

# PROPOSAL

## Disaster Debris Removal Services



July 16, 2021



19612 SW 69<sup>th</sup> Place  
Ft. Lauderdale, FL 33332  
954-680-6100  
[Bergeronemergencyservices.com](http://Bergeronemergencyservices.com)

Franklin County Clerk of Courts  
Attn: Jessica Gay  
33 Market Street, Suite #203  
Apalachicola Florida 32320

## AUTHORIZATION

(i) Offeror's name, address, telephone, and facsimile numbers	Bergeron Emergency Services, Inc. 19612 SW 69 <sup>th</sup> Place Ft. Lauderdale, FL 33332 954.680.6100 866.757.7656 (fax) www.bergeronemergencyservices.com		
(ii) Extent of Agreement with Terms	By fact of signature contained herein, Bergeron Emergency Services, Inc. agrees to the extent of the agreement with all terms, conditions and provisions included in the solicitation and agrees to furnish any or all items upon which prices are offered at the price set opposite each item.		
(iii) Persons authorized to negotiate on the offeror's behalf with Franklin County, Florida	Ronald M. Bergeron, Jr. President 954.680.6100 866.757.7656 (fax) execpa1@icloud.com	Brian Thomason Vice President-Operations 954.680.6100 866.757.7656 (fax) bthomason@bergeroninc.com	Jason Ottilige Operations Manager 954.680.6100 866.757.7656 (fax) jottilige@bergeroninc.com
(iv) Acknowledgement of Addenda			
(v) Proposals Firm	180 Days		
(vi) Person authorized to sign the proposal	  Brian Thomason Vice President		

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**BERGERON**  
EMERGENCY SERVICES

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A.

# Statement of Interest and Introduction



**BERGERON**  
EMERGENCY SERVICES

A. STATEMENT OF INTEREST AND INTRODUCTION



July 13, 2021

Franklin County Clerk of Courts  
Jessica Gay  
33 Market Street, Suite 203  
Apalachicola, FL 32320

**RE: Disaster Debris Removal and Disposal Services**

To whom it may concern,

Bergeron Emergency Services, Inc. is pleased to submit for your consideration our proposal for **Franklin County, FL**. Bergeron Emergency Services' record of success is unmatched in the disaster recovery industry. Through continuous process improvement from lessons learned on every response we continually provide the highest level of quality services while working within regulatory compliance and timeframes. BES has never failed to respond to an activation. Our goal is to bring this same dedication and response to the County. In addition, we will help the County maximize its federal reimbursements for such services. With this commitment in mind, we submit this proposal for the above referenced solicitation. Our proposal includes all the requirements outlined in the County's solicitation and addendums.

**History:** Bergeron has been providing disaster recovery services in the United States since 1992, starting with Hurricane Andrew in Homestead, FL. In the following years, the demand for highly experienced firms led to the incorporation of BES in April 2006. **Since its Incorporation BES has managed and performed more than 100 disaster recovery projects.** Our experience coupled with our management team who has over 100 years combined experience, and a nationwide list of subcontractors has allowed us to complete every project within contract requirements.

**Experience:** Our proposal provides multiple examples including Hurricane Michael in 2018 and the 2017 devastation from Hurricane IRMA. The strength and expanse of IRMA is something never seen or experienced in the State of Florida, this combined with Hurricane Harvey hitting Texas just 3 weeks before Irma put a resource strain industry wide for debris removal operations. Our management team provided pre-event planning with over 30 communities and agencies with 100 push crews responding within hours after the storm. Overall, for the IRMA response BES served 26 clients, setup, and management of 4 DMS sites that processed over 1.5 million CY of debris. In total our IRMA team hauled nearly 2 million CY of debris, covered more than 9 thousand square miles of roads, and served more than 5 million residents. Similarly, in 2016 BES responded to four contract activations in response to Hurricane Matthew. BES was the prime contractor for Volusia County School Board where BES simultaneously cleaned up over 30 schools and was able to allow for schools to reopen just 48 hours following the storm, Seminole County, Indian River County and FDOT D-5 in Volusia County and Brevard County following Hurricane Matthew.

In 2012, BES completed projects in New York and New Jersey following Super-storm Sandy. BES was the prime contractor for the Township of Colt's Neck, NJ for curbside debris removal. In New York, BES provided stump removal and flush cuts in City Parks and City ROW, in all five New York City boroughs. That specific project was for the US Army Corps of Engineers and enhanced our federal contracting experience.

**Understanding of the Funding Process**

Our funding process goal is to assist our clients in maximizing their reimbursement potential through the often-cumbersome Public Assistance Program (PAP). BES have a full understanding of FEMA'S Public Assistance Program and Policy Guide Version 4, effective June 1, 2020 and all 2 CFR requirements. Bes has never had a client be deemed ineligible for Debris Removal (Category A). We have a 100% success rate for federal reimbursement for Category A.



Franklin County, FL

Disaster Debris Removal and Disposal Services

The following is our full scope of assistance.

**Land Operations:**

- Emergency Response
- Large Scale Debris Removal
- Debris Reduction and Disposal
- Tree Trimming and Removing
- Demolition
- Sand Removal from ROE
- Beach Sand Screening and Replacement
- Emergency Berm Construction
- Land Clearing
- Site Preparation
- Road and Utility Work
- Cellular Tower Construction

**Marine Operations:**

- Emergency Response
- Marine Construction
- Marine Salvage
- Debris Removal from Inland and Off-shore Waters
- Beach Replenishment
- Water Restoration
- Dredging
- Bulkhead and Pier Construction
- Vessel Recovery and Demolition

**Other Services:**

- Portable Housing
- Temporary Power Services
- Energy, Ice, Water and Other Consumables
- Hazardous Material Handling
- Technical and Management Assistance
- Bio-Mass Recycling
- Vertical Construction/Repairs
- Temporary Roofing
- Underground Utility Repairs
- Emergency Road Repair

Our flexible technical approach in combination with our strict quality control and company-owned resources have led to an industry proven standard. Our full-time staff brings this dedication to the County for Professional Services for Disaster Response efforts should it face a disaster of any type, natural or man-made.

Your primary contacts for the Cities contract and for this solicitation are:

Mr. Jason Otilige, BES' Operations Manager (**Primary Contact**)

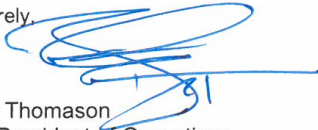
Office Phone: 954-680-6100 ext. 223, Cell Phone: 786-554-3270 and Email: [JOtilige@bergeroninc.com](mailto:JOtilige@bergeroninc.com)

Mr. Ronald M. Bergeron, Jr., BES' Owner/President (**Binding Principal**)

Office Phone: 954-680-6100 and Executive Assistant's Email: [execpa1@icloud.com](mailto:execpa1@icloud.com)

This proposal is in all respects fair and in good faith without collusion or fraud and the signer of this proposal has the authority to bind the principal proponent. Please accept this transmittal letter and proposal as a firm and irrevocable statement by which BES believes it to be the most qualified firm to perform the necessary tasks outlined in this request for "Disaster Debris Removal and Disposal Services."

Sincerely,



Brian Thomason  
Vice President of Operations



19612 SW 69th Place – Ft. Lauderdale, FL 33332  
Phone: 954-680-6100 Fax: 866-757-7656  
Website: [www.bergeronemergencyservices.com](http://www.bergeronemergencyservices.com)



# B. Experience



**BERGERON**  
EMERGENCY SERVICES

## B. EXPERIENCE

### B.1 Company History and Experience

For the past 15 years Bergeron Emergency Services, Inc. (BES) has provided the full spectrum of emergency and disaster recovery management services on the Federal, State, and Local levels.

Initially our experience with debris management began under the name of Bergeron Land Development Inc. (BLD) with Hurricane Andrew in 1992. The severity of the 2005-2006 hurricane season activated the incorporation of BES in the State of Florida on April 14, 2006.

BES continues to grow the services that started with BLD. With **over \$50 million in FEMA-funded disaster related recovery projects and 300 activations**, BES is one of Florida's strongest, responsible, and reliable disaster debris removal contractors.

#### ***FEMA "Debris Management Guide"***

BES continues to meet the standards of FEMA's "Debris Management Guide".

#### ***Cost Effective Pricing***

BES provides responsive pricing on all projects. We base our pricing on current local costs. This means we price effectively and correctly. Unlike other disaster debris response contractors, BES has never submitted price increases at time of event. Changes orders are only at the request of the client or documented unforeseen circumstances.

#### ***The BES Advantage***

- ▶ Responds to every activation
- ▶ Never had a FEMA claim rejected
- ▶ Over 20 pre-place national supply contracts
- ▶ Ability to draw on corporate resources
- ▶ LoadScan Technology
- ▶ 5 FEMA Approved Disposal Site

#### ***Locations***

Our management team and key staff are located in our corporate office at 19612 S.W. 69<sup>th</sup> Place, Ft. Lauderdale Florida. The bulk of our response equipment is also located at our corporate offices. BES will work with the County to pre-place equipment and crews for eminent threats.

#### ***Financial Stability***

BES has over \$20 million in liquid assets which allows BES to continue support operation well beyond 6 months. Our surety is Travelers Casualty and Surety Company of America and carries an A.M. Best Rating of A++ (Superior) XV and listed in the Department of the Treasury's Federal Register. The Home Office address is One Town Square, Hartford, Connecticut, 06183. Our bonding capacities are as follows.

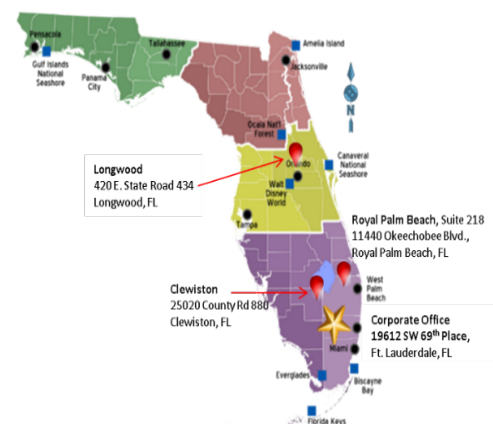
- ▶ \$25 million worth of readily available Bergeron-owned equipment
- ▶ \$85 million bonding capability for single project
- ▶ \$170 million aggregate bonding capability (Favorable consideration will be given for projects requiring higher capacities)

Our insurance capacities exceed the County's requirements Commercial General/Umbrella liability Insurance of \$1,000,000; Professional Liability of \$1,000,000; automobile insurance of not less than \$500,000 each person and \$1,00,000 each accident for bodily injury and \$100,000,00 1,00,000 per aggregate for property damage; and our Workman's Compensation insurance is in full compliance with the County's requirements.

### Benefits to You

- ✓ 50 Years of Emergency & Disaster Response
- ✓ \$25 million worth of readily available
- ✓ \$85 million bonding capability for single project
- ✓ \$170 million aggregate bonding capability
- ✓ FEMA Compliant Debris Management System

Exhibit B.1: Equipment and Crew Locations



## Reliable

BES has never failed to respond to a client. Our clients have never had a FEMA claim rejected.

### For Example...

**Hurricane Irma, BES successfully managed 26 contracts covering five counties, 5,348 miles, and over 1 million residents. Several of the 26 contracts were engaged when other contractors failed to respond or refused to honor original pricing.** Exhibit B.3 provides a 10-year history of reliability.

Exhibit B.2: 10 Year History of Reliability

Event	Year	Total Activations	Total Population	Total Yardage	Total Crews	Total Equipment	Total Miles Covered
Hurricane Michael	2018	1	8,365	500,000	55	35	836
Hurricane Irma	2017	26	+1M	+2M, CY	500	750	8,941
Hurricane Matthew	2016	4	+1M	60,000 CY	14	75	6,102
Spot Events	2015	24	+1M	15,000 CY	10	10	1200
Curbside Debris Pickup				+900 Tons			
Curbside Debris Pickup				+900 Tons			
Curbside Debris Pickup	2014	21	+1M	+900 Tons	10	10	1200
Curbside Debris Pickup	2013	21	+1M	+900 Tons	10	10	1200
Superstorm Sandy TS Isaac TS Debbie	2012	7	+2M	65,000, CY 394 flush cuts, 694 stumps 224 Tons Fish	10	139	1500
Curbside Debris Pickup	2011	21	+1M	+900 Tons	10	10	1200
Curbside Debris Pickup	2010	21	+1M	+900 Tons	10	10	1200
Kentucky Ice storms	2009	5	247,632	1.6 M CY	900	3,500	2,603

*"Bergeron Emergency Services were very professional and compassionate when dealing with citizens and their concerns following Hurricane Michael. They are great to work with and very thorough - nothing was overlooked."*

Rhonda Lewis, Director  
Liberty County Emergency Management

## Responsive

Our teams are constantly monitoring weather and national alert systems and keeping constant communications with our clients. Exhibit B-4 provides a 10-year history of exemplary responses. We back our in-house crews with local and local small business to boost the recovery economy of the area.

### For Example...

Hurricane Irma, the BES team was in contact with over 45 clients and potential clients 72 hours ahead of Hurricane Irma's Landfall and responded to 26 client activations. **The City of Lake Jackson Texas found their emergency debris systems overwhelmed by massive tornadic activity in April 2015.** BES forces were on the ground in Texas in less than 12 hours of notification with crews operating in less than 24 hours.

*"Bergeron Emergency Services is a top-notch operation. Professional, timely and highly response staff."*

Sandy Luongo  
General Services Manager  
Town of Southwest Ranches

Exhibit B-3: 10 Year Response History

Events	Year	Upon Notification	Push Crews	Removal Crews	Total Personnel	Total Miles Covered
Hurricane Irma, FL	2017	26	75	500	750	8,941
Hurricane Matthew, FL	2016	6	--	12	52	6,102
City of Lighthouse Point, FL	2016	24	--	6	24	2.93
City of Lake Jackson, TX	2015	12	--	5	24	5
Superstorm Sandy, NY	2013	48	--	20	150	363
Tropical Storm Isaac, FL	2012	12	--	10	75	497
Kentucky Ice Storms	2009	4	--	900	2,100	2,603
Hurricane Ike, TX	2008	12	--	100	400	2,334

## Recovery

From jobs as small as spot activations such as a tornado touching down in Lighthouse Point Florida to large scale events such as Hurricanes Irma, Matthew, and Superstorm Sandy, BES has the crews and equipment to follow through from pre-event planning to project close out. Our operations team assists with the full spectrum of response from assisting with debris management site (DMS) locations and setup to mobile command centers, we are equipped to assist with services public relations to temporary water and generators.

*"Bergeron Emergency Services' leadership, equipment and expertise make them a great team to work with during challenging times. Following Hurricane Irma, their removal of storm debris exceeded our expectations."*

John Archambo  
Director of Customer Information Services  
Solid Waste Authority of Palm Beach County

### For Example...

**The City of Lake Jackson Texas, our operations staff assisted with location and setup of a temporary debris site when the City became overwhelmed with debris and weather constraints. This same site was later also used for the cleanup of debris from the same tornadoes in nearby Richmond Texas.**

## Safety

Our exemplary safety record with no lost time incidents on any response over the last 10 years. Our in-depth safety program is one of the cornerstones of our corporate philosophy along with quality and customer satisfaction. Our most valuable assets are the employees whose efforts have enabled us to achieve the level of success we enjoy today.

The safety and wellbeing of each and every employee is the most important element in protecting that asset. Consequently, BES is committed to equipping employees to perform their assigned tasks safely. The safety program cannot be successful without active participation of all employees. Each employee is trained in their roles and responsibilities, is required to continue safety training throughout the length of their employment and is empowered through our "See Something, Say Something" policy. This philosophy is also instilled in our subcontractors. Our subcontractors are also required to attend training classes and attend daily site and toolbox meetings.

