Barge		Day	$4,875.00
Barge w/ Mounted Excavator & Push boat, 40'		Day	$15,600.00
Barge with Winch		Day	$10,400.00
Boat, Debris Removal Skiff	48'	Day	$4,875.00
Utility boat, motorized	< 12'	Day	$3,250.00
Utility boat, motorized	>12'	Day	$5,850.00
Utility boat, nonmotorized	< 12'	Day	$1,625.00
Utility boat, nonmotorized	>12'	Day	$2,925.00
Air Compressors (hoses included)			
Air Compressor	0-150 hp	Hour	$50.00
Air Compressor	> 150 hp	Hour	$55.00

Miscallaneous			
Light Tower (Portable light plant w/ Generator)	< 2000 Watt Range	Day	$650.00
Light Tower (Portable light plant w/ Generator)	> 2000 Watt Range	Day	$675.00
Message Board		Day	$100.00
Other - Please list below			

PART 3 --- PRICE PROPOSAL

WATERWAY DEBRIS REMOVAL- For debris collected from pre-approved waterways only.

Pricing shall be inclusive of all labor, equipment, fuel, supplies, overhead, profit, material, and any other incidental costs required to perform and complete all work as specified in the Contract Documents. Final disposal costs, such as tipping fees, shall be passed through to the County without mark-up on the monthly invoices.		
Description	**UNIT OF MEASURE**	**UNIT PRICE ($)**
Remove vegetative, C&D and mixed debris from pre-approved waterways such as rivers, canals, streams, ponds, other impoundments and waterfront and haul to DDMS.	CUBIC YARD	$162.50
Remove soil, silt, sand, and other sediment from pre-approved waterways such as rivers, canals, streams, ponds, other impoundments and waterfront and haul to DDMS.	CUBIC YARD	$24.98
Derelict vehicle removal, transfer/tow of typical passenger car/truck/van to secure storage site.	EACH	$250.00
Derelict vehicle removal, transfer/tow of commercial vehicle to secure storage site.	EACH	$350.00
Derelict vessel collection and transportation to secure storage site. (Vessels under 25 feet)	EACH	$2,250.00
Derelict vessel collection and transportation to secure storage site. (Vessels 25 feet and greater)	EACH	$3,750.00



PLEASE SEE ATTACHED FORMS:

- Proposal Submittal Signature Form
- Drug Free Workplace Form
- Byrd Anti-Lobbying Certification

PART V - SUBMITTAL FORMS
PROPOSAL SUBMITTAL SIGNATURE FORM

The undersigned attests to his/her authority to submit this proposal and to bind the firm herein named to perform as per contract, if the firm is awarded the Contract by the County. The undersigned further certifies that he/she has read the Request for Proposal, Terms and Conditions, Insurance Requirements and any other documentation relating to this request and this proposal is submitted with full knowledge and understanding of the requirements and time constraints noted herein.

By signing this form, the proposer hereby declares that this proposal is made without collusion with any other person or entity submitting a proposal pursuant to this RFP.

In accordance with section 287.135, Florida Statutes, the undersigned certifies that the company is not on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List and does not have business operations in Cuba or Syria (if applicable) or the Scrutinized Companies that Boycott Israel List, or is not participating in a boycott of Israel.

As Addenda are considered binding as if contained in the original specifications, it is critical that the Consultant acknowledge receipt of same. The submittal may be considered void if receipt of an addendum is not acknowledged.

Addendum No. 1 Dated 3/24 Addendum No. 3 Dated 4/2 Addendum No. 5 Dated 4/7
Addendum No. 2 Dated 3/27 Addendum No. 4 Dated 4/2 Addendum No. 6 Dated 4/10

Type of Organization (please check one): INDIVIDUAL (_) PARTNERSHIP (_)
✓Limited Liability Company CORPORATION (_) JOINT VENTURE (_)

DRC Emergency Services, LLC — (888) 721-4372 — (504) 482-2852
Firm Name — Telephone — Fax

63-1283729
Fictitious or d/b/a Name — Federal Employer Identification Number (FEIN)

111 Veterans Blvd. Suite 1420
Home Office Address

Metairie, LA 70005 — 25
City, State, Zip — Number of Years in Business

Address: Office Servicing Charlotte County, other than above

Kristy Fuentes — (888) 721-4372 — (504) 482-2852
Name/Title of your Charlotte County Rep. — Telephone — Fax

Kristy Fuentes - Vice President, Treasurer, Secretary
Name/Title of Individual Binding Firm (Please Print)

Signature of Individual Binding Firm — 4/13/26 Date

kfuentes@drcusa.com
Email Address

(This form must be completed & returned)

DRUG FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that DRC Emergency Services, LLC (name of business) does:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).

4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.

5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

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

Proposer's Signature Kristy Fuentes - Vice President, Treasurer, Secretary

4/13/26

Date

(This form must be completed & returned)

BYRD ANTI-LOBBYING CERTIFICATION

Certification for Contracts, Grants, Loans, and Cooperative Agreements

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

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of an Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

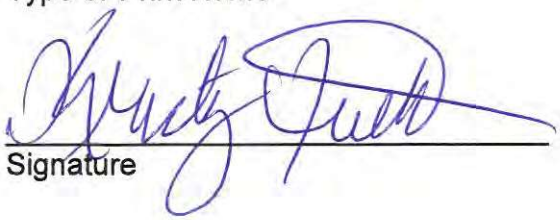
(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

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

4/13/26
Date

Kristy Fuentes
Type or Print Name


Signature

Vice President, Treasurer, Secretary
Title

END OF PART V

(This form must be completed & returned)