



DEBRIS REMOVAL - REDUCTION - SITE MANAGEMENT - DEMOLITION



D&J ENTERPRISES, INC.

DISASTER RECOVERY • EMERGENCY OPERATIONS



- HURRICANES
- TORNADOES
- ICE STORMS
- EARTHQUAKES
- FLOODS
- BEACH RESTORATION
- WILDFIRES

WWW.HURRICANERECOVERY.COM

FRANKLIN COUNTY, FL

RFP DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES

DUE: JULY 16, 2021 – 3:00 PM

ORIGINAL

FEIN: 63-0943382

D&J ENTERPRISES, INC.
3495 Lee Rd. 10
Auburn, AL 36832
Ph. (334)821-1249

Main Contact:
Jason Sanders
Vice President of Operations
Jason@djenterprises.net





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COVER LETTER

7/16/2021

Franklin County, FL
Attn: Jessica Gay
33 Market St. Suite 203
Apalachicola, FL 32320

Re: RFP Disaster Debris Removal and Disposal Services

Sir/Madam,

It is with great pleasure we extend this proposal of services to meet the proposal requirements for Franklin County's RFP for Debris Removal Services. Within this proposal of services is our dedicated effort to meet all proposal requirements and provide the requested supportive documentation and information to be utilized in the evaluative criteria.

D&J Enterprises, Inc. is a full-service contracting firm with over 50 years of hands-on experience as a prime contractor for Emergency Recovery Services, with specific focus on debris removal, reduction, disposal and management following natural and man-made disaster events. Since we performed our first emergency debris removal and clean-up project following Hurricane Betsy on the Gulf Coast in 1965, the company has become a major contractor in the field of debris management and has performed over 225 separate, federally declared disaster response contracts throughout the continental United States, and US territories and protectorates in the Caribbean and Asia. Debris recovery projects completed during these 50+ years total over \$1,000,000,000.00, at times employing over 600 employees and an additional 500+ subcontractors with over 2,000 trucks daily.

D&J Enterprises, Inc. was the United States Army Corp of Engineers *prime contractor* during the Hurricane Rita mission. D&J was tasked with loading, hauling, reducing and recycling over 4 million cubic yards of disaster-related debris.

The 50+ years of experience in disaster and debris management field have enabled the company to not only develop trained employees with the understanding of expectations and skills necessary to respond quickly and efficiently, but also to develop a network of reliable relationships with experienced subcontractors and suppliers throughout the Southwestern, Southeastern and Atlantic Coastal United States.

D&J Enterprises, Inc. is proud of the excellent reputation for competent, timely and cost-effective performance among officials of Federal, State, County, City and Private entities for whom we have performed disaster response and recovery services. During this same time period, the company's civil construction division has continued to grow and prosper and enjoys a reputation as one of the top civil contractors in Alabama with approximately 200 full-time employees.





D&J hereby certifies that it has never been prohibited from doing business with any governmental entity for any reason and is not operating under Chapter 11 or any other financial restraints that would preclude the ability to enter into equipment leasing or rental agreements.

D&J Enterprises, Inc. fully understands the scope of services within this project.

Legal Entity Name: D&J Enterprises, Inc.

Principal Business Address: 3495 Lee Road 10
Auburn, AL 36832

Phone Number: (334) 821-1249

Fax Number: (334) 821-5227

Email Address: admin@djenterprises.net

Website: www.hurricanerecovery.com

Principals: Richard D. Starr
James L. Starr

Main Contact Person: Jason Sanders – Vice President of Operations
Email: jason@djenterprises.net
Cell: (334) 559-0106

D&J Enterprises, Inc. is an Alabama corporation formed in 1987. FEIN# 63-0943382.

Jason Sanders, Vice President of Operations, is authorized to bind the company in contracts.

D&J Enterprises, Inc. is authorized to do business in the State of Florida by the State of Florida Department of State and holds a current Certificate of Qualification from the Florida Department of Transportation.

Sincerely,

Jason Sanders
Vice President of Operations





PAST EXPERIENCE

INTRODUCTION & SUMMARY

In 1965, Hurricane Betsy slammed the Gulf Coast and offered D&J Enterprises, then a civil construction company known as Starr & Sons Contractors, the opportunity to expand its operations by responding to the disaster with much-needed resources. In 1987, Richard D. Starr and James L. Starr formed D&J Enterprises to continue the family enterprise and continue to develop and grow its debris management division becoming one of the leading contractors in its field. Since the initial response to Hurricane Betsy in 1965, D&J has performed over 225 Disaster Response projects throughout the United States.

D&J's experience is irreproachable. Some highlights and distinctions include:

- **Over 50 years of disaster recovery and debris management experience**
- **The capacity to hire and the experience in managing as many as 500 subcontractors with over 2,000 trucks on a single contract**
- **The experience in managing as many as fifteen (15) separate contracts simultaneously**
- **Served as the US Army Corps of Engineers (USACE) Primary Contractor for 14 counties including 4 major municipalities within the State of Texas following Hurricane Rita 2005/2006**
- **Performance in excess of 225 separate disaster response contracts totaling over \$1 billion dollars**

We have included a list below, of some of the disaster response project tasks D&J has performed over the past 50 years:

TASKS PERFORMED IN PREVIOUS DISASTER RECOVERY AND DEBRIS MANAGEMENT PROJECTS BY D&J ENTERPRISES, INC.

- Provided and managed crews and equipment for Phase I – Emergency Debris Right-of-Way Clearance
- Provided and managed crews and equipment for loading and hauling snow and ice
- Provided and managed crews and equipment for loading and hauling sludge and mud
- Provided and managed crews and equipment for vegetative debris removal from right-of-way
- Provided and managed crews and equipment for hazardous tree and stump removal
- Provided and managed crews and equipment for C&D debris removal from right-of-way
- Provided and managed crews and equipment for operating temporary debris storage and reduction sites (TDSRS / DMS)
- Provided and managed crews and equipment for receiving, sorting, screening, separating, and recycling debris
- Provided and managed crews and equipment for removal and disposal of household hazardous waste (HHW)
- Provided and managed crews and equipment for vegetative debris reduction by grinding of burnable debris:
- Provided and managed crews and equipment for vegetative debris reduction debris by open burn and air curtain incineration:





- Assisted local agencies in the location, certification and permitting of Temporary Debris Storage Reductions Sites (TDSRS) sometimes referred to as Debris Management Sites, (DMS)
- Assisted local agencies in locating reliable, licensed facilities to accept “recyclable” materials
- Provided and managed crews and equipment for loading, hauling and final disposal of sorted debris to either recycling facilities, LCID, Subtitle D landfills, or other final disposal sites
- Assisted local agencies in providing environmental soil, water and air testing labs with environmental assessments and in procuring licenses to operate TDSR sites
- Provided and managed crews and equipment for complete site restoration and re-vegetation of TDSR sites
- Provided and managed crews and equipment for sand screening and beach restoration
- Provided and managed crews and equipment for building demolition following tornados, hurricanes and wildfires
- Provided and managed crews and equipment for the removal of Asbestos Containing Material (ACM)
- Provided and managed crews and equipment for stream and canal clearing and cleaning
- Provided all necessary equipment and crews for earthen dam repair
- Provided all necessary equipment and crews for removal of C&D debris resulting from floods including Private Property Debris Removal (PPDR)
- Provided all necessary equipment and crews for installation of emergency roofing
- Provided Contract Management services to oversee the scope of work of other contractors

In addition to the debris removal and processing operations, mentioned above, D&J Enterprises, Inc. has also provided local government agencies with the following services and resources:

- Supplied and maintained generators for local administrations
- Supplied ice and water with refrigerated trucks
- Supplied emergency fuel to local administrative agencies for emergency equipment crews
- Provided slope repairs to municipal landfill to make operational again
- Provided all necessary equipment and crews for site preparation for temporary housing including grading, field lines installation, roadways, and site pads.
- Provided, maintained and operated Base Camp and Temporary Facilities for local governments and response teams

Over the years, D&J has developed a vast network of relationships with professionals, subcontractors, and suppliers that can muster all the resources needed to respond to a multitude of disasters in a manner that will assist communities with quick response and recovery. Pre-planning for events is a vital and integral part of disaster recovery operations; D&J incorporates “readiness” into our operation plans for unforeseen events, enabling us the capability to have key personnel on the scene within a few hours of such occurrences. The disaster response path has lead D&J through clean-up projects resulting from hurricanes, tornados, floods, ice storms, snowstorms, and earthquakes, all of which have contributed to the wealth of knowledge and immeasurable experience that continuously improve operations and performance. D&J’s active role as a disaster recovery leader year-round allows us the privilege to





continually train and educate employees and subcontractors for top performance and adherence to ever-evolving FEMA guidance and policy.