Events	Year	Total Activations	Total Population	Total CY	Total Crews	Total Miles Covered	Lost Time Incidents
Hurricane Michael, FL	2018	1	8,365	500,000	55	836	0
Hurricane Irma, FL	2017	24	6,848,000	2,500,000	500	8,941	0
Hurricane Matthew, FL	2016	4	1,842,270	75,000	12	6,102	0
City of Lighthouse Point, FL	2016	24	11,143	15,000 Tons	6	2.93	0
City of Lake Jackson, TX	2015	21	27,490	15,000	5	5	0
Superstorm Sandy, NY	2013	21	8,300,000	65,000, CY 394 flush cuts, 694 stumps	20	363	0
Tropical Storm Isaac, FL	2012	7	130,000	224 Tons Fish	10	497	0
Kentucky Ice Storms	2009	21	227,632	1,600,000	900	2,603	0
Hurricane Ike, TX	2008	21	3,722,541	48,800	100	2,334	0



## B.1 Experience on Similar Projects

BES past performances and our years of experience fully demonstrates our capability to respond to disaster situations. Our experience and our documented performance show that we understand how to mobilize, deploy, engage small and large business subcontractors and work with public officials with disaster response management. We apply this experience and work to maintain and continuously improve our capability to ensure we are prepared to respond quickly and effectively to a call for support Franklin County. Our team has the experience and expertise in every discipline required to successfully complete the County's Debris Clearance and Removal needs. Our list of similar FEMA Public Assistance projects is provided in Exhibit B.4.

### Benefits to You

- ✓ 300 Successfully completed activations
- ✓ \$50 Million in FEMA-funded disaster related recovery projects
- ✓ FEMA Compliant Debris Management System

### FEATURES

- 1 Continuous contact with the County before, during, and after an event.
- 2 Formal organizational structure identifying responders by name with multiple means of contact.
- 3 Preposition crews, equipment, and instructions; when the event demands.
- 4 Exercise drills conducted with key leader participation at least once each quarter, and more frequently if necessary, to test the operation of the system.
- 5 Formal training for a minimum of 12 hours with practical exercises to insure the full and complete understanding of the duties and responsibilities of each team member.
- 6 Response plan built around FEMA, FHWS, and public assistance program requirements.
- 7 Senior executive oversight assigned responsibilities in writing for management of the process and continuous improvement of response plans.
- 8 Identification, assembly, and deployment of the required equipment to ensure the full and complete response; *more does not necessarily mean better.*

### BENEFITS:

- 1 Effective, unified, coordinated, and fully integrated response team.
- 2 Experienced well defined organizational structure and response capabilities with clear lines of responsibilities and communication.
- 3 Continuous improvement ensures that the County has a contractor team that is up to date on changes to public assistance programs, understands disaster response, knows how to execute quickly and effectively and can comprehensively support the mission to respond to a disaster.

### PROOFS:



"The Bergeron Emergency Services team was very professional and compassionate when dealing with citizens and their concerns following Hurricane Michael. They are great to work with and very thorough – nothing was overlooked."

**Rhonda Lewis**, Director  
Liberty County Emergency  
Management



"I rate Bergeron Emergency Services' response to Hurricane Irma a 10 out of 10 for their experience, ability to resolve problems and the quality of their work. They are a very professional operation."

**Sandy Luongo**, General  
Services Manager  
Town of Southwest  
Ranches



"Thank you to Bergeron Emergency Services. While other contractors fled to areas paying more after Hurricane Irma, Bergeron kept their word and honored their contract with the City of Pembroke Pines."

**Ryann Greenberg**  
Pembroke Pines  
Community Leader



"Within two hours after we called, a representative was in the City assessing the damage and developing a clean-up and debris removal plan. You provided just the right amount of manpower and equipment needed to get the job done quickly and efficiently."

**John D. Lavisky**, City  
Administrator  
City of Lighthouse Point

Exhibit B.4: FEMA Public Assistance Experience

Event	Year	Total CY/Tons	Total Dollars	Population	FEMA #	Total Sq Miles	Emergency Cut & Toss	Vegetative	White Goods	ROW	ROE	HHW	C&D	Hangers & Stumps	Animal Carcasses	DMS/TSRS	Beach Restoration
Hurricane Michael	Oct-18	500,000	\$11,800,000	8,365	DR-4399	836	■	■	■	■	■	■	■	■	■	■	■
Hurricane Irma 26 concurrent activations	2017	2,500,000	\$29,700,000	6,848,000	DR-4437	5,348	■	■	■	■	■	■	■	■	■	■	■
Florida Keys	Oct-17	--	\$45,000	73,090	DR-4337	137.50	■	■	■	■	■	■	■	■	■	■	■
Volusia County School Board	Oct-17	45,000	\$600,000	481,784	DR-4337	1,432.00	■	■	■	■	■	■	■	■	■	■	■
Indian River County	Oct-17	15,000	\$150,000	147,919	DR-4337	503.00	■	■	■	■	■	■	■	■	■	■	■
Dania Beach	Oct-17	84,810	\$1,000,000	29,689	DR-4337	8.36	■	■	■	■	■	■	■	■	■	■	■
City of Oakland Park	Oct-17	47,929	\$700,000	44,362	DR-4337	8.18	■	■	■	■	■	■	■	■	■	■	■
City of Lighthouse Point	Oct-17	24,127	\$300,000	11,143	DR-4337	2.39	■	■	■	■	■	■	■	■	■	■	■
City of Hollywood	Oct-17	165,263	\$1,500,000	151,998	DR-4337	30.81	■	■	■	■	■	■	■	■	■	■	■
Southwest Ranches	Oct-17	226,000	\$3,200,000	7,898	DR-4337	13.15	■	■	■	■	■	■	■	■	■	■	■
University of Miami	Oct-17	2,168	\$75,000	16,848	DR-4337	0.21	■	■	■	■	■	■	■	■	■	■	■
City of Miramar	Oct-17	53,639	\$800,000	138,449	DR-4337	31.28	■	■	■	■	■	■	■	■	■	■	■
Town of Palm Beach	Oct-17	--	\$6,888	8,690	DR-4337	8.12	■	■	■	■	■	■	■	■	■	■	■
Town of Davie	Oct-17	420,861	\$9,000,000	101,871	DR-4337	35.74	■	■	■	■	■	■	■	■	■	■	■
Loxahatchee Groves	Oct-17	22,783	\$300,000	3,441	DR-4337	12.44	■	■	■	■	■	■	■	■	■	■	■
Village of Palmetto Bay	Oct-17	--	\$27,394	24,570	DR-4337	8.45	■	■	■	■	■	■	■	■	■	■	■
South Miami	Oct-17	--	\$27,160	12,207	DR-4337	2.31	■	■	■	■	■	■	■	■	■	■	■
West Park	Oct-17	15,812	\$125,000	343,254	DR-4337	1,663.00	■	■	■	■	■	■	■	■	■	■	■
City of Pembroke Pines	Oct-17	135,237	\$1,100,000	168,587	DR-4337	34.97	■	■	■	■	■	■	■	■	■	■	■
Palm Beach Solid Waste Authority	Oct-17	115,287	\$1,200,000	2,200,000	DR-4337	1,974.00	■	■	■	■	■	■	■	■	■	■	■
Village of Royal Palm Beach	Oct-17	22,500	\$200,000	13,019	DR-4337	1.71	■	■	■	■	■	■	■	■	■	■	■
City of Plantation	Oct-17	657,854	\$7,000,000	92,706	DR-4337	21.64	■	■	■	■	■	■	■	■	■	■	■
Village of Golf	Oct-17	3,448	\$45,000	218	DR-4337	0.53	■	■	■	■	■	■	■	■	■	■	■
City of Ocean Ridge	Oct-17	4,140	\$50,000	1,923	DR-4337	1.78	■	■	■	■	■	■	■	■	■	■	■
City of Juno Beach	Oct-17	3,083	\$30,000	3,564	DR-4337	2.70	■	■	■	■	■	■	■	■	■	■	■
Town of Manalapan	Oct-17	2,459	\$28,000	457	DR-4337	10.52	■	■	■	■	■	■	■	■	■	■	■
Lantana	Oct-17	7,581	\$25,000	11,221	DR-4337	2.90	■	■	■	■	■	■	■	■	■	■	■
Hurricane Matthew, FL 5 concurrent activations	2016	75,000	\$1,450,000	1,842,270	DR-4283	6,120	■	■	■	■	■	■	■	■	■	■	■
City of Lighthouse Point Tornado response	2016	1500 Tons	\$75,000	10,344	N/A	2	■	■	■	■	■	■	■	■	■	■	■
City of Sarasota Tornado response	2016	500 Tons	\$75,000	373,826	N/A	25	■	■	■	■	■	■	■	■	■	■	■
City of Lake Jackson TX City of Richwood TX Tornado response	2015	15,000	\$250,000	30,799	N/A	5	■	■	■	■	■	■	■	■	■	■	■
SuperStorm Sandy 2 concurrent activations - all 5 boroughs of NYC	2013	NJ, 65,000 CY NY, 394 flush cuts, 694 stump extractions	\$1,750,000	8,300,000.00	NJ DR-4086 NY DR-4085	363.00	■	■	■	■	■	■	■	■	■	■	■
Tropical Storm Isaac Removal of dead fish from Indian River	2012	224 Tons	\$80,000	138,028	EM-3347	497	■	■	■	■	■	■	■	■	■	■	■
Tropical Storm Debby Flood generated debris	2012	2,300	\$53,000	464,697	DR-4068	27	■	■	■	■	■	■	■	■	■	■	■
Broward County, Solid Waste and Recycling Division Pickup and haul of mixed curbside debris	2010	950,000 Tons Annually	\$1,000,000	1,869,000			■	■	■	■	■	■	■	■	■	■	■
Kentucky Ice Storms 5 counties	2009	1.6M	\$8,300,000	227,632	DR-1818	2,603	■	■	■	■	■	■	■	■	■	■	■
Hurricane Ike 7 concurrent activations	2008	48,800	\$305,000	3,722,541	DR-1791	2,334	■	■	■	■	■	■	■	■	■	■	■
Hurricane Wilma Pickup Operations 9 concurrent contracts, 279 Schools	2006	8M	\$20,000,000	1,672,000	DR-1609	1,525	■	■	■	■	■	■	■	■	■	■	■
Hurricane Wilma Operations 9 concurrent contracts, 279 Schools	2006	8M	\$20,000,000	1,672,000	DR-1609	1,525	■	■	■	■	■	■	■	■	■	■	■
Katrina, Florida	2005	86,000	\$806,076	2,414,000	DR-1602	2,481	■	■	■	■	■	■	■	■	■	■	■

# C. Financial Information



**BERGERON**  
EMERGENCY SERVICES

## C. FINANCIAL INFORMATION

BES is fully prepared to provide the County with a copy of our audited financial statements upon request along with our latest D&B report.

BES is a financially stable emergency debris response organization. With over \$10 Million in available assets, \$85 million single project bonding capabilities and \$170 million aggregate bond we are financially placed to respond to any event from spot, localized events to large, widespread category 5 hurricane. BES has never failed a client nor a subcontractor payment.

Our bonding is provided through our insurance company Neilson, Wojtowicz, Neu & Associates. They provide Bid, Performance, and Payment Bonds. Our surety is Travelers Casualty and Surety Company of America and carries an A.M. Best Rating of A++ (Superior) XV and listed in the Department of the Treasury's Federal Register. The Home Office address is One Town Square, Hartford, Connecticut, 06183.



# D. References



**BERGERON**  
EMERGENCY SERVICES

## D. REFERENCES

### PROFESSIONAL REFERENCES

Please provide three (3) current and correct references from clients for similar services.

1. Company Name: Liberty County, Florida  
 Contact Person: Rhonda Lewis, Liberty County Emergency Management  
 City, State: 10979 NW Spring Street, Bristol, Florida 32321  
 Telephone Number: 850-643-2339  
 Email Address: Email: lcom@gtcom.net  
 Description of goods or services provided: Disaster debris removal of 500k CY of mixed debris.  
 Contract Amount: \$11,800,000  
 Start/End Date of Contract: October 2018 – March 2019 Hurricane Michael
  
2. Company Name: Town of Davie, Florida  
 Contact Person: Osdel Fernandez-larrea, Public Works Director  
 City, State: 6901 Orange Drive Dave, FL 33314  
 Telephone Number: 954-797-2086  
 Email Address: Osdel\_Fernandez-Larrea@davie-fl.gov  
 Description of goods or services provided: Disaster debris removal and management of 420k CY of mixed debris.  
 Contract Amount: \$9,000,000.00  
 Start/End Date of Contract: September 2017 – January 2018 Hurricane Irma
  
3. Company Name: Town of Southwest Ranches, Florida  
 Contact Person: Sandra Luongo, General Services Manager  
 City, State: 13400 Griffin Road Southwest Ranches, FL 33330  
 Telephone Number: 954-434-0008  
 Email Address: sluongo@southwestranches.org  
 Description of goods or services provided: Disaster debris removal of 200k CY of mixed debris.  
 Contract Amount: \$3,200,000  
 Start/End Date of Contract: September 2017 – January 2018 Hurricane Irma

*This document must be completed and returned with your Submittal*



# E. Proposal Matrix



**BERGERON**  
EMERGENCY SERVICES

## E. PROPOSAL MATRIX

Our approach will ensure you achieve your primary goal; to provide your citizens with a quality, cost effective, response that follows the guidelines of FEMA, FHWA, local, state, and federal rules and regulations. Exhibit E.1 represents our Six Step Process to ensure prompt service, satisfaction, and timely initiation and completion of all work. Our structure is very simple – every step along the way is focused on **why you are conducting the response, how you define success, your goals, and expectations.** Your input is essential to the success of this project. We will listen to your concerns and objectives, and work with you to make logical, informed decisions. We will always provide our opinions and advise you, even if different from yours, to express what we feel is in your best interest so you can make informed decisions. These open discussions, from the beginning to the end, will always result in a better outcome because everyone is focused on what provides you the most benefit.

### Benefits to You

- ✓ Over 30 FEMA coordinated events
- ✓ Funding technical assistance
- ✓ Proven understanding of FEMA and Public Assistance Programs
- ✓ Dedicated & available key staff
- ✓ Staff with proven track record of successful response completion

### E.1 Operational Capabilities

BES understands that the County is seeking a qualified, experienced emergency debris removal contractor to provide and support the County with the materials, equipment, transportation, supervision, and all other services necessary to respond to an emergency event in a fast and efficient manner.

BES will provide all the necessary materials and equipment necessary to return the County normalcy quickly and efficiently after an emergency event. Our response is based in FEMA and public funding requirements. BES has never had a claim rejected. As described in the County's solicitation, BES will provide all the necessary reporting and documentation requirements such as daily, weekly summaries, data reconciliation, and final closeout. We have no exceptions to the County's solicitation. Our vehicles have valid registration, insurance and meet all applicable motor vehicle requirements. Likewise, our staff holds the necessary FEMA, NIMS, and other response requirements and will participate in County training and briefing sessions.



Exhibit E.1: Six Step Process

**Step 1: Identify Requirements** – Our key staff, led by operations manager Jason Ottilige will meet with the County to pre-plan event responses, training, and the pre-staging of equipment for larger responses. During training or actual events, our team continually assesses what operational elements are necessary to support a successful and expedited debris operation. For instance, one of the major factors to supporting a large-scale debris operation is the proper selection of debris management sites. BES will assist the County in identification of additional sites at the request of the County. Identification of adequate procured and permitted acreage is critical to getting debris operations off the ground.

There is a myriad of debris management issues that must be addressed prior to any event happening. Notwithstanding, BES possesses the skills to provide turnkey large-scale debris management post storm operations as well if there has been a breakdown in your planning efforts.

**Critical:** The ability to identify your specific need for any type disaster is an important key to project success and maximizing reimbursement potentials.