During the five decades of disaster recovery and debris management service, D&J's Civil Construction Division has also grown and prospered earning the reputation as one of the top civil contractors in East Central Alabama. In addition to D&J Enterprises, Inc., Richard D. Starr and James L. Starr are the sole owners of Sand Hill Recycling Center, Inc., a debris storage, separation, reduction and disposal facility that operates year-round providing services to state, county, city, and other local, private entities since 1997. This facility is serviced by D&J's fleet of over 500 roll-off containers serviced by D&J's fleet of roll-off trucks. Approximately 250 tons of recyclable material are brought to this facility each day. This site doubles as a training facility for personnel in the methods of debris separation, reduction, recycling, and disposal during periods prior to the occurrence of a disaster event. This facility allows D&J to rotate employees that may be deployed on a disaster recovery mission and, to receive training in the operation and methodology used in the performance of a TDSR site following a disaster event. The equipment and layout of this facility is similar to that of a TDSR site.

D&J Enterprises, Inc. has also operated a civil construction company, specializing in road construction, utilities and mass grading since 1964. The company has performed thousands of civil municipal projects for cities, states, counties, and various Departments of Transportation throughout central Alabama as a full time, day-to-day enterprise. With multiple full-time engineers on hand and hundreds of experienced long-term personnel, the officers and management of D&J have the expertise, technical training, and knowledge to solve issues and find solutions as they may occur.





PAST EXPERIENCE



D&J ENTERPRISES, INC - PAST EXPERIENCE LIST

REGION	DATE	CLIENT	DISASTER	TOTAL INVOICED	TOTAL CY/TONS	DESCRIPTION OF WORK	CONTACT	PHONE	EMAIL
2 - MVD	October 2020 - December 2020	Louisiana DOT	Hurricane Zeta	\$ 1,000,000.00	102,000 CY	Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Set-up, maintained and operated DMS including separation and reduction by grinding all vegetative debris	Nathan Kernion Cycle Construction	504-467-1444	nkernion@cycleconstruction.com
7 - SAD	September 2020 - December 2020	City of Foley, AL	Hurricane Sally	\$ 11,000,000.00	750,000 CY	Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Managed an extensive tree removal mission, Set-up, maintained and operated DMS including separation and reduction by grinding all vegetative debris	Richard Rider: Street Department Supervisor Darrell Russell: Director of Public Works	251-943-8897	rrider@cityoffoley.org drussell@cityoffoley.org
7 - SAD	September 2020 - December 2020	City of Pensacola, FL	Hurricane Sally	\$ 7,500,000.00	575,000 CY	Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Managed an extensive tree removal mission, Set-up, maintained and operated 3 DMS including separation and reduction by grinding all vegetative debris	John Pittman - Director of Sanitation	O: 850-435-1894 M: 850-860-2334	jpittman@cityofpensacola.com
7 - SAD	August 2020 - October 2020	New Hanover County, NC	Hurricane Isaias	\$ 2,000,000.00	175,000 CY	Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Set-up, maintained and operated DMS including separation and reduction by grinding all vegetative debris	Joe Suleyman Environmental Management Director	910-798-4403	jsuleyman@nhcgov.com
6 - SWD	August 2020 - December 2020	Orange County, TX	Hurricane Laura	\$ 13,500,000.00	800,000 CY	Managed the project for AshBritt. Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Set-up, maintained and operated DMS including separation and reduction by grinding all vegetative debris	Leon George Emergency Management Director	409-238-9169	Lgeorge@co.orange.tx.us
3 - LRD	March 2020 - June 2020	FCL Builders	Nashville Tornado	\$ 5,000,000.00	360,000 CY	Completed a full demolition of a 260,000 sq. ft. warehouse that was destroyed by a devastating tornado in early March of 2020. Removed contents from building, separated material (metal, concrete, C&D, e-waste, etc.) Graded the land and prepped it for rebuild.	Nathan Townsend - Sr. Project Manager, Gabe Schultz - Sr. Project Superintendent	678-447-6387 470-473-5585	ntownsend@fclbuilders.com, gschultz@fclbuilders.com
7 - SAD	September 2018 - January 2019	New Hanover County, NC	Hurricane Florence	\$ 14,980,000.00	1,240,000 CY	Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Set-up, maintained and operated 3 DMS including separation and reduction by grinding all vegetative debris	Joe Suleyman Environmental Management Director	910-798-4403	jsuleyman@nhcgov.com
7 - SAD	September 2018 - January 2019	Cumberland County, NC	Hurricane Florence	\$ 225,000.00	1,750 Tons	Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Set-up, maintained and operated DMS including separation and reduction by grinding all vegetative debris	Jeffery P. Brown, PE Engineering & Infrastructure Director	910-678-7633	jbrown@co.cumberland.nc.us
7 - SAD	October 2018 - March 2019	Gadsden County, FL	Hurricane Michael	\$ 30,000,000.00	1,500,000 CY	Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Set-up, maintained and operated 4 DMS including separation and reduction by grinding all vegetative debris	Dee Jackson - County Administrator	850-875-8650	djackson@gadsdencountyfl.gov





5 - SPD	October 2017 - May 2018	USACE	2017 California Wild Fires	\$ 350,000,000.00	760,000 Tons	D&J supplied part of the management and operations team to assist in managing the project in conjunction with AshBritt Environmental. Performed Right of Entry Work, Installed and monitored erosion control; Separated, removed, and hauled fire debris; hazardous material removal; graded building lots	Dow Knight - Senior VP Ashbritt	954-725-6992	Dow@ashbritt.com
7 - SAD	September 2017 - January 2018	Monroe County, FL	Hurricane Irma	\$ 12,455,000.00	475,000 CY	Managed the project for AshBritt. Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Set-up, maintained and operated 3 DMS including separation and reduction by grinding all vegetative debris	John Glista - Monroe County Public Works	305-797-1102	glista-john@monroecounty-fl.gov
7 - SAD	September 2017 - January 2018	Village of Islamorada, FL	Hurricane Irma	\$ 9,485,000.00	250,000 CY	Managed the project for AshBritt. Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Set-up, maintained and operated DMS including separation and reduction by grinding all vegetative debris	Rod Jerkins DMS Disaster Consultants	251-583-1556	rodricjerkins@dmsrecovery.com
6 - SWD	September 2017 - 2018	City of Orange, TX	Hurricane Harvey	\$ 2,871,500.00	201,500 CY	Trimmed trees, loaded, hauled and removed from curbside all storm-generated debris within the municipal right-of-way; Managed TDSRS	Lee Ann Brown Asst. Fire Chief / EM Director	409-883-1050	lbrown@orangefld.com
6 - SWD	September 2017 - 2018	Hardin County, TX	Hurricane Harvey	\$ 4,765,000.00	145,000 CY	Managed the project for AshBritt. Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Set-up, maintained and operated DMS including separation and reduction by grinding all vegetative debris	Rob Ray - Senior VP AshBritt	954-868-9502	Rray@ashbritt.com
6 - SWD	September 2017 - 2018	Orange County, TX	Hurricane Harvey	\$ 10,950,000.00	375,000 CY	Managed the project for AshBritt. Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Set-up, maintained and operated DMS including separation and reduction by grinding all vegetative debris	Rob Ray - Senior VP AshBritt	954-868-9502	Rray@ashbritt.com
7 - SAD	September 2017 - 2018	Altamonte Springs, FL	Hurricane Irma	\$ 850,000.00	70,000 CY	Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Set-up, maintained and operated DMS including separation and reduction by grinding all vegetative debris	Ed Torres - Director of Public Works	407-571-8340	Etorres@altamonte.org
7 - SAD	September 2017 - 2018	City of Oviedo, FL	Hurricane Irma	\$ 350,000.00	50,000 CY	Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Set-up, maintained and operated DMS including separation and reduction by grinding all vegetative debris	Lars White - Fire Chief	407-971-5612	lwhite@cityofoviedo.net
7 - SAD	September 2017 - 2018	City of St. Pete Beach, FL	Hurricane Irma	\$ 146,000.00	14,000 CY	Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Set-up, maintained and operated DMS including separation and reduction by grinding all vegetative debris	Mike Clarke - Public Services Director	727-363-9243	Mdarke@stpetebeach.org





2 - MVD	2017	City of Petal, MS	Tornado	\$ 850,000.00	93,000 CY	Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Set-up, maintained and operated DMS including separation and reduction by grinding all vegetative debris	Hal Marx - Mayor	601-545-1776	mayor@cityofpetal.com
1 - NWD	April of 2016	USACE	Missouri Floods	\$ 25,000.00	Assesment	D&J was part of the 24-hour response team. D&J mobilized 12 key team members within 24 hours of the notice to proceed. Assisted USACE in damage assessment, planning & sectoring	Edward L. LeBlanc III, P.E USACE Debris Program Manger	337-322-6757	edward.l.leblanc.iii@usace.army.mil
7 - SAD	December 2014 - March 2015	Augusta, GA / North Augusta, SC	Winter Ice Storm	\$ 2,345,500.00	850,000 CY	Set-up, maintained and operated 6 DMS's (TDSRS) including separation and reduction by grinding all vegetative debris	Rob Ray - Senior VP AshBritt	954-868-9502	Rray@ashbritt.com
4 - NAD	October 2012 - March 2013	State of New Jersey	Hurricane Sandy	\$ 14,345,500.00	830,000 CY	D&J supplied part of the management and operations team to assist in managing the project in conjunction with AshBritt Environmental. Removed and disposed of all eligible storm-generated debris from within municipal right-of-way; Set-up, maintained and operated 11 DMS including separation and reduction by grinding all vegetative debris	Terry Jackson - AshBritt	954-683-0248	tmjackson2011@gmail.com
4 - NAD	December 2011 - February 2012	Connecticut DOT	Snow Storm	\$ 8,240,000.00	345,000 CY	D&J supplied part of the management and operations team to assist in managing the project in conjunction with AshBritt Environmental. Loaded & Hauled snow storm related debris. Managed 7 DMS sites, reduced and removed debris. Cut 37,000 leaner/hanger trees.	Terry Jackson - AshBritt	954-683-0248	tmjackson2011@gmail.com
7 - SAD	April of 2011	USACE	Alabama Tornadoes	\$ 10,544,000.00	500,000 CY	Performed Right of Entry Work Removed tornado related debris, damaged houses, trees & buildings in 9 Counties in Alabama. Joint Venture with Dorado Services.	Fernando Neris - President Dorado Services, Inc.	407-688-0600	fernando@doradosi.com
7 - SAD	April of 2011	City of Tarrant, AL	Tornado	\$ 450,000.00	6,500 Tons	Trimmed trees, loaded, hauled and removed from curbside all storm-generated debris within the municipal right-of-way; Managed TDSRS	Loxtil Tuck - Mayor	205-849-2800	
7 - SAD	Spring of 2010	Dekalb County, AL	Tornado	\$ 3,758,555.00	335,000 CY	Trimmed trees, loaded, hauled and removed from curbside all storm-generated debris within the municipal right-of-way; Managed TDSRS	Michael Leath - EMA Director	256-845-8569	ema@dekalbcounty.al.us
3 - LRD	Winter of 2009	KY DOT - McCracken County, KY	Winter Ice Storm	\$ 2,400,850.00		Trimmed trees, loaded, hauled and removed from curbside all storm-generated debris within the municipal right-of-way; Managed TDSRS	Judge Van Newberry Executive's Office	270-444-4707	
3 - LRD	Winter of 2009	KY DOT - Caldwell County, KY	Winter Ice Storm	\$ 3,742,555.00	224,000 CY	Trimmed trees, loaded, hauled and removed from curbside all storm-generated debris within the municipal right-of-way; Managed TDSRS	Larry Smith - KY DOT	270-625-3548	
3 - LRD	Winter of 2009	KY DOT - Graves County, KY	Winter Ice Storm	\$ 1,577,150.00	124,000 CY	Trimmed trees, loaded, hauled and removed from curbside all storm-generated debris within the municipal right-of-way; Managed TDSRS	Jason Looper - KY DOT	270-210-2398	
3 - LRD	Winter of 2009	City of Paducah, KY	Winter Ice Storm	\$ 38,000.00		Reduced all storm generated debris by grinding	Bill Paxton - Mayor	270-444-8530	





FINANCIAL CAPABILITY

7/16/2021

Franklin County, FL
Attn: Jessica Gay
33 Market St. Suite 203
Apalachicola, FL 32320

Re: RFP Disaster Debris Removal and Disposal Services

Sir/Madam,

D&J Enterprises' ability to finance a job to completion has never been in question by any Government entity. D&J or its owners have never filed bankruptcy. Regardless of City or County's pay schedule, D&J will pay every sub-contractor and every vendor on the third Friday after we commence work, and every Friday thereafter. In the past, D&J has had enough financial resources to complete numerous large-scale jobs for months, without the worry of being paid by the client. Please find below the contact information for the banking institutions we employ and maintain deposits. Please feel free to call any of these banking references.

Aggregate Bonding Capacity	\$300,000,000.00+
Single Bonding Capacity	\$100,000,000.00+
Other Available Funding	\$50,000,000.00+

Sincerely,

Jason Sanders
Vice President of Operations

BANKS	
South State Bank Opelika, Alabama (334) 466-2803 Contact: Tommy Cummings	Auburn Bank Auburn, Alabama (334) 821-9200 Contact: Tommy Johnson

*****Audited Financial Statements available upon request. Most recent D&B Report available upon Request.**





SURETY REFERENCE



Laurie Morgan
Travelers Bond
Construction Services
10 Canebrake Blvd.
Suite 210
Flowood, MS 39232
(601) 936-8229
(601) 936-8240 (fax)
lemorgan@travelers.com

7/16/2021

Franklin County, FL
33 Market Street
Apalachicola, FL 32320

Re: D&J Enterprises, Inc.

Dear Sir/Madam

It has been the privilege of Travelers Casualty and Surety Company of America ("Travelers")¹ to provide surety bonds for D&J Enterprises, Inc. for over 20 years. During that time they have built, and we have bonded projects in the \$100,000,000 range for a wide variety of owners. Travelers and D&J currently have \$25MM of work under contract.

D&J's normal bonding program is \$25,000,000 single project and \$100,000,000 aggregate. However, we have frequently issued bonds well in excess of their single/aggregate normal limit and would continue to do so. At their request we will give favorable consideration to providing the required performance and payment bonds.

Please note that the decision to issue performance and payment bonds is a matter between D&J Enterprises, Inc. and Travelers, and will be subject to our standard underwriting at the time of the final bond request, which will include but not be limited to the acceptability of the contract documents, bond forms and financing. We assume no liability to third parties or to you if for any reason we do not execute said bonds.

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

Sincerely,

TRAVELERS CASUALTY AND SURETY
COMPANY OF AMERICA

Laurie Morgan
Bond and Specialty Insurance

¹ Travelers is an A++ (Superior) A.M. Best rated insurance company (Financial Size Category XV (\$2 billion or more)).