**Step 2: Order and Acquire** – If your jurisdiction finds itself impact by a disastrous event, the response



must be immediate. Our team possess the skills to rapidly assess the impacts and deploy the “proper” assets to effectively handle your debris operations. Disaster events can generate up to four times the amount of debris that a community typically handles in a year’s time.

**Critical:** Deploying the right equipment for the job, the first time, is paramount to success.

BES is self-sustained during disaster operations to the extent that we provide housing provisions for our crews, fuel and maintenance on our equipment and purchasing or short/long term leasing of support equipment. By having preferred vendor status with most of the larger equipment suppliers nationwide, we can supplement our forces with the tools necessary to succeed and meet your required project timelines.

**Step 3: Mobilization** - Our Mobilization/Operation Plan is specifically designed to meet FEMA’s, FHWA, and other regulatory/government requirements. We understand that clearing County maintained streets, roads, and highway rights-of-way is critical to getting the County and surrounding community back on its feet. BES has the staff resources and equipment to clear right-of-way, provide removal and disposal operations, and manage debris site operations.

During implementation of services, BES will attend all meetings convened by the County with respect to the response effort, when directed by the County to do so or otherwise necessary to carry out the work. BES will mobilize and transport all necessary supplies, equipment, materials, and personnel for animal carcass collection and management sites, vehicle and/or vessel aggregation sites, and build out the improvements to the sites required for operations.

**Critical:** Mobilizing of trained personnel within 24 hours or less from NTP and removal of debris within the requirements of FEMA and other regulatory requirements.

BES will obtain clearance from underground or overhead utilities and from property owners and government entities for each location, including vegetative and C&D DMS. BES and/or its subcontractors will have equipment and vehicles prepared to mobilize upon the first notification to manage animal carcasses or recover vehicles/vessels, should the County task BES to do so.

BES will respond to events, or threats of an event, through a three phased response approach, Exhibit E.2. Changes in the response and/or activation will be triggered by official government watches/warnings and new updates regarding a potential event, or in anticipation of Task Orders from the County.

**Step 4: Track and Report** – We have the latest and greatest electronic hardware, software, and connectivity to track and report on a real-time basis with scanners, iPad, and GPS tracking.

**Critical:** Real-time data for optimal reimbursement.

**Step 5: Recover/Demobilization** –Our well-defined organizational structure is designed to move seamlessly from initial response to recovery and demobilization. Our organizational structure provides clear written instructions that ensures effective teamwork, and a unified, fully integrated and coordinated response capability. BES will ensure the County has a contractor team that understands disaster response, knows how to execute quickly and effectively and can comprehensively support the mission to respond to a disaster, mitigate the immediate impact, and quickly begin the recovery action that is required to restore the County as quickly as possible. Our past performances and our years of experience fully demonstrates our capability to respond to disaster situations. Our experience and our documented performance show that we understand how to mobilize, deploy, engage small and large business sub-contractors and work with public officials with disaster response management. We apply

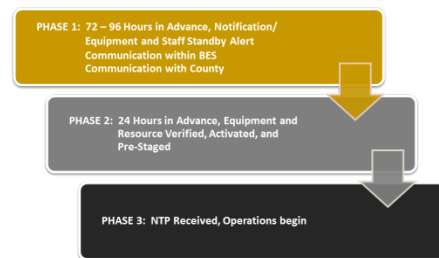


Exhibit E.2: Three Phases of Mobilization

that experience and work to maintain and continuously improve our capability to ensure we are prepared to respond quickly and effectively to support the County disaster response mission. Your recovery begins as soon as you choose BES as your contractor. Planning begins immediately and the key to successful recovery is planning.

**Critical:** If you fail to plan... you plan to fail!

**Stage 6: Reimburse** – BES has provided public assistance program management for many municipalities across the nation. Our company has developed a user-friendly approach to gathering and sorting the multitudes of documentation that is generated during disasters and required for timely reimbursement from Federal funding sources. Numerous types of documentation must support the reimbursement claims submitted by the applicant to maximize its reimbursable potential.

By utilizing FEMA forms and forms created by BES, the County can begin generating a bank of files to eventually transpose to the FEMA forms that will be submitted for approval.

By following the Public Assistance Program Management Guideline proposed to you, BES offers assistance in all categories under the Public Assistance Program (A-G).

**Critical:** Project reporting systems develop around and using FEMA, FHWA and Public Assistance forms and requirements.

## E.2 Approach and Workplan

Our approach and method for the scopes of work and scenarios of different types of events provided in the County's solicitation is the same for each event. What will differ for each scenario of event types is the quantity and type of crews. Exhibit E.8 and E.9 of Section E.6 identifies the resources for each event type.

This section describes how the work will be accomplished, the operational processes for debris removal, the quality control process, the operational process for debris reduction sites and how FEMA requirements will be met.

## E.3 Methods for Mobilization/Demobilization

Mobilization is relatively the same for each area of operation be it removal and disposal, right-of-way clearance, or site management. Critical to mobilization is resource management.

Resource management should be dynamic in nature to support any event and be adaptable to changes. Efficient and effective deployment of resources requires that resource management concepts and principles be used in all phases of debris management and event response.

Our resource management process is separated into two parts:

**Part 1:** resource management as an element of preparedness, and

**Part 2:** resource management during an event.

The preparedness activities (resource typing, credentialing and inventorying) are conducted on a continual basis to help ensure that resources are ready to be mobilized when called to an event. Resource management during an event is a finite process, as shown in Exhibit E.3: Resource Life Cycle, with a distinct beginning and ending specific to the needs of the event.

Our startup procedures are based on responses to more than 50 emergency storm related events including hurricanes, tornados, ice storms and other environmental responses. We phase our startup to coincide with our clients needs combined with event details.

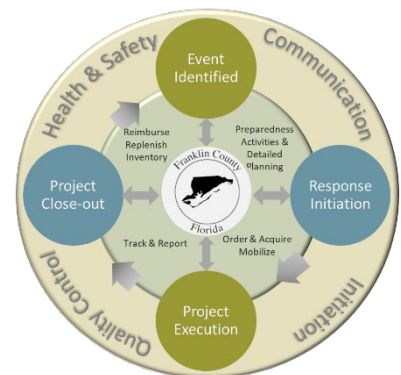


Exhibit E.3: Resource Life Cycle

## ➡ Mobilization

Our Mobilization/Operation Plan is specifically designed to meet FEMA's, FHWA, and other regulatory/government requirements. We understand that clearing County maintained streets, roads, and highway rights-of-way are critical to getting the County and surrounding community back on its feet. BES has the staff resources and equipment to clear rights-of-way, provide removal and disposal operations, and manage debris site operations.

During implementation of services, BES will attend all meetings convened by the County with respect to the response effort, when directed by the County to do so or otherwise necessary to carry out the work. BES will mobilize and transport all necessary supplies, equipment, materials, and personnel for animal carcass collection and management sites, vehicle and/or vessel aggregation sites, and build out the improvements to the sites required for operations.

We will assemble the appropriate number of crews required to meet the County's mobilization requirements. BES will obtain clearance from underground or overhead utilities and from property owners and government entities for each location, including vegetative and C&D. BES and/or its subcontractors will have equipment and vehicles prepared to mobilize upon the first notification to manage animal carcasses or recover vehicles/vessels, should the County task BES to do so.

Our mobilization plan is based on a three-phased response approach. Exhibit E.4 provides the timing of the three phases. Changes in the response and/or activation are triggered by official government watches/warnings and new updates regarding a potential event, or in anticipation of Task Orders from the County. Descriptions of each phase of response as they would relate to our mobilization for the County are as follows:

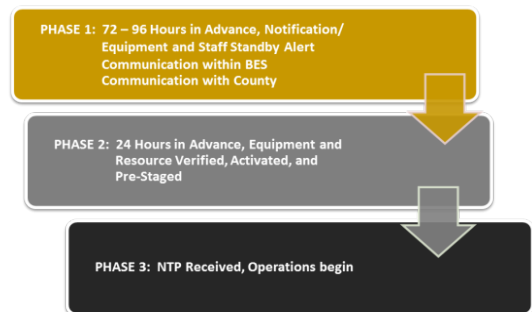


Exhibit E.4: Three Phases of Mobilization

## Demobilization

Typically, as operations began to scale down, we will notice a marked drop in production due to multiple passes being made as required. When “expected decreases” in production are encountered, BES will work with County staff to allocate proper resources to meet project deadlines. As crews complete their area assignments, County staff or their designee, is requested to “close out” that area. Once the area is officially closed out, the crews are released, and demobilized. This will continue until all areas are completely closed out. BES owned equipment is the last to leave and will serve as a “mop up” crew to make sure any punch list items are handled. Upon completion of all area close outs, the County is requested to sign a project release to allow BES to finalize demobilization.

## E.4 Geographic Area Management

Our project organizational structure is designed around a zoned and phased approach for debris removal and disposal services. Exhibit 2.3 provides a visual of our approach. Our task organization structure allows authority to flow down to the lowest practical level to avoid bottlenecks in decision-making.

This structure also fosters communications and operations not only within the team but with other contractors as well. The structure shows clear lines of authority and the reporting chain for the execution of the contract, quality control, and safety organizations. All key positions are identified on the chart by title, and organization, as noted in the exhibit's legend. Our structure provides a precise, logical manner that shows the relationship between the team personnel, support staff, and local subcontractors. This approach and structure are the base of responses for debris removal and management for all events including ice storms, hurricanes, tornadoes, floods, and other environmental causes.

This structure provides for efficient long-term and day-to-day operations across the County, encourages open communication, and independent safety and quality reporting. The organization allows for interaction and consultation between all members of the project team, subcontractors, other contractors, the County, government, and funding organizations. BES's organization structure has a succinct and efficient area operations (AO) team that consists of our Program Manager/BES Vice President, Brian Thomason, and our Field Operations Manager Jason Otilige.

Because the AO Team is minimal, Brian and Jason can efficiently distribute oversight for the debris removal services, and other assigned County projects.

Our organizational approach provides the benefits of AO oversight to ensure consistency of execution within the bounds of corporate procedures and practices. Oversight by the AO ensures efficient system support and enables the team to share lessons learned on removal services across the County.

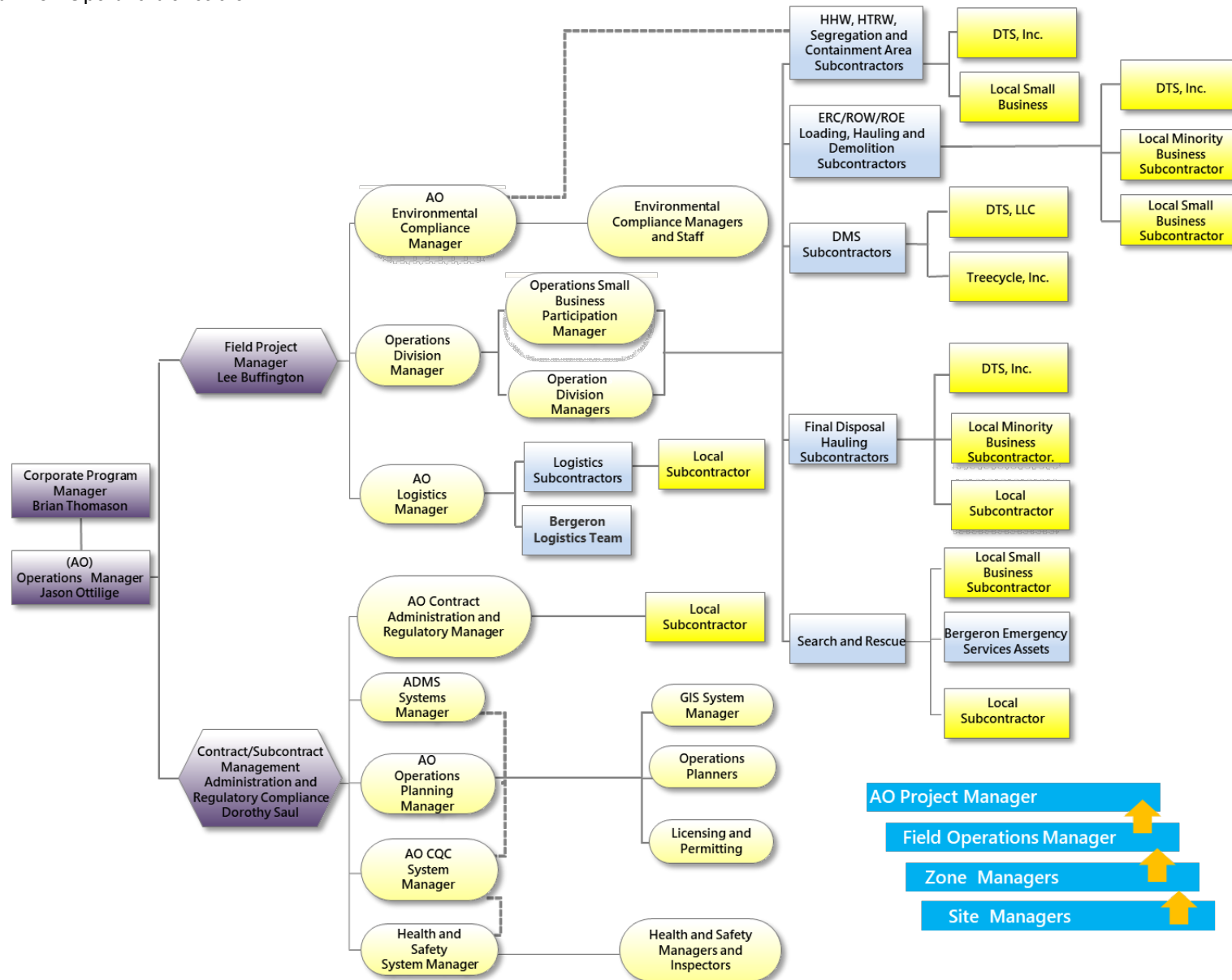
Our Contract/Subcontract Management Administration and Regulatory Compliance Manager, Dorothy Saul, oversees all administrative contract/subcontract and regulatory compliance under the contract. Dorothy reports directly to Jason Otilige, and interfaces directly with the County. As the Contracts and Regulatory Compliance Manager, Dorothy is at the heart of our management and integration strategy. She manages, coordinates, and tracks all contract objectives, including cost, schedule, safety, quality, procurement, regulatory compliance, FEMA process, and performance objectives. This organization results in an action/results-oriented structure with clear reporting and communication lines, responsibilities, authorities, and accountability. Dorothy is supported by the balance of our organization for safety, quality, project controls, procurement, engineering, construction, and regulatory compliance.

Prior to commencing debris removal operations and within three days, or as required in the County's Task Order, BES will submit to the County and/or the County's Contract coordinator, or as directed, the following plans.

- ▶ Operations Plan - Describes the organizational structure and additional key personnel involved in the cleanup, the technical approach and methodology to be used, site specific operational components, the specific geographical area management, and the following additional plans.
- ▶ Contractor Quality Control and Operations Plans -
  - > Draft Site-Specific Health and Safety Plan (SSHSP),
  - > Accident Prevention Plan (APP),
  - > Activity Hazard Analysis (AHAs),
  - > A copy of the BES Contractor Quality Control Plan (CQC),
  - > Approaches to waste reduction and through Beneficial Re-Use, all specific to the Task Order and AO, and
  - > Subcontractor quality control.
    - The operations plan indicates where operations begin, and which streets/roads are cleared during the initial period though submission of a 2, 7, and 14-day plan and agreed upon operation locations. final CQC and Operations Plans describing all aspects of the debris management mission are provided no later than 3 days after the Task Order is issued, or as directed in the Task Order.
    - The CQC and Operations Plans are also updated by the BES Operations Manager and CQC System Manager as necessary and as required by the County and/or Contract Coordinator.