FINANCIAL CAPABILITY



7/16/2021

Franklin County, FL
33 Market Street
Apalachicola, FL 32320

RE: D & J Enterprises, Inc.

For approximately twenty-five years I have served as the account officer for the above referenced company at two financial institutions in Auburn, AL. During this period loans were provided to the company and its related entities on a secured and unsecured basis with commitments in a moderate seven figure range.

D & J currently has a committed line of credit in a seven figure amount with a seven figure balance owing. The company also has available a working capital line of credit in a comparable amount with no balance presently owing. Payment performance has been very satisfactory. D & J has the ability to finance through current capital or credit capabilities a debris removal contract that meets or exceeds this RFP.

The company and its principals maintain an excellent depository relationship with the bank with collected balances presently in a high seven figure range. If additional information is required please contact me at 334-887-2753.

Respectfully yours,

W. Thomas Johnson
Senior Vice President

WTJ/kai





REFERENCES

2020 Hurricane Sally Debris Removal City of Foley, AL

Client: City of Foley, AL
Address: 120 East Orchid Ave.
Foley, AL 36535

Contact Person: Darrell Russell
Title: Public Works Director
Phone: (251)943-8897
Email: Drussell@cityoffoley.org

Services: Trimmed trees, loaded, hauled and removed from curbside all storm-generated debris within the municipal right-of-way; Managed TDSRS

Dates: September 2020 – January 2021

Contract Value: \$10,800,000.00
Cubic Yards: 800,000 cubic yards (ROW Collection)

Reimbursement: 100%

All debris was sorted and processed at TDSRS

2020 Hurricane Sally Debris Removal City of Pensacola, FL

Client: City of Pensacola, FL
Address: 100 West Leonard St.
Pensacola, FL 32501

Contact Person: John Pittman
Title: Director of Sanitation
Phone: (850)435-1894
Email: jpittman@cityofpensacola.com

Services: Trimmed trees, loaded, hauled and removed from curbside all storm-generated debris within the municipal right-of-way; Managed TDSRS

Dates: September 2020 – December 2020

Contract Value: \$7,500,000.00
Cubic Yards: 575,000 cubic yards (ROW collection)

Reimbursement: 100%

All debris was sorted and processed at TDSRS





REFERENCES

2018 Hurricane Michael Debris Removal Gadsden County, FL

Client: Gadsden County, FL
Address: 9B East Jefferson St.
Quincy, FL 32353

Contact Person: Shawn Woods
Title: Major of Law Enforcement/ Emergency Management Director
Phone: (850)627-9233
Email: shawnw@tds.net

Services: Trimmed trees, loaded, hauled and removed from curbside all storm-generated debris within the municipal right-of-way; Managed TDSRS

Dates: October 2018 – March 2019

Contract Value: \$29,000,000.00
Cubic Yards: 1,500,000 cubic yards (ROW Collection)

Reimbursement: 100%

All debris was sorted and processed at TDSRS

2018 Hurricane Florence Debris Removal New Hanover County, NC

Client: New Hanover County, NC
Address: 3002 U.S. Highway 421 North
Wilmington, NC 28401

Contact Person: Joe Suleyman
Title: Environmental Management Director
Phone: (910)798-4403
Email: jsuleyman@nhcgov.com

Services: Trimmed trees, loaded, hauled and removed from curbside all storm-generated debris within the municipal right-of-way; Managed TDSRS

Dates: September 2018 – January 2019

Contract Value: \$15,000,000.00
Cubic Yards: 1,400,000 cubic yards (ROW collection)

Reimbursement: 100%

All debris was sorted and processed at TDSRS





REFERENCES

2017 Hurricane Harvey Debris Removal City of Orange, TX

Client: City of Orange, TX
Address: 501 N Seventh St
Orange, TX 77630

Contact Person: Lee Anne Brown
Title: Deputy Fire Chief/Emergency Management Director
Phone: (409)883-1050
Email: lbrown@orangefld.com

Services: Trimmed trees, loaded, hauled and removed from curbside all storm-generated debris within the municipal right-of-way; Managed TDSRS

Dates: September 2017 – December 2017

Contract Value: \$2,871,500.00
Cubic Yards: 280,000 cubic yards (ROW Collection)

Reimbursement: \$2,871,500.00

All debris was sorted and processed at TDSRS

2017 Hurricane Irma Debris Removal City of Altamonte Springs, FL

Client: City of Altamonte Springs, FL
Address: 225 Newburyport Ave
Altamonte Springs, FL 32701

Contact Person: Karen McCullen PE, BCEE
Title: Senior Engineering Project Manager
Phone: (407)571-8350
Email: KMcCullen@Altamonte.org

Services: Trimmed trees, loaded, hauled and removed from curbside all storm-generated debris within the municipal right-of-way; Managed TDSRS

Dates: September 2017 – October 2017

Contract Value: \$850,000.00
Cubic Yards: 70,000 cubic yards (ROW collection)

Reimbursement: \$850,000.00

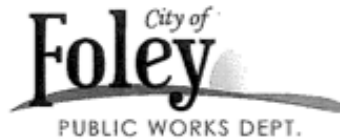
All debris was sorted and processed at TDSRS





REFERENCES

120 E. Orchid Ave.
Foley, Alabama 36535
foleypws@cityoffoley.org



(251) 943-8897
Fax (251) 970-2086
www.cityoffoley.org

January 28, 2021

Mr. Jason Sanders
Operations Manager
D&J Enterprises
3495 Lee Road 10
Auburn, AL 36832

Subject: Hurricane Sally – Emergency Debris Removal Response

Mr. Sanders,

We wanted to take a moment to express our gratitude and satisfaction with the performance of D&J Enterprises in the aftermath of Hurricane Sally. While no city wants to test the limits and expanse of their emergency service provider contracts, we were relieved and impressed by your immediate responsiveness to our call for help after the storm in September of 2020. After arriving on site the very next day to begin site preparations and assess the extent of damages, our initial positive opinion of your organization was confirmed.

From the well organized and expertly managed Debris Management Site under the supervision of Tony Downing, to the daily operations of the contract drivers, we were impressed with the responsiveness and professionalism displayed throughout your organization. In every aspect which we perceived as a challenge, your team was flexible and worked to help us find a resolution – Right of Entry forms, public service announcement images, setting phase deadlines, grinding specific stumps instead of pulling, handling issues within our public parks with utmost care, etc. The multiple grinders you brought in to keep up with the debris collection piles was invaluable in your ability to finish up clearing and grinding operations simultaneously.

After completing the intensive cleanup project in only sixteen weeks, we confidently stand by our initial impressions concerning your company and are pleased to provide this letter of reference for your future clients.

Respectfully yours,

Mayor Ralph Hellmich
City of Foley, AL

MAYOR Ralph G. Hellmich • CITY ADMINISTRATOR Michael L. Thompson
COUNCIL MEMBERS J. Wayne Trawick • Vera J. Qualtes • Richard Dayton • Cecil R. Blackwell • Charles J. Ebert III





REFERENCES



SANITATION SERVICES/FLEET MANAGEMENT

February 8, 2021

Mr. Chip Starr
D&J Enterprises, Inc.
3495 Lee Rd. 10
Auburn, AL 36832

RE: Hurricane Sally Emergency Disaster Debris Removal Operations

To whom it may concern,

This letter serves as a strong recommendation of the services of D&J Enterprises, Inc. for Emergency Disaster Debris Removal and Recovery efforts.

As the City of Pensacola's Prime Contractor for emergency debris removal, D&J has demonstrated their hard work and dedication to helping our community bounce back after Hurricane Sally.

The City of Pensacola and D&J have a long history of working together on multiple hurricane recovery projects. D&J has cultivated a healthy relationship with the City as a reliable contractor dating as far back as Hurricane Opal in 1995 as well as Hurricane Ivan in 2004 and Hurricane Dennis in 2005, all in which D&J was the prime contractor and serviced the city with excellence.

In reference to the most recent disaster, Hurricane Sally, D&J responded quickly and mobilized equipment and personnel to begin clearing roads within hours of their issued notice to proceed. They collected and hauled out over 720,000 cubic yards of debris from within the city limits. D&J flawlessly operated three Debris Management Sites and were extremely flexible with the City's need and requests. D&J's experience and expertise was demonstrated with the proper equipment, from trucks to company owned grinders and excavators, as well as the personnel who were very responsive, informative, and easy to work with.

The City has full confidence in D&J for any future disasters and gladly provides this letter of recommendation to any potential client seeking D&J services.

Please feel free to contact me for any further questions or comments.

Respectfully,

John Pittman, M.P.A.
Director, Sanitation Services & Fleet Management
City of Pensacola, Florida

100 West Leonard Street Pensacola, FL 32501 / T: 850.435.1890 / F: 850.595.1010 / www.cityofpensacola.com





REFERENCES



BOARD OF COUNTY COMMISSIONERS
9-B East Jefferson Street / P. O. Box 1799 · Quincy, Florida 32353
OFFICE: (850) 875-8650 · FAX: (850) 875-8655 · www.GadsdenCountyFl.gov

December 12, 2018

To Whom It May Concern:

It is with great pleasure that I share my recommendation of the services of D&J Enterprises, Inc. for any and all future needs in disaster recovery efforts.

As Gadsden County's Prime Contractor for emergency debris removal, D&J has demonstrated their hard work and dedication to helping our community rebound after the historical storm, Hurricane Michael.

D&J has been responsive and easy to work with. They had equipment and personnel working on clearing our roads within hours of their issued notice to proceed.

Gadsden County is grateful to have partnered with D&J and I feel confident that we are in great hands if any future disasters strike Gadsden County again in the near future.

D&J's professional services and industry knowledge have been extremely valuable, and I strongly recommend their services to any municipality seeking disaster recovery services.

Please feel free to contact me for any further questions or comments.

Sincerely,

Dee Jackson,
County Administrator





REFERENCES



JOE SULEYMAN
Director of Environmental Management

NEW HANOVER COUNTY
DEPARTMENT OF ENVIRONMENTAL MANAGEMENT
3002 US HIGHWAY 421 NORTH
Wilmington, NC 28401-9008
Telephone: (910) 798-4400 • Fax (910) 798-4408
E-Mail Address: jsuleyman@nhcgov.com

February 4, 2019

To: Whom it May Concern
From: Joe Suleyman, Director
RE: Letter of Recommendation

Dear Sir or Madam,

New Hanover County utilized D&J Enterprises as their primary debris removal contractor following Hurricane Florence. New Hanover County took a direct hit from Florence, which created extensive inland flooding, substantial structural damage, and uprooted or damaged tens of thousands of trees.

D&J had a road clearing team ("cut and shove") on the ground less than 72 hours of landfall, and completed initial clearing operations in a matter of days, despite having to contend with flooded roadways and heavy rainfall.

Following road clearance operations, debris removal crews began arriving in waves. I was impressed with how quickly assets were put into service, considering that all major roadways into the county were impassable for nearly a week. Debris removal crews, led by D&J's highly experienced field supervisors, cleared over 1.24 million cubic yards of vegetative debris and 77,000 cubic yards of demolition debris in under 90 days. Additionally, they set up and managed two satellite drop-off sites for residents and businesses to utilize given only a few days' notice. All debris management sites that D&J managed were returned to a condition that was satisfactory to the property owner.

Communications between New Hanover County staff and D&J's leadership team were clear, timely, and always presented a "can do" attitude.

I would recommend D&J to any town, city, or county that is looking for a reliable, experienced team to manage debris removal and recovery efforts, whether large or small.

Respectfully,





REFERENCES



ORANGE FIRE DEPARTMENT

David Frenzel
Fire Chief

Lee Anne Brown
Deputy Chief

John Bilbo
Fire Marshal

January 16, 2018

Jason Sanders
D&J Enterprises
3495 Lee Road 10
Auburn, AL 36832

Mr. Sanders,

D&J Enterprises was awarded the contract for Emergency Standby Products and Debris Removal operations for the City of Orange in May of 2017. Little did we know that your services would be activated in August as a result of Hurricane Harvey.

As it became evident that the City of Orange would be impacted by Harvey, D&J was proactive in preparing to have assets ready to support our emergency operations. Your ability to have the necessary equipment in place in a timely manner was instrumental in keeping the City's infrastructure up and running.

After the passing of the storm, you had crews ready to start the debris removal almost immediately, working with us to work out the final details. The debris removal process worked well, even with having to make several passes due to the lag time citizens required in order to have all their debris out.

It was a pleasure to work with you and your company in getting our City back to its normal state of operation. Your overall proficient and professional services proved to be invaluable during our time of need. I am confident that should the need arise, D&J would be able to provide the same services again. Thanking you for the services you provided during our time of need, I remain;

Respectfully yours,

Lee Anne Brown
Deputy Fire Chief/EMC
City of Orange, Texas

501 N. Seventh Street • Orange, Texas 77630 • (409) 883-1050 • Fax: (409) 883-1912





REFERENCES



January 18, 2018

Mr. Jason Sanders
Operations Manager
D&J Enterprises
3495 Lee Road 10
Auburn, AL 36832

Subject: Hurricane Irma – Emergency Debris Removal and Hauling

Mr. Sanders,


We wanted to take this opportunity to express our sincere appreciation and admiration for the debris management services that D&J Enterprises provided after Hurricane Irma. At a time where other contractors were not following through with their obligations, your willingness and fast response to the City of Altamonte Springs was critical to our storm cleanup operations.

We are proud to work with such an outstanding company whose professionalism and dedication are reflected in the way you go about your job. A special thank you to Mr. William Liveoak and Mr. Jackie Hickman for all of their hard work during our clean-up operations. Mr. Liveoak was able to secure and organize the subcontractors to ensure that D&J Enterprises had the amount of resources needed to serve the City. Mr. Hickman had the energy and ability to efficiently and effectively manage and operate the temporary storage and debris site.

D&J's ability to meet with the City one day after the hurricane and starting debris removal within five days after the event allowed the City to have the majority of the debris removed within 35 days and all mulch removed from the debris site 54 days after the hurricane. We greatly appreciate your swift response and overall assistance serving our residents and getting our City back to normal.

Thank you again for your dedication and performance during this storm event.

Sincerely,



Ed Torres, MS, PE, LEED AP
Director of Public Works & Utilities





DEBRIS MANAGEMENT PLAN

INTRODUCTION

The following pages are an outline of the approach and methodology implemented and practiced by D&J during the preparation and execution of debris Task Orders.

General Topics in Selected Sections:

- **Pre-Strike and Mobilization**
- **Debris Loading Operations - Special crew – Debris Separation, SAR Support, Emergency Road Clearing**
- **Debris Hauling Operations**
- **Reduction**
- **Reduction Site Management**
- **Disposal**
- **HHW White Goods, etc. and Hazards Communications Program**

BEST MANAGEMENT PRACTICES

Effective Debris Management Plans recognize that each disaster has unique qualities but have much in common. Different local laws, terrain, ordinances or regulations, debris make-up, site locations, traffic conditions and public priorities are just a few.

We understand this and our approach recognizes that each disaster has its own unique qualities which require adjustments. Our 50+years of experience has provided us with the knowledge to respond and work effectively and efficiently with stakeholders to adjust and handle changes in conditions that may be necessary.

D&J uses published “Best Management Practices” to guide our entire process. Examples are FEMA publication 325, Corps of Engineers Disaster Guidebook –Debris Removal, DOD UFC 1-900-01 Selection of Methods for the Reduction, Reuse, and Recycling of Demolition Waste, EPA530-K-95-010 Planning for Disaster Debris. Etc. We improve efficiency and effectiveness of operations by proposing alternate and non-traditional methods wherever applicable.

Planning for Concurrent Task Orders, Concurrent Awards. We identify multiple qualified teams of key personnel. Our plan includes backup, in that all deputies are also fully qualified to act permanently in the key Manager roles.