Exhibit E.5: Operations Structure



### ➤ County Responsibilities

The County Contract Coordinator is responsible for defining the boundaries of the geographic working area – AO. If changes in the AO boundaries are required, the County is responsible for providing the updates in writing. BES's approach to management within the defined AOs will remain consistent regardless of the assignment. The general process of separating a task order AO into smaller operating elements, sectors and sites, for the purposes of managing operations defines geographic area management. These key operating element subdivisions are:



### ➤ Divisions and Zoning

After the preliminary damage assessment (PDA), the BES Operations Manager, in consultation with the BES CQC System Manager, will coordinate with the County's Contract Coordinator to divide the assigned area into Divisions and Sectors. Generally, zones will run on pre-planned routes and often follow current County rubbish collections and or bus routes.

- ▶ Divisions - are a large geographical subsection of an OA, a division is a quadrant of the County; the number of quadrants is identified by the County and BES operations manager Jason Ottillige.
- ▶ Zones - May be further divided into sub-zones, i.e., 1A, 1B, 1C, using a grid system that incorporates neighborhoods, major thoroughfares, waterways, and other natural boundaries within the task area.

In most cases, zone size will correlate conversely to the residential household numbers or population density. This will create larger zones in rural areas, medium zones in semi-urban areas, and smaller zones in urban areas. Zones are designed to split the AO Division into manageable sizes based on event impact that will generate approximately the same quantity of work to perform (cubic yards of debris, numbers of white goods, roads to perform emergency road clearance, etc.). The intent of this **approach is to provide steady production levels and avoid peaks and valleys** that would negatively impact the recovery effort by having to continually expand and contract the number of crews, CQC representatives (CQCs), and County representatives (Quality Assurance (QA)/Quality Assurance Supervisor (QAS) operating in the field.

Zones are also **arranged in a manner to provide for the shortest hauling distances** from all areas. They may be further divided for the purpose of adding additional crews into the area. This process typically occurs if the workload/volume increases in a zone, or as additional crews become available through attrition of workload/volume in other zones.

Division, and zone maps are generated using a professional geographic information systems (GIS) application that will tie in with the DMS and CQC software. The maps are produced and distributed to all BES CQC personnel at all levels, County QAS, and field supervisory personnel to ensure systematic and methodical planning as well as efficient and effective operations. Zone maps are distributed to site managers and crews to ensure compliance with the established Geographic Area Management Plan. These maps vary in size and scope captured, from large division maps for overall operational planning to zone and site (street level) maps for distribution to field supervisor and crews performing the work.

### ➤ Division and Zone Managers

The BES CQC Division and Zone Managers are responsible over all CQC activities within a defined Division or Zone and report to the CQC Division (Area) Manager or Assistant Division (Area) Manager. In addition to the details of duties discussed in the BES CQC plan and Debris Management Plan, Zone Managers are responsible for continually collecting information, not only from their own observations, but from all available sources including joint surveys with County QA/QAS personnel, CQC Zone and Site Managers, and/or state and local representatives.

### *Zone Managers*

- ▶ Review and track the daily progress of work via the iPad based CQC technology, for compliance with, as well as adaptability and practicality of, the developed geographic management plan.
- ▶ Make changes to the geographical management plan for their zone when necessary to ensure the most efficient and effective use of resources for the highest level of production and safety.
- ▶ Qualified and empowered to make immediate adjustments in the field to prevent any delays, decreased productivity, and/or identified safety hazards.
- ▶ Engaged with their County counterparts daily to discuss successes and failures of operations within each zone.

It is essential that communications occur at this operational level, especially when finalizing areas for closeout. A zone closeout plan is developed based on joint surveys conducted by zone managers and their County QA/QAS counterparts and may include any number of officials from authorities having jurisdiction.

The BES CQC and ADMS systems have the capability to produce in-field real time crew, production and other CQC reports that can be referenced and utilized by zone managers, higher level CQC command and County QA/QAS to verify and ensure production requirements are being met or if modifications need to be made. These forms and data are accessible by any authorized user both from a web-based server and an on-site server. Having real time access to this information allows each zone manager to preplan for the next day's operation and develop more long-term strategies and plans. The CQC Division (Area) Manager reviews each of the zone manager's plans for, and make any changes necessary to, the zone manager's area of responsibility (AOR).

### **E.5 Managing Multiple Contracts – Current Contracts**

BES holds over 50 contracts throughout the Southeastern area of the United States. The map detailed in Exhibit E.6 shows the depth of our contracts. Tab 3 provides our resources to handle this broad spread of contracts. We have never failed to respond to a call to action from our clients.

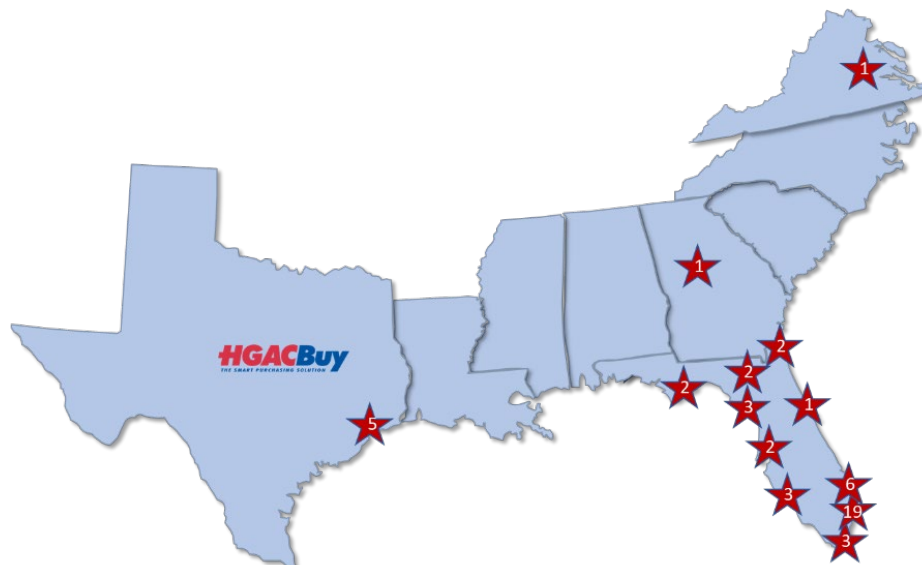


Exhibit E.6: Contracts Map.

One of the most efficient, large-scale, response models to ever be developed for rapid deployment is that of the National Forestry Service and their integration of the National Incident Management System (NIMS). Their operational approach to wildfire suppression has facilitated the deployment of thousands

of pieces of heavy equipment, thousands of firefighting and support personnel as well as all necessary ancillary support equipment and personnel. Wildfire suppression activities typically take place across large geographical areas, like large scale debris management operations that require established communication conduits and an established incident management system across multiple areas/multiple contracts. Exhibit E.7 provided our success in responding simultaneously in multiple Contracts/jurisdictions regardless of United States location.

Exhibit E.7: Simultaneous Responses within Multiple Contracts/Jurisdictions

Event	Simultaneous Responses
Hurricane Irma	26 – Florida Statewide
Hurricane Matthew	3 – Volusia School Board, FDOT District 5, Brevard and Volusia Counties
Superstorm Sandy	2 – Colts Neck New Jersey 5 – All five Borrows, New York
Kentucky Ice Storms	5 - Counties
Hurricane Ike	7 – Counties in Texas
Hurricane Wilma Pickup Operations	8 - Cities; Broward County School Board
Hurricane Wilma Operations	8 - Cities; Broward County School Board

With that in mind, BES has modeled our large-scale deployment approach after that of the National Forestry Service utilizing NIMS. Our approach to this system has been tailored specifically for debris management operations, FEMA, the Federal Highway Administration (FHWA), and Public Assistance Programs. Unlike firefighting, the resources required for debris management operations can vary immensely based on the type and characteristics of the event. The assets required for debris management as a result of a hurricane may differ tremendously from the assets required for a terrorist attack or an earthquake. Some events, such as a hurricane, have advance notice for preparation and deployment, where other type events, such as an earthquake or terrorist attack are sudden unforeseen events and require pre-established plans for successful management.

Therefore, we have developed “typed” equipment/personnel packages that would be pre-identified in the case of an unforeseen event and/or pre-staged for an advance notice event. The make-up of these packages is dependent on the variables associated with each type of event and configured to meet the expected impacts of an event. The proper equipment/personnel for an event can easily be mobilized to meet the needs of the particular event by deploying the proper package. In addition to the equipment and personnel, the proper management structure is also deployed with each package. Depending on the package deployed and the number of packages deployed, management will be adjusted appropriately following the NIMS. The incident command structure will limit the span of control or each area of operation and provide for a defined communication structure.

The geographical boundaries or Regions established, by the County, for this solicitation require a structured and controlled deployment. By establishing baseline deployment packages, it is fully understood what the County should expect for each task order in each area. This is the most comprehensive approach that we have experienced in the industry and can easily be tailored to meet the specific needs of the County. Moreover, it has been “tried and true” over and over by the National Forestry Service on numerous firefighting operations.



## **E.6 Loading, Hauling and Reduction of Debris**

### *Haul Distance to DMS or Final Disposal from Each Zone*

A major influence on debris collection production levels is haul distance. Loads from each Zone should be delivered to the closest DMS or final disposal location available to receive the particular debris classification being transported. Production capabilities and the cost to the government are directly proportional to haul distance. Additionally, the overall safety of the operation is also directly proportionate to haul distances. The shorter the haul distances, less than 10-15 miles on way, the more productive the operation, the less costly, and the less chance of a safety incident, such as a major accident involving loaded trucks.



### *Equipment Grouping – Crew Packages*

BES offers balance of resources. We match the volume of material to the number and location of debris management sites and place the specific amount of equipment and crews to provide continuous movement of debris. More does not necessarily mean better. This method reduces and often eliminates backup of debris trucks waiting to offload at debris sites and provides the following efficiencies.

- ▶ Continuous movement of removal
- ▶ Reduces/eliminates offload wait times
- ▶ Reduces overall removal times
- ▶ Provides safety
- ▶ Eliminates traffic congestion

BES has developed specific crew “packages” to streamline both management and response times. Each package is considered a “crew”. Crews are accompanied by appropriate safety, and/or traffic control personnel and devices (i.e., flagmen, cones, signage, PPE, air monitoring equipment, testing equipment, and other ancillary equipment) as necessary and required. Each piece of equipment/vehicle listed is operated by a qualified equipment/vehicle operator. Multiple crew packages and the make-up of specific crew packages are dependent upon the operational requirements of the sector or zone, actual conditions resulting from an event, local contractor’s available equipment, and direction from the County.

In general, BES will provide the minimum number of crews to commence debris removal operations within the required time identified in issuance of the notice to proceed (NTP). Additional crews are added as the event evolves. Exhibit E.8 provides examples of our different crew packages for debris removal from public roads, streets and Row’s and hauling to debris management sites.

As discussed, BES follows the standard division, sector, zone method of disaster debris removal method. Sector Managers coordinate, deploy and position crews in each of the zones that make up their individual sector. Dependent upon the required crew package needed for a particular operation, crews will be assigned to a specific zone within a sector. Initially, the numbers and make-up of crew packages will be assigned to each zone with the intention of having all zones completed within a congruent timetable. Sector Managers ensure that each zone's crews complete one pass through the entire zone, in concert with the BES “clean as you go” policy. This is verified by all Site Managers within each zone prior to beginning a second pass or crews being reassigned to a new zone. Any material placed in the right-of-way of a street or area in which first pass has been completed, is left for the next pass. Numbers of crews as well as maximum allowable time for debris removal and cleanup is negotiated at the time the scope of work and geographic area(s) are identified in accordance with the County contract.

## Exhibit E.8: Crew Packages

Street Level	Site Level
<b>Initial Deployment Equipment and Personnel Cadre</b> 1 each – Forman (minimum 2 if 24-hour operations are necessary) 1 each – Rubber tire loader-JD 544 or equivalent (may require multiples) 1 each – Trackhoe-JD 210 w/thumb or equivalent (may require multiples) 1 each – Equipment transport Crew transportation vehicle 2 each – Laborers (traffic control/flagmen) 1 each – Chainsaw man  <b>Search and Rescue Crews</b> 1 each – Site Manager/crew foreman 1 each – Trackhoe excavator minimum 150hp with operator with all slings, riggings, implements required for the Task Order 3 each – Laborers/riggers 1 each – Helicopter/drone searching  <b>Typical debris removal from public roads, streets and ROWs and hauling to debris management or final disposal sites</b> 1 each – Self-loading grapple truck 1 each – Self-loading grapple truck, skid steer loader (1 each) 1 each – Knuckle boom loader, dump trucks (3-5* each) 1 each – Front end loader, dump trailer (3-5* each) 1 each – Tracked excavator, dump trailer (3-5* each) *Depending on haul distances and truck capacity  <b>Debris Separation Crews</b> 2 each – Laborers 1 each – Chain saw operator with saw 1 each – Skid steer loader with operator and implements 1 each – Equipment transport 1 each – Crew transportation vehicle  <b>HHW Separation and Removal Crew</b> 1 each – Site Manager 1 each – HHW response trailer w/truck containing appropriate HHW segregation containers, proper HHW PPE, monitoring equipment, spill containment equipment, specialty tools, and proper safety and decontamination equipment 4 each – Certified HAZWOPER Trained Personnel 1 each – Skid steer with transport truck, if required	<b>TDSRS/DMS Segregation</b> 1 each – Site Manager 1 each – HHW response trailer w/truck containing appropriate HHW segregation containers, proper HHW PPE, monitoring equipment, spill containment equipment, specialty tools and proper safety, and decontamination equipment if necessary 8 each – Certified HAZWOPER trained personnel 1 each – Site Specific Safety Officer 1 each – Skid steer with transport truck 1 each – Trackhoe JD 120 or equivalent w/thumb to stack material  <b>Testing of Ash and Disposal at Landfill</b> 1 each – Site Manager 1 each – Environmental Specialist (preferably MS or PhD) 1 each – Assistant Environmental Specialist/Administrative Staff  <b>Removal of Non-Freon Containing White Goods</b> 1 each – Self-loading grapple truck, or 1 each – Flat bed/stack bed trailer w/truck, and 1 each – Skid steer with forks, and 1 each – Laborer  <b>Removal of Freon Containing White Goods</b> 1 each – Self-loading grapple truck, or 1 each – Flat bed/stack bed trailer w/truck, and 1 each – Skid steer with forks, and 1 each – Laborer 1 each – Licensed Freon Recovery Specialist with equipment  <b>Disposal Operations</b> TDSRS/DMS haul to final destination 1 each* – CAT 980 rubber tire loader or equivalent 1 each* – 16 to 30 CY dump trucks, or 1 each* – 30 to 100 CY tractor trailer type haul units *Depending on haul distances and truck capacity

To further facilitate response, removal, and disposal BES also follows the classic categorization of the destructive nature of a hurricane, the Exhibit E.9 demonstrates the types of equipment need for an event or event scenario. Obviously, a multitude of specialized equipment is needed based on the characteristics of the event; however, the more destructive the event, the more critical the formation.