D&J Personnel Travel Arrangements. All key personnel have passports, company credit cards, current immunizations, company vehicle, Smart phones, issued laptops, and all required mobile communications. We have dozens of four-wheel drive vehicles for use in other than optimal travel situations. We bring our own housing, food and sanitation. A leased corporate jet is available for mobilization should commercial air travel not meet requirements. D&J has expense advance and reimbursement policies and procedures in place for all personnel who do not have a company credit card.

MOBILIZATION OF PERSONNEL AND EQUIPMENT:

The following is an outline of D&J procedures in anticipation of an impending event and Task Order. It outlines D&J key disaster team activities during the 72-hour period prior to an anticipated hurricane landfall.



**Pre-strike activities in an anticipated event in advance of Mobilization.**

Key Personnel Involved in Pre-Strike Initial Planning and Mobilization:

- Richard D. Starr - CEO
- James L. Starr -COO
- Lynn Tapley - Equipment Management
- Jason Sanders – Vice President of Operations

Alert Level I - 48-72 hours prior to anticipated strike:

Weather channels are monitored and tracked daily by the CEO. When a strike appears possible, the CEO calls a meeting of all Operations/Project Managers and the Equipment Manager and alerts them to the potential event.

COO reviews the data base of experienced subcontractors and determines priority list for contact. Known, experienced subcontractors are grouped with contact priorities:

- Level One Subcontractors –Subcontractors in the anticipated strike region.
- Level Two Subcontractors –Subcontractors in States next to the strike region.
- Level Three Subcontractors –Subcontractors in States outside the strike region.

COO assigns Project Managers subcontractors to begin calling who are located within 5 hours drive of projected landfall, to place them on alert. They find out availability of equipment and manpower, and their readiness.

Equipment Management Officer contacts national account and local equipment suppliers within 500 miles of potential landfall to determine, and inventory for commitment, the type of equipment on hand and anticipated delivery capability. D&J has a priority call rating with National Equipment providers:

- Hertz Equipment Rental
- United Rentals Company
- National Dealers for Caterpillar, John Deere, Komatsu, New Holland, and Diamond Z Corporation

COO uses electronic notice and physical meeting to alert all employees of the potential event and begin personal preparations for 48-hour notice for departure.

CEO notifies the Corps of Engineers of the designated D&J response point of contact person and provides the Corps with a 24-hour immediate telephone contact number.

Alert Level II 24-48 hours prior to anticipated strike:

CEO meets with Operations/Project Managers and reviews updated tracking information and predicted landfalls. Revisions in landfall predictions are noted and subcontractors reviewed and updated for logistics. If significant changes in landfall predictions have occurred, additional subcontractors are contacted to determine their availability of equipment and manpower, and their readiness.

An Operations Manager is dispatched to an area within a few hours of the anticipated strike location and establishes a temporary staging and deployment center, for staging equipment and personnel during the 24-36 hours preceding the anticipated strike.

D&J's Equipment Management Officer begins acquiring necessary permits to deploy equipment to the temporary staging and deployment center. D&J uses in-house truck routing and GIS/GPS software (e.g. Rand McNally Tracker, DMS InfoCAD, ESRI ArcInfo) for optimal routes for D&J and mobilized





subcontractors to reach the site. We contact states through which trucks and equipment must pass to ensure needed sister state agreements for weight, size, and other parameters are in place and that all D&J and subcontractor equipment drivers/operators are informed on intra-state travel requirements.

Upon receiving notice to proceed or at the discretion of the CEO, D&J will begin transport of its debris removal equipment toward the staging area so that resources are within a few hours reach of the anticipated strike location.

Alert Level III 12-24 hours prior to anticipated strike:

The CEO meets with the Operations/Project Managers and updates tracking information and landfall possibilities. Changes in landfall predictions are evaluated and the temporary staging and deployment center location is adjusted. If necessary, enroute personnel and equipment are redirected.

Upon receiving notice to proceed or at the discretion of the CEO, the Operations/Project Managers and debris loading and hauling crews (minimum of five) are dispatched to the temporary deployment center for immediate response following a strike.

Operations/Project Managers notify their subcontractors on stand-by, located in the anticipated strike area, to make pre-mobilization plans and to provide estimated response time upon notice from D&J to mobilize.

Alert Level IV 0-12 hours prior to anticipated strike:

Management and loading and hauling crews (minimum of five) are staged within a few hours of the landfall for immediate emergency needs response. Upon receiving notice to proceed, the full mobilization plan below is activated.

Equipment and manpower mobilization plan

As noted above, a work force of management and loading and hauling crews (minimum of five) will be in the affected region and poised to be onsite within a few hours following landfall for immediate emergency needs response.

Coordination with Government Agency and Appointment of Key Personnel

Within 24 hours Pre-Execution planning team (Operations Planner, Operations Manager, and the EH&S Manager) will meet with the appointed City personnel to review contract requirements and the task order. All members of this team have extensive experience in disaster response and assist in evaluating the requirements to effectively complete the mission including:

- Estimating debris volumes (using drive-by, fly-over, population density estimates, etc.)
- Sectoring areas (including geographical, political or other methods)
- Locating temporary debris storage and reduction sites (TDSRS)
- Estimating personnel and equipment requirements to meet projected time lines
- EH&S evaluations and developing site specific safety plans
- Evaluation of requirements to implement ADMS system taking into consideration the magnitude of project and cost efficiencies (to be decided by the government)

Once this meeting has taken place and a task order has been issued, a defined list of equipment and personnel is identified. D&J then begins total mobilization.





CEO/Operations Planner delivers letters of appointment (with signed acknowledgements) to the COR or his representative for the following personnel:

- Operations Manager
- Health & Safety Manager
- Contractor's Quality Control Manager
- Environmental Compliance Manager
- ADMS Manager (if required)

Obtaining and Possessing Necessary Licenses and Permits

The Operations Planner will determine state and local statutory requirements needed to perform the work in the affected areas. After acquiring all necessary permits and licenses, he will then deliver copies to the COR.

Submittal of Site Plan, TDSRS Construction, Field Offices and Equipment Staging Area

The COR determines the TDSR Site. Then a physical review of the site is made by the Operations Manager and the City representatives. Within 12 hours of the inspection, a site plan will be submitted for approval. Minimum Site Plan issues are:

(1) Access to the site (ingress, egress), (2) Site preparation-clearing, erosion control, grading, (3) Traffic control procedures, (4) Safety, (5) Segregation of debris, (6) Location of ash disposal area, hazardous material containment area, contractor work area, and inspection tower, (7) Location of vegetative debris dump, (8) Location of Mixed Debris (C&D) dump, (9) Location of incineration operations and/or chipping operation (with clearances), (10) Location of any existing structures or sensitive areas requiring protection from smoke, dust, noise and with awareness to existing traffic conditions, (11) HHW/HTRW storage area, (12) Location of temporary sanitary facilities, (13) Location of dump area for debris hauled from the public or haulers other than this contractor with traffic patterns for this area (if required), (14) Baseline testing shall be performed and recorded for environmental purposes in the initial site assessment. These documents will be reviewed and compared with the testing performed at site closure.

After the site plan is approved, the Operations Manager constructs and establishes required elements of the site like the inspection tower, hazardous materials containment area, temporary fencing, etc.

Inspection Tower - D&J has in-house carpenters who have constructed many inspection towers to City specifications. All necessary tools and supplies are shipped in the first equipment in Alert Level II above. We do not rely on local materials being available. Tower location will be far enough back into the site so that trucks are in the site while waiting for inspection and off the main street.

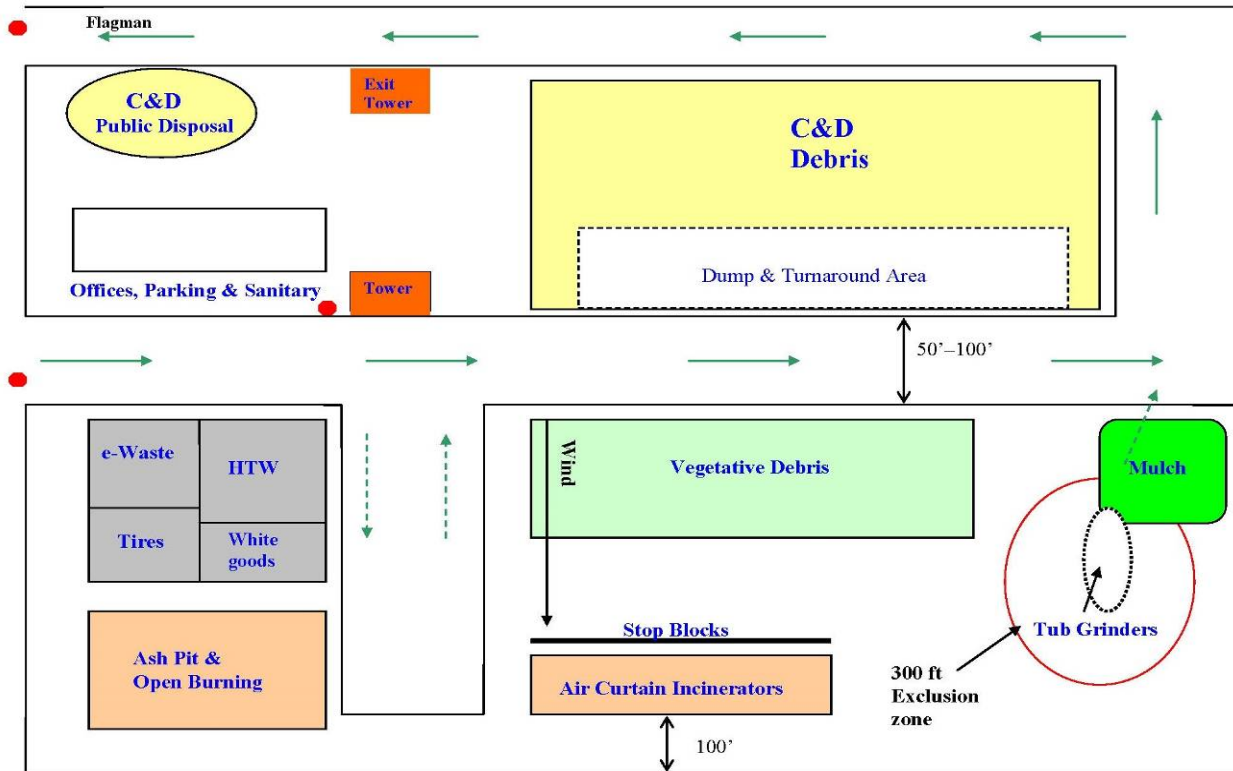
The tower will meet or exceed the specifications set forth in the RFP. Design documents will be certified by a P.E. engineer and submitted to the City for approval. The tower will be constructed of pressure treated wood and will withstand a 45-mph wind load. The floor elevation of the tower will be 10 foot above the existing ground elevation. The tower will be installed on a level pad with guard posts or other structures to protect it from vehicle traffic. The floor area will be 8' by 12', constructed of 2"x8" joists, 16" O.C. with ¾" plywood supported by four 6"x6" posts. A 4-foot-high wall constructed of 2"x4" studs and ½ inch plywood will protect the perimeter of the floor area. The floor area will be covered with a corrugated tin roof. The roof will provide a minimum of 7ft. of headroom below the support beams. Wooden steps will provide access with a handrail. Include the construction of a worktable, 4'x2-1/2'x3/4" plywood supported at all four corners. The inspection tower will be adequately anchored.

Hazardous Materials Containment Area – We will have shipped all necessary tools and supplies in the first deployment of equipment in the Alert Level II above. We do not rely on local materials being available.





This Hazardous Materials Containment Area will be constructed to the specifications set forth in the RFP. Prior to construction, the site will be graded, and a berm constructed to provide a Hazardous Containment area that will direct site runoff away from the Hazardous Containment Area. The area will be 30'x30'. The perimeter will be lined with hay bales and staked in place. The area will be lined with a heavy gage plastic (or tarp for colder climates where plastic may be too brittle) to provide a waterproof barrier. Additional plastic or tarp sufficient to cover the area will be available to prevent rain or snow from entering the containment



Additional TDSRS construction tasks:

- Lined temporary storage area for ash, fuels and other materials that could contaminate soils and groundwater.
- Temporary fencing around debris material storage areas for segregation and protection from traffic.
- Non-combustible stop blocks for equipment located at the burn pit.
- Equipment staging area where equipment can be isolated and inspected regularly for fuel and oil leaks. Lined area for fueling and equipment repair to protect soils from spills of petroleum products, hydraulic fluids, etc.
- Plastic liners under stationary equipment like generators and mobile light plants.
- Roadways throughout the Site. Traffic will be designed for one way in and one way out to avoid congestion.
- Erect Stop, Slow, and Direction Signs for safety and traffic flow. Signs will also be provided at the main entrance with site name and directions, i.e. Office/Visitor Check-in, visitor parking, truck inspection tower, HTW area, white goods area, first aid area, mixed debris, etc.
- Gated entrance for perimeter security and a guard building to record visitors and authorized personnel visiting the site.





- If required, establish a “public” area for debris hauled by others with separate traffic pattern and a separate (temporary fencing) perimeter to avoid mixing the debris with debris hauled by the contractor.

Once the Site Plan is approved, one reduction crew will be available to receive and begin processing debris within 24 hours.

We provide our office command center and can provide TDSRS office for the City. D&J owns 4 command centers and they each have all needed onsite management, communications, record keeping and safety materials. This includes generators and temporary sanitary facilities, truck tickets, safety forms, identification signage, cellular phone, radios, computers, printers/fax/copiers, hard hats, steel toed boots, flags, safety vests and other miscellaneous items necessary for operations.

If space is unavailable on the TDSR Site, D&J will locate off-site by leasing office space or land and bringing a self-contained office trailer. We set up an equipment staging area. Equipment is brought in as soon as it arrives to be inspected and dispatched into use immediately.

Dispatch Equipment and Personnel to Affected Area to Complete Mobilization

Operations/Project managers review the equipment and personnel requirements and compare with equipment already on hand to determine the additional equipment and personnel to be mobilized using D&J equipment available list, Level 1 subcontractors list, and equipment suppliers list. The project managers will then notify the subcontractors selected.

D&J equipment will be permitted and shipped. If more is needed, Project Managers tell the Operations Planner or Equipment Manager who contact stand by equipment suppliers and order necessary equipment.

Project managers assign specific employees to the task order. The Operations Planner deploys those employees to the work site.

Establish Field Office Communications

Cell/Smart and Sat phones and company radios (with transmission tower) are the main source of communication in the field until local land lines can be installed. All D&J trucks are equipped with company radios. All D&J key and supervisory personnel have cell phones for outside communication, coordination during mobilization and operations and logistics.

Records and communications are made using a network of smart phones, desktop and laptop computers. As quickly as available every field office gets one local number to facilitate communications with local suppliers and members of the public. Phones are answered at all times during hours of operation.

Inspection of Equipment before Beginning Task Order

The following procedures are used when an ADMS system is not employed.

Equipment dispatched for debris loading and hauling is brought into the staging area for safety inspection, identification, measuring and numbering before being deployed to work areas.

Each piece of equipment inspected has a written report giving results of the inspection.





In addition to the safety inspection checklist for trucks, all vehicles (trucks and trailers) will be inspected for current license, tags, registration, and insurance. The inspection report will denote the truck owner and the truck driver, a determination of driver qualification will be made (i.e., requirement of Class A License) and a copy of the operator's driver's license kept on file.

Trucks to be used in hauling debris will be inspected for proper tailgates and sideboards or other extensions as well.