## Exhibit E.9: Event Scenarios

### Event - Crew and Equipment Quantities

Scenarios	Equipment
<b>Scenario 1: Spot Jobs – Localized</b> <b>Type 1 Event Minimal Impact</b> Project Superintendent (One for each project) Crew Foreman (One with each crew. Types and quantities of debris should contribute to how the crew is configured.)  <b>Scenario 2: Small Event – Widespread or City, County, State Wide</b> <b>Type 2 Event, Minimal to Moderate Impact</b> Project Superintendent (One for each project) Crew Foreman (One with each crew. Types and quantities of debris should contribute to how the crew is configured.)  <b>Scenario 3: Significant Event – Removal, Reduction, Hauling – Woody Debris Only – Widespread or City, County, State Wide</b> <b>Type 3 Event, Moderate to Heavy Impact</b> Let there be no mistake that the effects of a Type 3 Event, or any Event for that matter, create destruction and chaos. However, the size of the actual impact areas and the effects of the event in certain geographical areas may become somewhat diminished compared to the larger events. As a result, the amount of equipment and the sizes of the equipment can be somewhat varied. Additionally, management personnel can be more efficiently utilized due to the reduction of geographical area affected, say for instance, a direct landfalling hurricane.  <b>Scenario 4: Significant Event, Removal, Reduction, Hauling – Mixed Debris – Widespread or City, County, State Wide</b> <b>Type 4 Event, Heavy to Catastrophic Impact</b> The destruction created by a Type 4 Event can be closely related to that of a Type 5 event, therefore, the equipment sizes and package typing should remain the same. Once damage assessments are complete, a determination must be made in regards to the number of pieces to support an efficient operation.  <b>Scenario 5: Catastrophic Event, Removal, Reduction, Hauling – Mixed Debris – Widespread or City, County, State Wide</b> <b>Type 5 Event, Catastrophic Impacts</b>  <b>Scenario 6 – Catastrophic Event – Site Management City, County, or State Wide</b>  <b>Temporary Debris Storage and Reduction Site Management</b> (Necessary for a city wide catastrophic event of this magnitude due to quantities of debris generated.)	<b>Debris Pickup and Haul (Clearing of debris from public right of way) (Scenarios 1-5)</b> <ul style="list-style-type: none"> <li>Crew Foreman</li> <li>Rubber tire front-end loader-John Deere 644 or equivalent or;</li> <li>Trackhoe-John Deere 690 or equivalent or; (Except Scenarios 1-3)</li> <li>Prentice 210 knuckleboom loaders (large log loading equipment) or;</li> <li>Self-loading knuckleboom truck (40-50 cubic yard capacity)</li> <li>65-100+ cubic yard haul units (4-5 per loader depending on haul distance)</li> <li>Bobcat loader or rubber tire backhoe</li> <li>Laborers (traffic control and flagmen)</li> </ul> <b>Management (Scenarios 1-5)</b> <ul style="list-style-type: none"> <li>Project Superintendent (One for each project)</li> <li>Crew Foreman (One with each crew. Certain assets configured for the worst-case scenario should define a crew.)</li> <li>Project Manager for Particular Geographical Locations (Dependent on the size of the project this manager may be assigned to; the potential for the Project Manager to have accountability for multiple projects in a particular geographical area may exist) (Except Scenarios 1 &amp; 2)</li> <li>Contractor Principal (Command Center) (Except Scenarios 1-3)</li> </ul> <b>Emergency Roadway Clearance Crew (The quick and efficient opening of critical routes) (Scenarios 1-5)</b> <ul style="list-style-type: none"> <li>Crew Foreman</li> <li>Chainsaw operators</li> <li>Laborers</li> <li>Bobcat loader or Rubber tire backhoe or;</li> <li>Rubber tire front-end loader-John Deere 644 or equivalent or;</li> <li>Self-loading knucklebooms (Except Scenarios 4 &amp; 5)</li> <li>Log Skidder-John Deere 648E or equivalent (Except Scenarios 1-3)</li> <li>Equipment transports</li> </ul> <b>Temporary Debris Storage and Reduction Sites (Scenarios 1-6)</b> (Necessary for events of this magnitude due to quantities of debris generated.) <ul style="list-style-type: none"> <li>Site Foreman (Day and night shift if 24-hour operations are necessary)</li> <li>Rubber tire loader-John Deere 644 or equivalent or;</li> <li>Trackhoe-CAT 983 or equivalent</li> <li>Trackhoe-John Deere 690 or equivalent (may need multiple units based on debris quantities)</li> <li>Dozer-CAT D6 or equivalent</li> <li>Diamond Z Tub Grinder (1400 HP) or equivalent (may need multiple units based on debris quantities) or;</li> <li>Air curtain incinerators (may need multiple units based on debris quantities)</li> <li>Inspection towers</li> <li>Laborers (traffic control/flagmen) (Except Scenario 1)</li> <li>Land use manager (acquisition of land for temporary sites) (Except Scenario 1)</li> <li>65-100+ cubic yard haul units to haul mulch from grinding operations or ash from burning operations</li> </ul>

## E.7 Debris Removal and Disposal Operations

Following on from our operations organizational structure depicted in Exhibit E.5, our debris removal and disposal operations organization is depicted in Exhibit E.10:

### Debris Hauling

Debris hauling may consist of two distinct operations as follows:

1. Hauling of un-reduced debris from origination point to staging area (Debris Management Site(s) - DMS.)
2. Hauling of reduced debris from staging area to final disposal site.

Construction and demolition debris may require hauling directly to final disposal site from point of origination, if reduction of construction and demolition is prohibited by Federal EPA, Local, or State standards. All field supervisors ensure that all hauling operations comply with local, state and federal DOT standards in effect at that time and ensure compliance with the Corporate Safety Plan.

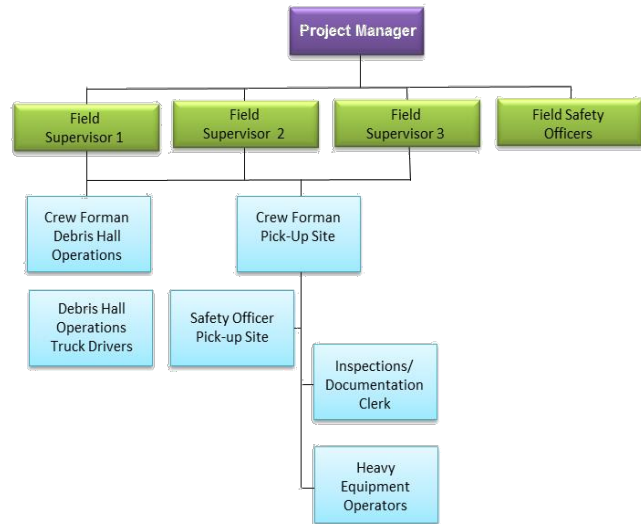


Exhibit E.10: Debris Removal, Disposal, and ROW clearance

### Field Supervisors/Crew Foremen Responsibilities

- ▶ Field supervisors report to the senior field supervisor.
- ▶ Ensure work is conducted only in those areas designated by the County. Supervisors will not allow work to commence in additional areas until directed by the County's authorized representative.
- ▶ Safety of all personnel and equipment.
- ▶ Collection of daily personnel and equipment time logs, and their distribution to BES designated representative(s) with a copy given to the County.
- ▶ Ensuring accuracy, completing CQC and collecting load/haul tickets and daily load/haul logs from haul truck operators. The supervisor will complete forms.



Crew foremen report to their designated supervisor. Foremen are responsible to ensure work assignments received from their supervisor are completed to the requirements of the County task order. Foremen are responsible for maintaining the daily personnel and equipment time logs.

**Experience has shown that, for longer haul distances, larger capacity trucks (100 + C/Ys) are more cost effective.**

All supervisors use the FEMA approved check sheet provided by BES Safety Officer and or the check sheet provided by the County to ensure all safety equipment is maintained and operable on all debris hauling equipment to ensure compliance with the Corporate Safety Plan.

### *Operations*

All field supervisors ensure that all debris-hauling operators are licensed and/or certified to operate required equipment. All debris-hauling operators are given area maps designating assignment/authorized areas of operations as well as transport routes designated and/or approved by the County. All debris haul operators visibly display colored signs provided by BES and, if applicable, the County. BES signs are secured, weather-proof signs will be placed on the driver and passenger doors of the vehicle cab. Any signs provided by the County are displayed on both sides of the forward most section of the vehicle bed, unless otherwise directed by the County. All signs are removed from the exterior of the vehicle, at close of business each day and secured by the driver to prevent theft or loss.



Colored paper signs/passes are displayed in the driver's side windshield of each vehicle. The color of the sign/pass is subject to change, without notice, to ensure quality control measures regarding authority to enter work sites. Each sign/pass contains the following information: company logo, contract location, the County name, contract number, truck number, date of issue, supervisor name/signature.

All debris pick-up and haul operators maintain the numbered debris hauling/transportation documentation/verification form "BES Debris Transportation" or tickets provided by the County. Each form contains specific directions. All supervisors ensure that all employees using and/or inputting information on the form are procedurally trained. Each supervisor is responsible for maintaining a supply of the required forms. Forms are distributed by supervisors/foremen to debris haul operators during debris pick-up operations. All debris haul operators maintain daily ticket/haul records that are turned into field supervisors, with copies of load tickets at close of business each day.

### *Collection of HHW*

Crews (1-truck, 2-technicians) make passes through assigned affected areas. Once the team has a full load, they return to the collection site(s) to off-load materials.

#### Collection of Other Materials

- ▶ **Asbestos Containing Materials:** BES has the licensed personnel to remove, package, and dispose of known or suspect asbestos containing materials. If any suspect material is found, BES has inspectors and certified personnel that can sample, remove, package, and dispose of regulated- and non-regulated asbestos containing materials.
- ▶ **Hazardous Waste, Biohazardous Waste or Other Contaminated Waste:** If directed, BES will remove, package, and dispose of all labeled hazardous waste, bio-hazard waste, or any other contaminated waste.
- ▶ **White Goods Containing Freon or Chlorofluorocarbons (CFCs) (refrigerators, freezers, air conditioners, etc.):** For the collection of white goods, a crew consisting of a truck/trailer, skid steer, hand truck, and two recovery technicians. At the curbside, the crews will temporarily secure the door(s) and load the unit on the truck for transport.
- ▶ **Cleaning/Staging White Goods containing Freon or CFCs:** Once the white goods reach the staging area(s), they are staged separate from the HHW. The units are opened and putrefied foods inside the unit is placed into containers, each empty unit is sprayed with a sterilization solution. The area for the putrefied foods is limed as needed to control the anticipated odor problems. The unit is then moved to the Freon removal station. Any white goods that could potentially contain Freon or other CFCs will not be disposed of until they have been certified or confirmed as being free of



Freon or CFCs. These are staged separate from the white goods that do not contain Freon or CFCs. Crews at the staging area consist of skid steer, equipment operator and recovery technician.

- ▶ **Removal of Putrefied Foods from Warehouse or Commercial Stores:** Removal of large quantities of food, require a different level of PPE. The hazards involved are much greater, including the risk of slips, trips, falls, and cuts. Equipment such as roll off units will be required for the disposal.
- ▶ **Street Collection of Non-Freon White Goods:** BES crews for street collection of the non-Freon white goods consist of a skid steer, truck, two dump trucks, two drivers, equipment operator, and a recovery technician. The units are picked up at curbside with the skid steer and loaded into the dump trucks. As the non-Freon units are loaded, the skid steer moves the Freon units to an unencumbered curbside area for pick up by the Freon unit crews. The other white goods are transported a County designated landfill.
- ▶ **Residential E-Waste, Small Tools and Equipment:** Any waste that can be recycled is taken to the staging area(s). Batteries are removed where applicable and be placed into drums for disposal. Any equipment containing fuel/oils are staged and the fuel/oils are removed prior to disposal. Any equipment or materials that can be recycled is placed in a separate area for proper disposal.



### *Debris Disposal*

Debris disposal is the pre-planned, pre-approved operation of placing debris in approved DMS sites.

Debris disposal operations are segmented into three distinct operations:

1. Haul to and tip at debris disposal site.
2. Physical operation of debris disposal site.
3. Augmentation of debris disposal site permanent staff and equipment.

### *Disposal Site(s)*

A disposal site may be a dump, and/or a landfill owned and operated by private or public sectors.

Non-burnable debris are disposed only at a dump and/or landfill designated to receive materials other than toxic hazardous waste.

## **E.8 Typical Debris Management Site (DMS)**

Construction of debris staging site elements commences immediately upon receipt of a Task Order and NTP from the County. BES will ensure that debris staging site construction is accomplished as rapidly as possible, because of the criticality of staging sites to the debris removal process.

Exhibit E.11 depicts our DMS management that follows on from our operations organizational structure depicted in Exhibit E.5.

### *Field Supervisors/Crew Foremen*

DMS field supervisors report to the senior field supervisor and have the following responsibilities.

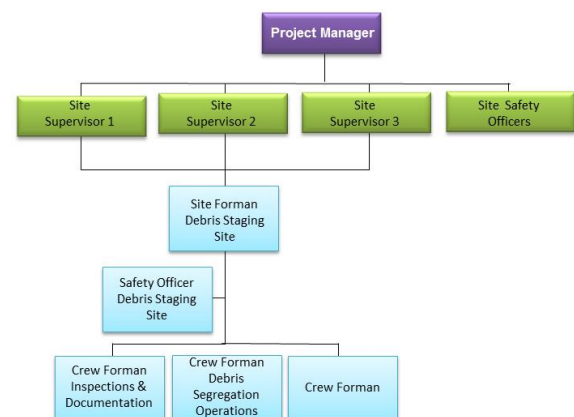


Exhibit E.11: DMS Management

- ▶ Management of all operations of the DMS to include site safety, haul load inspection, segregation, traffic control, dumping, reduction, security and remediation.
- ▶ Safety of all personnel and equipment to ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan.
- ▶ Collection of daily personnel and equipment time logs, and their distribution to BES designated representative with a copy given to the County.
- ▶ Collecting load/haul tickets and daily load/haul logs from haul truck operators. Inspection tower personnel will complete the forms.

Crew foremen will report to their designated supervisor and have the following responsibilities.

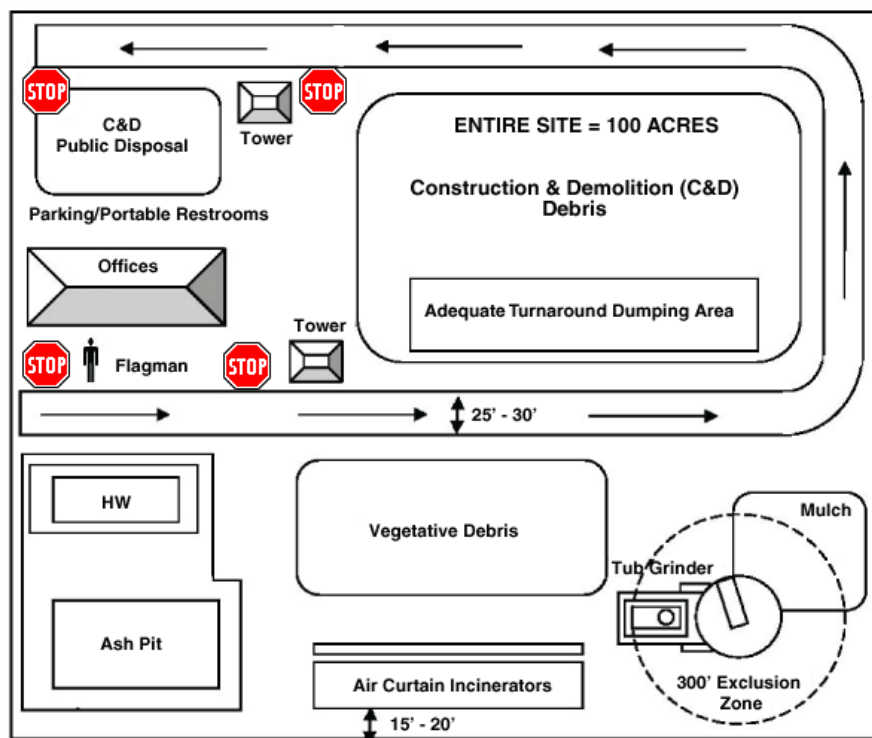
- ▶ Ensure work assignments received from their supervisor are completed to the requirements of the County Task Order.
- ▶ Maintaining the daily personnel and equipment time logs.