Before a truck will be assigned a number, the inspection report and driver information will be made available for review by the City representative. The City representative will physically inspect and approve the tailgate and any sideboards or other extensions and measure the truck for capacity.

Personnel Safety Orientation

All D&J employees will receive a copy of the company's health and safety manual at time of employment. We require subcontractors to use our Safety plan. As part of the plan, all personnel, D&J and subcontractor, must attend a safety meeting before they are assigned to a task order.

The Safety Officer will conduct the meeting in the presence of a representative of the City

All personal protective equipment required for the assigned task will be checked before personnel are dispatched to the assigned task.

A Personal Emergency Contact List and Map of Key Facilities for emergency conditions is passed out to **all** project personnel.

Dispatch of Equipment and Personnel

Following equipment inspections, safety orientation, and truck measurement/Numbering, equipment and personnel will be dispatched to the work areas identified in meetings between the project managers and the COR.

Temporary Housing for Company Personnel

Immediately after award of the task order, the Operations Planner will begin making personnel housing arrangements. If leasing and motel facilities are not available, we transport our self-contained housing units with generators and provide portable sanitary facilities.

DEBRIS LOADING OPERATIONS

Prior to removing debris from the rights-of-way, there may be preliminary tasks that need to be performed like the extrication of people and the ingress and egress for fire, police, and critical facilities. Each of these operations would require crews with varying composition. For example:

Debris Separation Crew

Debris Separation Crews are used when debris is so mixed and comingled that regular loading would result in a large volume of mixed waste. They are also used when chemical, biological or human remains are expected, or another event is imminent. Debris Separation Crews focused on pre-sort activities. They separate into general categories – Eligible, ineligible, White Goods, Dirty White Goods, HHW, etc.





Each separation crew will include 2 ground labors, one chain saw operator w/ saw, one skid steer loader w/ operator and implements, and transportation for all equipment and personnel to and from the required locations.

Chain saw operators would be used to cut vegetative debris into manageable sizes to fit within the body of the truck bed without extending over the sides. Laborers will also be required to separate roadside debris into certain categories. Ineligible debris, like household garbage, should be set aside from the eligible debris like construction and demolition (C&D) debris, vegetative debris, household hazardous waste (HHW), regulated asbestos containing materials (RACM), white goods and electronics. In order to keep piles from scattering and leaving small debris strewn along the roadway, small equipment, such as a bobcat with shovel attachment, will be used to "push" debris into piles for more efficient and tidy loading.

Search and Rescue Support Crew

Search and Rescue Support Crews are used upon request of Federal State and local government, and especially in body recovery, as directed by the COR.

If tasked, a Search and Rescue Support Crew would be equipped with 1 track hoe excavator with a minimum of 150hp w/ operator, 3 laborers/riggers, 1 crew foreman, all slings, riggings, implements, transport equipment for personnel and transportation for all equipment and personnel to and from the required locations.

There is a difference between a SAR support crew and a SAR crew, but human tendency is to get involved, so we require some of the basic SAR Technician level competency of our own personnel or that of non-entry Subcontractor personnel before we approve them for SAR support activities.

At a minimum they have to have NFPA 1006: Standard for Rescue Technician (2003) and NFPA 1670 Awareness Level training and OSHA 1910.120 (Q)(6)(ii), HazMat Operations Training. Further assuming that a FEMA Type 1 Collapsed Structure team would be deployed and that we would be supporting them, the Trackhoe operator has to have a minimum of three years of experience in structure demolition and removals, and the Crew Foreman five years. This is because the shifting and support of collapsed materials in support of the efforts of a Type 1 FEMA SAR Collapsed structure team is quite technical and risky to both the SAR team and the potential victims.

Emergency Road Clearance Crew

An emergency road clearance crew consists of 1 rubber tire grapple front end loader, minimum 150hp w/operator, 2 chain saw operators, 1 laborer and all equipment necessary to transport personnel and equipment from one location to another.

Many times, governments need assistance with the emergency opening of roadways to facilitate the entry of police, fire, and EMS. During these operations materials are not normally removed to final disposal sites but simply cut and piled on the public rights-of-way as expeditiously as possible to gain entry into the devastated areas.

The COR will establish initial priorities for debris clearance. These priorities could be for any of the following purposes:

- Extrication of people.
- Access for fire, police, and Emergency Operations Center personnel.
- Ingress to critical facilities





- Primary routes.
- Major flood drainage ways.
- Supply distribution points and mutual aid assembly areas.
- Government facilities.
- Public Safety communications towers.
- Secondary routes.
- Access for utility restoration.
- Neighborhood streets.
- Private property adversely affecting public welfare.

When these services are required, D&J maintains complete records of all equipment and personnel on Daily Timesheet Reports. These timesheets are provided to inspectors daily for verification and signatures. Copies will be maintained by D&J and provided, complete with verification signatures, to Corps personnel.

Normal Crew Operations

During the daily collection, movement, and disposition of debris, the D&J Operations Manager remains in constant contact with all Foremen and Supervisors via 2-way radio to ensure that proper operations comply with D&J procedures. Mid-day conferences, either in person or by radio, ensure that right-of-way, public/private, and local issues are addressed in real time. Our Operations Managers and principals are mindful of other disaster operations taking place in the affected areas during the debris removal process and cautious not to interfere with the efforts of others during the performance of the contract.

Sediment, Storm-Surge, Over-Wash, Landslide and Flood-Fight Materials

When required to access eligible debris, we remove these types of materials as directed. D&J typically uses rubber-tired loaders, with general purpose bucket and tri-axle dump trucks designed to carry heavy loads. Equipment operator, truck driver and if necessary, traffic control personnel make up the crew.

Removal of debris from public right of way

The Operations Manager will direct the Load and Haul Supervisor to dispatch selected loading and hauling equipment to locations designated by the COR.

One foreman will oversee the loading and hauling operations for each crew. The foreman is responsible for conducting toolbox safety meetings, and a general briefing of operations including truck routes, local ordinances and other pertinent information. The foreman is equipped with fire extinguisher, pick-up truck with mobile radio and cellular telephone, first aid safety kit and list of emergency telephone numbers and map to emergency medical facilities. The foreman is responsible for preparing a daily report of activities which is submitted to the Operations Manager at the end of each day.

The typical load and haul crew will be as follows:

- 6 Dump trucks 21-30 CY capacity
- 1 Front End Loader
- 2 Certified Flagmen
- 1 Foreman
- 2 Laborers

Before equipment is dispatched to the loading sites, it will have already undergone all the necessary safety inspection, measurement and certification procedures at the staging area as outlined in section 2.2 above.





All Loading and hauling crews will have received a copy of the scope of work, accident prevention plan, safety indoctrination, and are assigned a crew foreman. All crews and foremen will be instructed by the load and haul supervisor that they are to work in areas designated by the COR and are not to relocate or move from one area to another without prior approval of the COR. No employees or subcontractors of D&J will be allowed to work for any other entity while employed or contracted under this project.

If tasked, Debris Separation Crew resources provided will include 1 rubber-tired grapple front end loader w/ min. 150 hp with operator, 2 chain saw operators w/ saws, 1 laborer, and transportation for all equipment and personnel to and from the required locations. They will also be required to separate roadside debris into certain categories. Ineligible debris, like household garbage, debris not located on the right-of-way (unless approved by the Corps) and debris which is not the result of the event, should be set aside from the eligible debris like; construction and demolition (C&D) debris, vegetative debris, household hazardous waste (HHW), regulated asbestos containing materials (RACM), white goods and electronics. In order to keep piles from scattering and leaving small debris strewn along the roadway, small equipment, like a bobcat with shovel attachment, will be used to "push" debris into piles for more efficient and tidy loading.

(1) All loading operators are instructed in the importance of maintaining segregation of eligible debris when loading. (2) Vegetative debris will only be loaded on trucks hauling vegetative debris. Other debris found alongside vegetative debris is left at curbside and later loaded on trucks hauling that type. (3) Separate trucks will be used for loading C&D debris. (4) Metals and white goods are loaded and