### *Debris Staging*

Our management team is ready and able to assist the County with location, permitting, traffic routing, setup, management, and closeout of all the necessary DMS locations. Although the layout of a DMS will vary based on the needs and type of event Exhibit E.12 provides an example of a typical debris management site. DMS site design will reflect the type and quantity of material brought to the site. BES has the experience and knowledge in the location and setup of temporary debris sites.

**For Example:** BES owns and operates 3 FEMA approved debris sites. During Hurricane IRMA BES processed more than 1.5 million CY of debris. During Hurricane Wilma, BES established what became Florida's largest DMS site processing 8 million cubic yards of debris.

Exhibit E.12: Typical DMS Site



### *Site Access*

Separate points of ingress and egress are established when possible. Temporary acceleration and deceleration lanes are established adjacent to the primary road leading to and from site access points, if approved by the County and appropriate authority having jurisdiction over primary road right-of-way. All temporary roads leading to and through the debris staging site should be constructed and maintained for all weather use (i.e., rock laid roads).

### *Inspection Towers*

Inspection towers are constructed to facilitate observation and quantification of debris hauled for storage at debris staging sites. No less than two inspection towers are used at each debris staging site. One tower at point of ingress for use by BES Representative and the County Inspector, one tower at point of egress to ensure all debris hauling trucks are in fact empty upon leaving the site. The egress tower is manned by at least one representative from the County.

### *Traffic Controls*

Traffic control personnel, with appropriate traffic control safety equipment, are stationed at the ingress observation tower to maintain vehicular and pedestrian traffic control. Additional traffic control personnel are stationed throughout the site, as needed, to enforce proper dumping and prevent personal injury to ensure compliance with the Corporate Safety Plan.

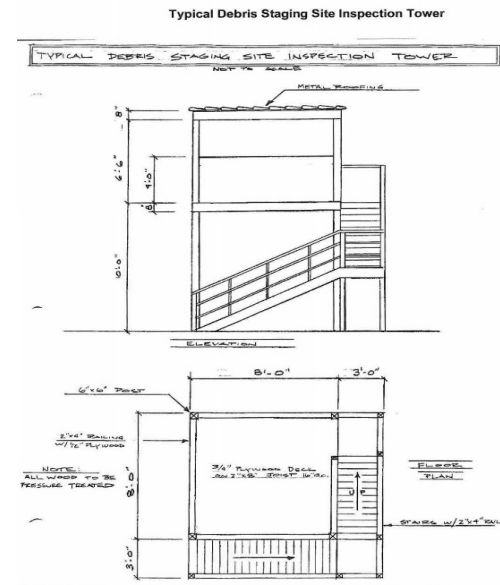


Exhibit E.13: Inspection Tower

### *Clearing and Grading*

Clearing and grading of debris staging sites are accomplished, to the level required, in accordance with the site management plan and Task Order from the County.

### *Debris Storage Areas*

Debris is segregated into the following four main areas of concern unless otherwise instructed by the County:

1. **Vegetative Debris.** Vegetative debris is cleaned of C&D debris to the extent possible to facilitate compliance requirements for reduction of vegetative debris.
2. **C&D Debris.** C&D debris is dampened prior to dumping and periodically as needed, to comply with local, State and federal EPA standards.
3. **Recyclable/Salvage.** Recyclable/salvageable materials is stock piled in accordance with Task Order.
4. **Household Toxic Waste (HTW).** HTW is segregated and stored in a County approved containment area. All site personnel receive a safety briefing regarding operations involving HTW to prevent personal injury and ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan. HTW containment site perimeter is posted and secured for personnel safety.



### *BES Typical DMS Safety Plan*

#### Water Trucks:

The required number of water trucks are stationed at each debris-staging site and perform the following functions.

- ▶ Reduce the threat of friable materials from C&D debris being released into the atmosphere.
- ▶ Reduce the threat of fire from all types of debris. If necessary, water trucks will be utilized in fire suppression operations.
- ▶ Dampen areas, including temporary roadways, to suppress dust from trucks entering and leaving the DMS.



#### Fire Suppression Equipment:

Fire extinguishers are located, throughout the debris staging sites, as required by the site management plan, site safety plan, OSHA requirements, and the County Task Order. All debris staging site personnel are trained in incipient fire suppression operations and safety procedures, to include operation of fire extinguishers and water trucks and to ensure compliance with the Corporate Safety Plan.

#### Street/Road Level Segregation:

All foremen will direct debris removal personnel to segregate debris into four areas:

1. Vegetative debris
2. C&D debris
3. Recyclable/salvageable materials
4. HTW

Segregation of debris at the street/road level will not take precedence over completing street/road debris removal operations in a safe and rapid manner. All personnel conducting debris segregation at the street/road level receive a safety briefing on potential hazards and injury prevention to ensure compliance with the Corporate Safety Plan.

#### Debris Segregation at Staging Sites:

Staging site supervisors ensures that all debris haul operators deposit debris in areas designated for the type debris hauled. Debris hauled to staging sites in mixed loads will be segregated by heavy equipment when possible and by hand crew when necessary.

#### Vegetative debris is placed into two separate piles:

- ▶ The first pile (pile one) will be the dumping point until a sufficient quantity has been accumulated to commence a continuous reduction operation.
- ▶ Pile two will be started and accumulated until the reduction of the pile one has been completed.
- ▶ At which time, dumping of vegetative debris on pile two will cease and pile one will be replenished. This rotation will continue until the task is completed.
- ▶ All personnel involved in vegetative debris segregation operations will receive a safety briefing for all effected jobs to ensure compliance with the Corporate Safety Plan.
- ▶ C&D debris will be placed into one or more piles, as required, to reduce the threat of a fire conflagration until it is reduced or disposed.

BES will consult with the County, local fire officials, and pertinent environmental officials regarding the requirements for stock piling of C&D debris.

White goods are segregated, as required by the County Task Order. White goods are placed and stored until instructed by the County as to its final disposition.

Salvageable/recyclable materials are segregated, as required by the County Task Order. Salvageable/recyclable materials are segregated and stored until instructed by the County as to its final disposition.

Exhibit E.14 provides a diagram of our Debris Accountability.

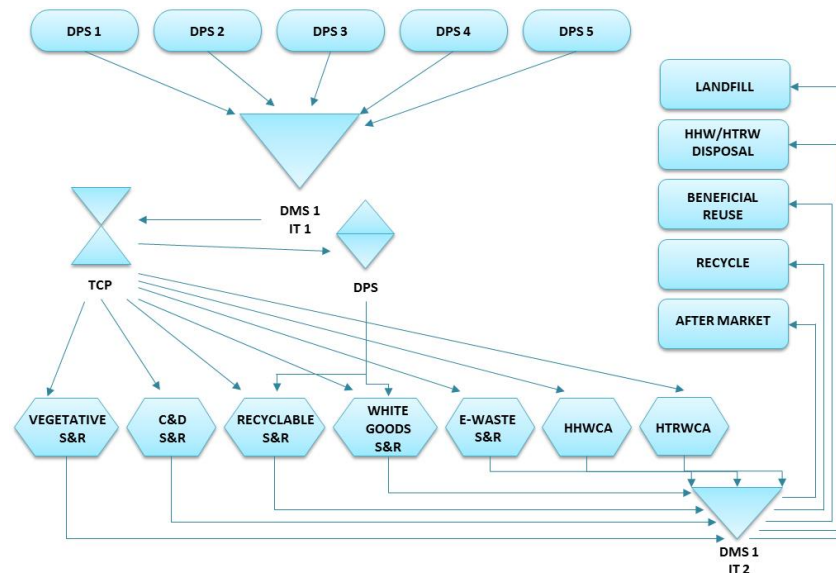


Exhibit E.14: Debris Accountability Flow Chart

*This flow chart shows debris documentation accountability and flow of materials from field operations through the DMS to final disposal.*

**DPS** – Debris Pick-up Site

**DMS** – Debris Management Site

**DPS** – Debris Pick-up Site

**C&D** – Construction and Demolition

**HTRW** – Hazardous/Toxic/Radiological Waste

**IT**– Inspection Tower

**DSP** – Debris Segregation Point

**TCP** – Traffic Control Point

**S&R** – Storage and Reduction

**HHW** – Household Hazardous Waste Containment Area

### Debris Reduction

This section discusses guidelines to be followed during debris reduction operations not already addressed in this plan. If required by a County Task Order or NTP, night operations may be conducted. Night operations will be limited to reduction of debris by burning. Night operations will only be conducted upon a determination by the BES Safety Officer and concurrence by the County, that such operations may be conducted in a safe manner.

### Grinding, Chipping and/or Shredding Operations

Grinding, chipping, and/or shredding operations are accomplished on all vegetative debris not reduced by burning operations. Grinding, chipping, and/or shredding operations are the preferred method of reduction for vegetative debris to accomplish environmental resource conservation through recycle/salvage of wood chips. Although this operation is preferred for environmental purposes, it is also the most time consuming and costly reduction operation due to material handling and haul disposal costs after reduction operations have been accomplished. Grinding, chipping, and/or shredding of C&D materials is prohibited by and within numerous jurisdictions. Grinding, chipping, and/or shredding operations will be accomplished on the type of debris (vegetative and/or C&D) as directed by the County Task Order.

Grinding, chipping, and/or shredding of vegetative debris is accomplished on the piles of vegetative debris as set out below:

1. Vegetative debris is placed into two separate piles.  
The first pile (pile one) is the dumping point until a sufficient quantity has been accumulated to commence a continuous reduction operation.
2. Pile two is started and accumulated until the reduction of the pile one has been completed.  
At which time, dumping of vegetative debris on pile two will cease and pile one will be replenished. This rotation will continue until the task is completed.



All BES personnel involved in vegetative debris grinding, chipping, and/or shredding operations receive a safety briefing for all affected job functions.

Stockpile chips for temporary storage are picked up by a track-type tractor with blade or a rubber tire loader will pick-up. Chips are loaded out and hauled to a final disposal site as quickly as possible to reduce the threat of a fire. All appropriate fire protection measures are established and maintained in accordance with the site management plan, site safety plan, and the County Task Order. Water trucks will reduce the threat of fire from all types of debris. If necessary, water trucks are also used in fire suppression operations.

HHW is excluded from the definition of Hazardous Waste and therefore does not require the same collection or handling procedures as Hazardous Waste.

Acceptable materials include, but are not limited to

- ▶ Waste Oil
- ▶ Waste Fuels
- ▶ Paint
- ▶ Chemicals
- ▶ Antifreeze
- ▶ Pesticides
- ▶ Spray Cans
- ▶ Unidentified Liquids
- ▶ Household Cleaners



### ***Air Curtain Burning/Incinerating***

Should Air Curtain Burning be required, BES will work with the County, and the local Department of Health and Environmental Control (DHEC) in the setup of the approved site. Our air curtain burning/incinerating plan follows all Federal, state, and local laws and requirements. Site setup, operations, and closures is as follows:

- ▶ The local fire marshal and or fire department is notified that burning operations will commence at the County's pre-approved site. Potential for fire hazards, other potential problems related to firefighting that could be presented by the location of the site are noted to ensure that adequate fire protection resources area available in the event of an emergency.
- ▶ Buffers: a minimum of 500 feet from the ACB device to homes, dwellings and other structures and 250 feet from roadways. The PBC Department of Health and Environmental Control are contacted prior to burning operations for the latest updates or changes and to ensure buffers are adequate for

the area. Buffers are established to the requirements for ACI device(s), in accordance with Air Quality rules.

- ▶ Weather and rainfall are checked prior to burning, a larger buffer may be needed to accommodate a seasonal high-water table due to on-site soil conditions and topography.
- ▶ Storage areas for incoming debris will be a minimum 100 feet from all surface waters of the state. "Waters of the state" includes but is not limited to small creeks, streams, watercourses, ditches that maintain seasonal groundwater levels, ponds, wetlands, etc.
- ▶ Storage areas for incoming debris will be located at least 100 feet from property boundaries and on-site buildings/structures.
- ▶ Air Curtain Incinerators will be located at least 200 feet from on-site storage areas for incoming debris, on-site dwellings and other structures, potable water supply wells, and septic tanks and leaching fields.
- ▶ Wood ash stored on-site will be located at least 200 feet from storage areas for incoming debris, processed mulch or tub grinders (if a grinding site and ACI site is located on the same property). Wood ash shall be wetted prior to removal from the ACI device or earth pit and placed in storage. Stored wood ash will be rewetted prior to removal from the site to minimize airborne emissions.
- ▶ Land applied wood ash either on site or off site is managed in accordance with the guidelines for the land application of wood ash from storm debris burn sites. The ash is incorporated into the soil by the end of the operational day or sooner if the wood ash becomes dry and airborne.
- ▶ Wetlands are avoided, if possible. If wetlands exist or wetland features appear at the site, verification obtained by the local Corps of Engineers office to delineate the areas of concern. Delineated areas shall be flagged and maintained by 100-foot buffer during all on-going activities at the site.
- ▶ Overhead transmission lines, if existing, are noted and checked to accommodate the large dump body trucks/trailers used to haul debris and the intense heat generated by the ACI device. Underground utilities are also identified prior to digging pits for using the ACI device.
- ▶ Sites are secured to prevent unauthorized access to facilities when not in operation or use. Entrances are locked with gates and cables or blocked with trucks or other equipment when the facilities are closed. Security is provided and maintained at all sites and established at site setup.
- ▶ Signs are posted and easy to see with operating hours and information about what types of clean up waste may be accepted. Signs also state the type of material accepted and by only commercial haulers or the general public may deposit waste.
- ▶ Closeout of air curtain incinerator sites is within six (6) months of receiving waste. Should the magnitude of the event require operation beyond six (6) months, appropriate permitting will be obtained. If conditions at the site become injurious to public health and the environment, the site will be closed until conditions are corrected or permanently closed.

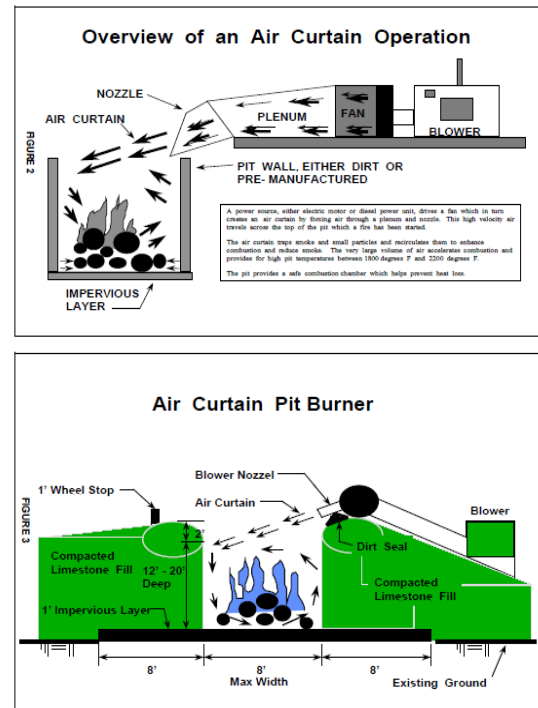


Exhibit E.15: Air Burner Overview



## E.9 Environmental Compliance

BES's Environmental Protection Plan incorporates such issues as erosion control, hazardous and toxic wastes, dust and smoke control. The Clean Water Act, Storm Water Act, Resource Conservation and Recovery Act, Superfund Amendments and Reauthorization Act and others are incorporated in full by BES's Environmental Protection Plan. Environmentally sensitive areas (i.e., wetlands, habitat, historical sites) within or in proximity to a debris staging site will be avoided, designated as sensitive, protected, and access restricted to the extent possible from adverse impact. All requirements of pertinent environmental standards will be complied with.

### *History of environment protection and advocacy*

BES and our parent company BLD have long standing history as an environmental champion from the inception of both companies. Ronald M. Bergeron Sr. is well known in Florida as one of Florida's most active advocates for the preservation of the Everglades. Mr. Bergeron leads by example and, as a governor appointed Florida Fish and Wildlife Conservation Commissioner, has been a tireless champion for the restoration and protection of the Everglades. He also founded the Everglades History and Cultural Museum and is involved with the Everglades Coordinating Council, an umbrella organization for conservation and sportsmen's groups in South Florida. Likewise, BES Founder, Owner, and President, Ronald M. Bergeron, Jr. continues his father's commitment to the environment; one of the primary goals of BES is to recycle as much as possible with every event and return each event area in better condition than it was prior to the event.

### *Commitment to recycling*

As a former recycling provider, BES holds a unique understanding of debris and waste collection, sorting, and distribution of recyclable materials. BES as a five-year history in the weekly collection of recyclable materials and has recycled more than 900 tons of materials per year. We apply this knowledge and experience to each event; calling on recycling vendors from across the county for acceptance of recycled materials. Exhibit E.16 provides the percent and type of recycled debris over the past 3 years.

Exhibit E.16: Percent and Type of Recycled Debris.

Event	Percent and Type of Recycled Debris
Hurricane Michael	100% Recycled Vegetation
Hurricane Irma	85% Recycled Vegetation
Hurricane Matthew	100% Recycled Vegetation

## E.10 Documenting and Resolving Damages

Immediately following a disaster event, damage assessments take place to realize the magnitude of the event. During this assessment period it is crucial for all involved to document, to the best of their ability, those damage that are a direct result of the event. In the debris world, on that debris generated as a direct result of the event is determined to be eligible. As debris operations commence, additional damages can be caused, not by neglect, but as a direct result of the use of heavy machinery and vehicles.

That is where we must, as a debris team, cooperate to understand the difference of those damages that are a direct result of the event and those that are the contractor's responsibility. Especially, once the power is back on and the "shock" of the event begins to wear off as a sense of normalcy returns. However, those damages that are caused by the contractor are addressed as follows:

### **Benefits to You**

- ✓ Photo documentation
- ✓ Electronic load ticketing
- ✓ GPS location cross referencing
- ✓ Claims tracking through resolution and close out



- ▶ BES Project Manager/QC Manager
- ▶ TDSRS/DMS Location
- ▶ Measured Truck Capacity
- ▶ Date
- ▶ Site Departure Time
- ▶ Dump Site Location
- ▶ Dump Site Arrival Time
- ▶ Debris Classification (Vegetative, C&D, Mixed)
- ▶ Estimated % Full and Debris Quantity
- ▶ Final Disposal Destination
- ▶ Other Special Considerations (HHW, White Goods, Automobiles, etc.)

This Vehicle Operated Under  
Contract With:

**BERGERON**  
and: EMERGENCY SERVICES

Vehicle # Capacity

DATE:

**Sample Truck Placard**

Our detailed invoicing system is tracked by scope of work categories. Tracking of scope of work items is generally the same for all categories with most waste types falling into the following categories.

- ▶ Push/Cut and Toss
- ▶ Pickup and Haul
- ▶ Temporary Debris Storage and Reduction
- ▶ Disposal Operations

#### ➡ **Emergency Push or Cut and Toss**

Emergency Push or Cut and Toss, clear the roads for first responders by pushing or “tossing” debris to the right-of-way. Debris characterization and removal is tracked in the pickup and haul process. Invoicing for emergency push or cut and toss is usually a time and materials line item. Hours are tracked through the BES, five-part, Storm Related Debris Removal – Time and Material Accounting Ticket. Tickets are signed off daily by the project manager and/or supervisor, client or third-party monitor. Copies are distributed as follows.

- ▶ White Copy – BES Files
- ▶ Green Copy – BES Invoice
- ▶ Canary Copy – Subcontractor File
- ▶ Pink Copy – Subcontractor (Field)
- ▶ Goldenrod Copy – Client (Field)

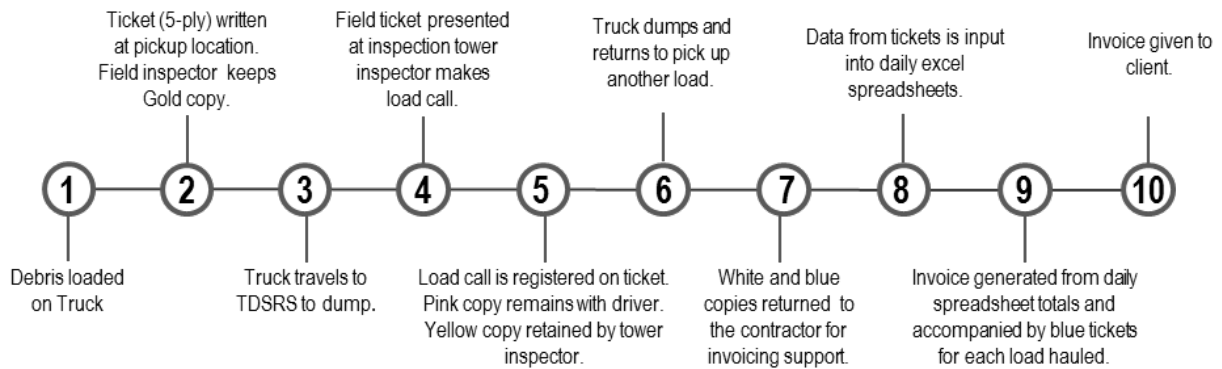
Tickets are collected at the end of each day, scanned, and uploaded into our online management systems. All entries are reviewed, approved, and signed off by the project manager or supervisor and the systems contract manager.

#### ***Pickup and Haul***

Debris tracking begins at the pickup and haul stage. All trucks are certified and logged on the Haul Truck Certified Capacity Log. Each truck is provided a placard designating the company name, contract name and number, truck number, capacity, and date. Pickup and haul crews include driver, laborer / flagger, loader and operator, third party field monitor. Field monitors will write a 5-part load ticket. Exhibit E.17 depicts the process for the load tickets. For the past two storm seasons the 5-part paper ticket has been replaced by a “3-part” electronic version. The electronic version is accepted by FEMA, FHWA and Public Assistance programs and follows the same process as paper ticketing. Electronic ticketing has saved time and reduced errors in the paper reporting system.

Paper Load tickets are recorded electronically through iPad/tablets, are scanned and uploaded to our online management systems. Spreadsheets are signed off by supervisors, project managers, and contract control.

Exhibit E.17: Debris Cost/Documentation Management Process



### Temporary Debris Storage and Reduction Site/Debris Management Site

Each truck must first stop at the debris inspection tower. Inspection tower monitors review each load starting with the load ticket. Monitors verify the truck number, measured capacity, type of debris, and load quantity. Monitors also log the arrival time and the dumpsite location onto the load ticket and sign the ticket, approving the load. Tower monitor gives the pink copy to the driver, yellow copy stays with the tower monitor, and the BES field inspector retains remaining copies.

Should a truck have issues, the load is rejected. Truckloads can be rejected for the following reasons:

- ▶ Missing pickup location
- ▶ Missing pickup location field monitor signature
- ▶ Missing copies of the load ticket (ticket should arrive at tower with all 5 parts intact)
- ▶ Truck numbers don't match ticket data
- ▶ Missing or illegible or wrong company
- ▶ Ineligible debris (i.e., HHW at a vegetation site)

All ticket and load information are scanned and uploaded on a daily basis to our online management systems. Daily reports are generated from the system, reviewed for accuracy with original tickets. Any discrepancies noted in the tickets are sent back to field for resolution. A final quality control check is completed before the invoice is submitted to the client.

### Hangers/Stumps/Trees

Following the same process, each tree with hangers, leaning or fallen tree, and uprooted stump are measured and given a number. Numbers are recorded on the 5-part Hangers, Stumps, and Tree Removal Ticket (HSTR). The ticket also records the location, measurements, number of hangers per tree, disposal location, and monitor identification. Removed hangers and tress are placed at curbside for collection during pickup and haul process. Stumps are directly transported to the designated TDSRS/DMS location. Stumps are validated at the tower following a similar process as discussed in pickup and haul. Each ticket is designated for hanger crews, total tree crews, and stump crews.

**BERGERON** Hangers, Stumps and Tree Removal

Applicant: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Contract Number: \_\_\_\_\_ Crew Number: \_\_\_\_\_ Misc: \_\_\_\_\_

Tree/Stump Number: \_\_\_\_\_ Location: \_\_\_\_\_ Verified Measurement in Inches (Stumps/Trees only): \_\_\_\_\_ Hangers Per Tree: \_\_\_\_\_ Disposal Location: \_\_\_\_\_ Bergeron Rep: \_\_\_\_\_ Applicant Monitor: \_\_\_\_\_

Company Representative (SIGNATURE): \_\_\_\_\_ Applicant Monitor (SIGNATURE): \_\_\_\_\_

White Copy-Bergeron Green Copy-Bergeron Canary Copy-Subcontractor Pink Copy-Subcontractor (Field) Gold Copy-Client (Field)

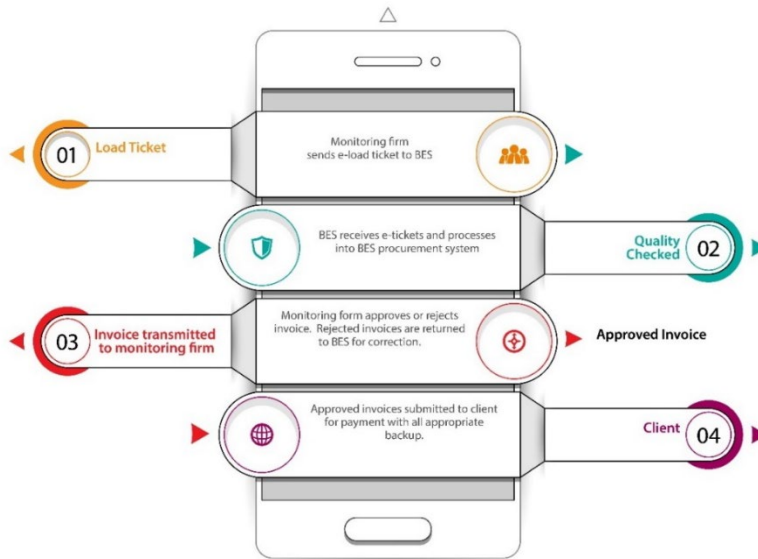
Sample Hanger, Stumps, and Tree Removal Ticket



## E.12 Data Communication

The processing of accurate invoices is largely due to proper load ticket communication. Load tickets are generated electronically by the monitoring firm. The monitoring firm transmits the tickets to BES data management officer Dorothy Saul daily. Dorothy's procurement team merges the information into the BES procurement system which generates the invoice. Dorothy's staff then quality checks the invoice against the load tickets from the monitoring firm. Quality checked invoices are then returned to the monitoring firm for final approval prior to submitting the invoice to the County for payment. Exhibit E.18 provides the flow of data and quality checkpoints.

Exhibit E.18: Data Communication



## Invoicing

The flexibility of our accounting systems provides invoices that are in full compliance with the FEMA reimbursement process. BES clients have never had a claim rejected. Exhibit E.19 provides a sample of a typical BES Invoice. We provide our clients with weekly, bi-weekly, or monthly invoices as stipulated in the contract. All invoices are quality controlled at multiple levels beginning from the street when tickets are written through to final closeout. All invoices are accompanied by extensive backup organized in an easy to follow manner that flows with the invoiced work performed.

As part of our final project closeout, BES submits a detailed report that includes details of all debris management activities including debris types and total volumes; Final disposal locations (if part of the contract).

BERGERON EMERGENCY SERVICES						INVOICE	
Bergeron Emergency Services Inc. 19612 SW 6th Place Fort Lauderdale, FL 33332						Invoice # 9966 Date: October 23, 2016	
TO: Client Name Accounts Payable Department PO Box 1111 City, State 11111 1111 CONTRACT NUMBER: 654 PO #000185504							
JOB	SHIPPING METHOD	SHIPPING TERMS	DELIVERY DATE	PAYMENT TERMS	DUE DATE		
School Board Volusia County	654						
QTY	UNIT	DESCRIPTION	UNIT PRICE	DISCOUNT	LINE TOTAL		
430.95	CY	Pick Up & Haul 10/17/16	\$9.00		\$ 3,878.55		
502.80	CY	Pick Up & Haul 10/18/16	\$9.00		\$ 4,525.20		
507.30	CY	Pick Up & Haul 10/19/16	\$9.00		\$ 4,565.70		
1,237.15	CY	Pick Up & Haul 10/20/16	\$9.00		\$ 11,134.35		
1,211.15	CY	Pick up & Haul 10/21/16	\$9.00		\$ 10,900.35		
394.25	CY	Pick Up & Haul 10/22/16	\$9.00		\$ 3,548.25		
4,383.40	CY						
TOTAL DISCOUNT							
SUBTOTAL					\$ 38,552.40		
SALES TAX							
TOTAL					\$ 38,552.40		

Make all checks payable to Bergeron Emergency Services, Inc.  
THANK YOU FOR YOUR BUSINESS

Exhibit E.19: Sample Invoice

### E.13 Management Staff

Our staff has the experience and expertise in every discipline required to successfully complete this project. They also have a history of completing more than \$50 million in FEMA, FHWA, and Public Assistance projects throughout the Southeastern United States with both federal and state regulators.

The BES Staff Organization is indicative of the core management flexibility utilized during debris removal operations. The County's contact, as illustrated in Exhibit E.20, will be managed by our program manager, Brian Thomason. He will be assisted by our on-site operations manager Jason Otilige for overall operations management. Mr. Otilige will be the direct link to the County in the event of an emergency. Both will be supported by and have the authority to direct the full complement of resources available through the Bergeron family of companies. Mr. Thomason and Mr. Otilige will also be assisted by our on-site project manager Lee Buffington and Ms. Dorothy Saul for contracts, invoicing, subcontracts and document management oversight.

Exhibit E.21 provides a brief snapshot of our team's experience. Full resumes are provided in Appendix A with a full list of certifications provided in Appendix B.

All our staff members have worked with FEMA and OSHA requirements for more than 14 years under BES and assisting our clients with all areas of funding.

Exhibit E.20: Organizational Structure

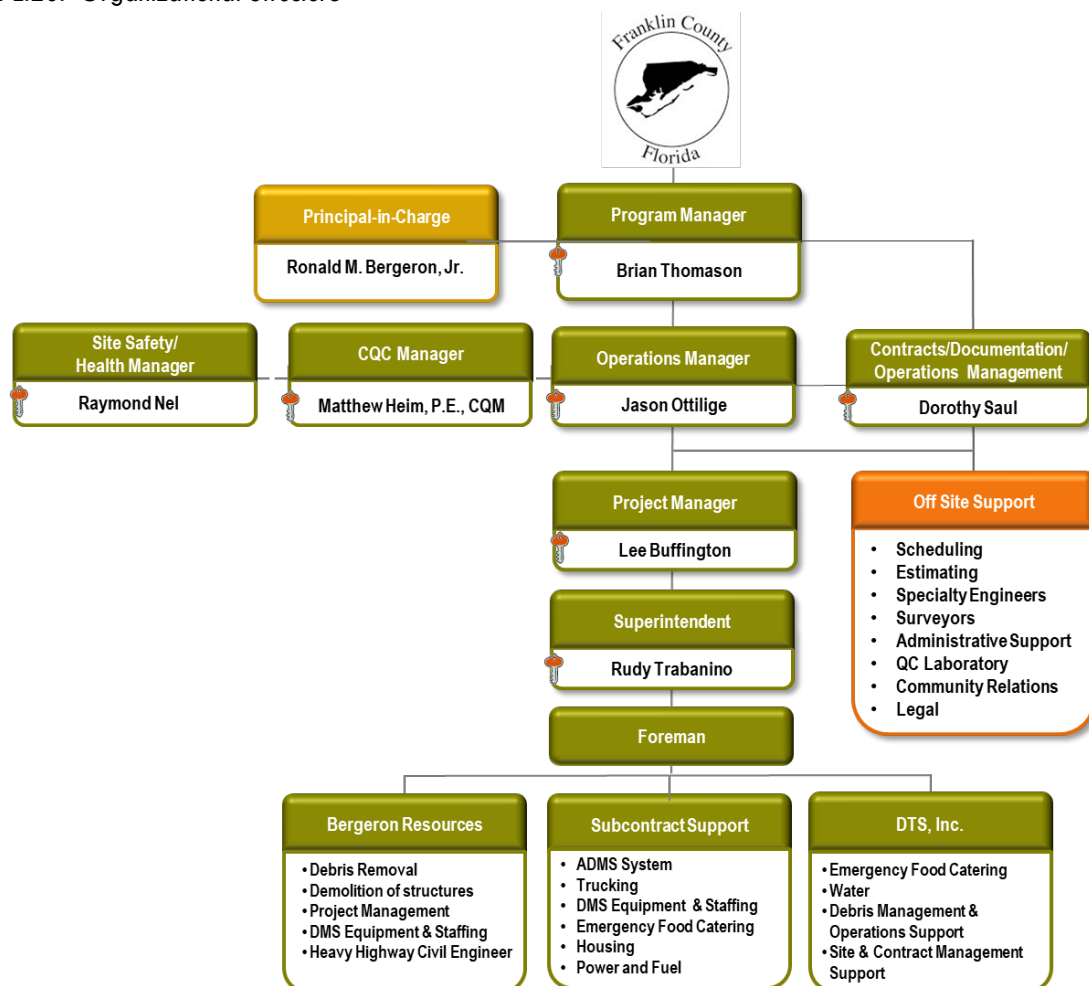


Exhibit E.21: Key Staff Experience Table

Name/ Position	Yrs. of Exp	Credentials/Experience
<b>Brian Thomason</b> Program Manager	22	<ul style="list-style-type: none"> <li>Over 25 major disaster declarations with direct responsibility for resolution of program issues associated with all categories of the FEMA Public Assistance Program</li> <li>FEMA – NIMS Certified; 03, 100b, 120a, 200b, 700a, 800b</li> <li>2018 Hurricane Michael, 1 Applicant</li> <li>2017 Hurricane Irma, 24 Applicants</li> <li>2016 Hurricane Matthew, Volusia School Board and FDOT District 5</li> <li>2016 Lighthouse Point, Florida Tornadoes</li> <li>2016 Sarasota and Brevard Florida, Tornadoes</li> <li>2015 City of Jackson Lakes, TX, City of Richmond, TX Tornadoes</li> <li>2013 Hurricane Sandy, NY &amp; NJ, lead the BES teams in the removal of storm related debris.</li> <li>2009 Kentucky Ice Storm, Project/Program Manager for the cleanup in Ballard and Hart Counties for the State of Kentucky Transportation Cabinet 1.6 M CY of debris</li> <li>2005-2006 Hurricane Wilma, Project/Program Manager for the cleanup of 10 M CY of debris</li> </ul>
<b>Jason Ottilige</b> Operations Manager	11	<ul style="list-style-type: none"> <li>Over 10 years of disaster related management and response; FEMA Public Assistance Program</li> <li>FEMA – NIMS Certified; 03, 100b, 120a, 130, 200b, 700a, 800b, TS10</li> <li>Grapple Truck Fleet Management, Logistics Management</li> <li>2018 Hurricane Michael, 1 Applicant</li> <li>2017 Hurricane Irma, 24 Applicants</li> <li>2016 Hurricane Matthew, Volusia School Board and FDOT District 5</li> <li>2016 Lighthouse Point, Florida Tornadoes</li> <li>2016 Sarasota and Brevard Florida, Tornadoes</li> <li>2015 City of Jackson Lakes, TX, City of Richmond, TX Tornadoes</li> <li>2012 Tropical Storm Isaac, Indian Trail District Florida</li> </ul>
<b>Lee Buffington</b> Project Manager	16	<ul style="list-style-type: none"> <li>Over 20 major disaster declarations with direct responsibility EMA Public Assistance Program</li> <li>FEMA – NIMS Certified</li> <li>2018 Hurricane Michael, 1 Applicant</li> <li>2017 Hurricane Irma, 24 Applicants</li> <li>2016 Hurricane Matthew</li> <li>2015 South Carolina Flooding, 3 counties removed over 278K CY of mixed debris</li> <li>2014 South Carolina Ice Storm, 2 counties removed over 700K CY of mixed debris</li> <li>2011 Connecticut Ice Storm, Town of Bloomfield CT, removed over 783,100 CY of mixed debris</li> <li>2011 Hurricane Irene, 3 counties; 2 cities, removed over 300 tons of mixed debris</li> <li>2011 Georgia &amp; Tennessee Tornadoes 830k CY of mixed debris 10k tons of mixed debris</li> <li>2009 Missouri Ice Storm, Removed 387K of vegetative debris</li> <li>2008 Hurricane Ike, 7 counties in TX, removed 1 million CY of mixed debris</li> <li>2005-2006 Hurricane Wilma, removed, hauled, DMS, disposal of 10 M CY of debris</li> </ul>
<b>Rudy Trabanino</b> Superintendent	22	<ul style="list-style-type: none"> <li>Over 20 years of experience in disaster recovery operations including FEMA Public Assistance Programs.</li> <li>2017 Hurricane Irma, 24 Applicants</li> <li>2013 Hurricane Sandy, NY &amp; NJ, operations management, and support for debris removal.</li> <li>2009 Kentucky Ice Storm, Operations management, and support for the cleanup in Ballard and Hart Counties for the State of Kentucky Transportation Cabinet 1.6 M CY of debris.</li> <li>2005-2006 Hurricane Wilma, Operations management and support for the cleanup of 10M CY</li> </ul>
<b>Dorothy Saul</b> Contracts & Operations Coordinator	9	<ul style="list-style-type: none"> <li>Over 8 years' experience operations coordination and project management.</li> <li>FEMA – NIMS Certified; 100b, 120a, 200b, 700a, 800b</li> <li>2018 Hurricane Michael, 1 Applicants</li> <li>2017 Hurricane Irma, 24 Applicants</li> </ul>

Name/ Position	Yrs. of Exp	Credentials/Experience
Raymond Nel Site Safety/Health Manager	22	<ul style="list-style-type: none"> <li>Over 20 years safety and health experience, construction and emergency response</li> <li>2018 Hurricane Michael, 1 Applicant</li> <li>2017 Hurricane Irma, 24 Applicants</li> <li>2016 Hurricane Matthew, Volusia School Board and FDOT District 5</li> <li>2016 Lighthouse Point, Florida Tornadoes</li> <li>2016 Sarasota and Brevard Florida, Tornadoes</li> <li>2015 City of Jackson Lakes, TX, City of Richmond, TX Tornadoes</li> <li>2011 President and owner Safety Training and Consulting &amp; Labor, LLC</li> <li>5600 Disaster Site Worker Trainer</li> <li>OSHA Instructor, OSHA Training Institute OSHA 500, 502, 40HR, 8HR,</li> <li>Florida International University; Maintenance of Traffic/Intermediate Level Instructor</li> </ul>
Matthew Heim Quality Control Manager	7	<ul style="list-style-type: none"> <li>Over 6 years of quality control experience for constructions and disaster related projects</li> <li>USACE-Construction Quality Management-#748</li> <li>2017 Hurricane Irma, 24 Applicants</li> <li>2016 Hurricane Matthew, Volusia School Board and FDOT District 5</li> </ul>

#### E.14 Subcontractors/Subcontracting

##### Benefits to You

- ✓ Subcontractors trained and required to follow BES Policy and procedure
- ✓ Subcontractors included in safety meetings
- ✓ Subcontractors are encouraged to communicate value added possibilities and innovations
- ✓ Local and small/minority subcontractors have priority over out of town

While the degree of subcontracting varies per event, getting the community back on its feet quickly is a BES prime focus. That philosophy drives the first line of subcontract resources for from local hires if in fact locals are available and have not fallen victim to the event. Nonetheless, **as local subcontract resources come on line, they have preference in engaging in operations over out-of-town subcontractors.**

BES generally performs small events up to medium Cat 3 events with our own crews and equipment. For events of greater than a medium Cat 3 BES will typically subcontract between 40 to 60 percent of the response.

Each subcontractor, local and non-local, is assigned a BES mentor with appropriate construction management and/or engineering experience. We have learned through considerable experience that this arrangement minimizes miscommunication between our staff and local subcontractors and enhances overall quality and performance by instilling our H&S and quality philosophies in them. Our site superintendents ensure frontline supervisors maintain a high level of H&S oversight and basic PPE requirements and practices are met before the labor force will be allowed on site. Our local subcontractors' acceptance of the importance and benefit of safety at all levels, at every site, has resulted in excellent construction awards and commendations.

BES embraces and enforces its safety culture on every project, but especially on emergency response projects where local subcontractors need to be indoctrinated into our culture and trained in all aspects of H&S, as well as full comprehension of the SSHP and APP. Although BES employees understand the safety program, we use numerous local subcontractors who are often not adequately trained. We have created a program specifically to address this and bolster our subcontractors' safety performance.



Our disaster, emergency response, and debris removal projects have the primary subcontractors listed in Exhibit E.22.

Exhibit E.22: List of Key Subcontractors

Firm	Background	Relationship	Role
<b>DTS, Inc.</b> Greer, SC	Providing tree and debris removal support services since 1983.	5 Projects 10 Yr History	Turnkey Debris Removal Support
<b>Treecycle, Inc.</b> Lake Worth, FL	Provider of land clearing and storm damage support since 2005.	2 Projects 5 Yr History	TDSRS Management /Grinding
<b>Trees R US</b> Bear Creek, AL	Tree grooming/debris removal/landscaping services	5 Projects 6 Yr History	Row Collection/Tree & Stump Removal



Similarly, to BES, DTS also has the in-house capabilities and resources to self-perform upland debris collection, debris reduction, debris site management, port and wet debris clearing and in-house debris disposal. This capability gives DTS and our clients a head start when mobilizing to a disaster area. In addition to BES equipment and resources, the County's contract has access to DTS's equipment inventory and fleet of trucks for use on all County contracts.

DTS owns an assortment of heavy clearing equipment including seven air curtain burners, three grinders, and ancillary pieces such as excavators, dozers, rubber-tired loaders, and a large rolling stock inventor. This equipment inventory provides us with the flexibility to support many concurrent operations and enables BES-DTS managers to adjust on a job-by-job basis to maintain schedule and production levels.

DTS has relationships with manufacturers, dealers and rental houses that allows DTS too efficiently and cost effectively acquire and rent equipment throughout the country to give DTS the capacity to ramp up for even the largest events.

Over the past 25 years of DTS' disaster and planned project execution, DTS has developed a well vetted, experienced and qualified list of self-perform subcontractors that are available and will be selectively activated, if/when necessary. DTS, Inc is an approved contractor for South Carolina DOT and North Carolina DOT.

DTS brings the following scope of services to the BES contract with the County.

#### Services

- ▶ Disaster Recovery
- ▶ Debris Management & Operations support
- ▶ FEMA Compliance & Reimbursement support
- ▶ Site & Contract Management
- ▶ Vegetative Reduction
- ▶ Debris Collection & Reduction
- ▶ Wild Fire Reclamation
- ▶ Public Assistance Training
- ▶ Beach Restoration
- ▶ Water Way & Drainage Reclamation
- ▶ Emergency Planning
- ▶ Flooding
- ▶ Demolition

Exhibit E.23: DTS Equipment

Type	Number
Excavators	18
Dozers	5
Rubber tire loaders	8
Screen	1
Grinders	3
Air Curtain Incinerator	7
Knuckleboom Loaders	18
Skid Steers	19
Dump Trucks	29
Service Truck	6
Backhoe	2
Track Loader	2
Supervisor pickup trucks	21
Equipment Haulers	10
Bucket Trucks	5

**Small Business Participation**

BES has a strong history in support of small and local business participation. Our robust small business participation program has proven successful through similar large-scale disaster events. Additionally, as a condition of our subcontracts, subcontractors are required to establish similar goals to ensure small business utilization.

**For Example:** Hurricane's Irma, Hurricane Wilma, and the Kentucky Ice storms.

Event	% of Small/Minority Subcontracting	Required Goal	Comment
Hurricane Irma	30	15	
Kentucky Ice Storms	30	Not Required	The Amish community provided a large portion of our labor force and ground crews.
Hurricane Wilma	40	Not Required	

Appendix B provides full project descriptions for further discussions of our support to small business subcontracting.

Until an event is eminent it is difficult to name, and guarantee subcontractor participation be it large business or M/WBE participation. Our subcontracting plan fully meets the requirements of 2 CFR 100.321, FAR 52.219-9(d) and is based on FAR 19.701. Our plan covers Base Goals and includes the types of services to be provided. Exhibit A.6 provides a sample of the types of services that could be subcontracted based on the magnitude of the event. Typically, BES, on larger scale events will subcontract between 40 and 60 percent of the project. Much of that subcontracting going to local and local small business as those business return to operation. Exhibit E.24 provides a list of subcontract opportunities.

Exhibit E.24: Types of subcontracted services

Supplies/Services	Large	Small	VOSB	SDVOSB	HUBZone	SDB	WOSB
Automated Debris Management System (ADMS)		X					
Debris Removal from Public Roads, Streets and ROWs and Hauling to Debris Management or Final Disposal Sites (Vegetative)	X	X	X	X	X	X	X
Debris Removal from Public Roads, Streets and ROWs and Hauling to Debris Management or Final Disposal Sites (C&D)	X	X	X	X	X	X	X
Vegetative Debris Reduction at Debris Management Sites includes site management	X						
Final Disposal of Reduced Chips	X	X	X	X	X	X	X
Testing of Ash and Disposal at Landfill	X	X	X	X	X	X	X
Removal of Freon Containing White Goods (refrigerators, freezers, air conditioners, etc.) includes Freon removal	X	X	X	X	X	X	X

Supplies/Services	Large	Small	VOSB	SDVOSB	HUBZone	SDB	WOSB
Removal of Non-Freon Containing White Goods (washers, dryers, water heaters, stoves, etc.)	X	X	X	X	X	X	X
Construction of Inspection Tower	X	X	X	X	X	X	X
Construction of Hazardous Waste Containment Area	X	X					
Household Hazardous Waste Separation and removal Crew	X	X					
Debris Separation Crew	X	X	X	X	X	X	X
Search and Rescue Support Crew	X	X					
Emergency road clearance Crew	X	X	X	X	X	X	X
HTRW Separation Crew	X	X					
Equipment transportation for mobilization, demobilization and operational support	X	X	X	X	X	X	X
Demolition of structures	X	X	X	X	X	X	X
Debris recycling for beneficial reuse	X	X	X	X	X	X	X
Rental and operation of equipment	X	X	X	X	X	X	X
General labor	X	X	X	X	X	X	X
Safety and Loss Control Services	X	X	X	X	X	X	X
Quality Assurance/Quality Control	X						
Environmental Services including but not limited to Emergency Response, Spill Containment, Testing	X	X					
Contract Administration Support	X	X	X	X	X	X	X
Administrative Support	X	X	X	X	X	X	X
Accounting/Auditing	X	X	X	X	X	X	X
Workforce housing	X	X	X	X	X	X	X
Fuel Services	X	X	X	X	X	X	X
Custodial Services	X	X	X	X	X	X	X
Equipment Maintenance	X	X	X	X	X	X	X
Food Services	X	X	X	X	X	X	X
Real Estate Support	X	X	X	X	X	X	X
Regulatory/Legal Support	X						

We make every effort to ensure that all small business concerns have an equitable opportunity to compete for subcontracts. These efforts may include one or more of the following activities: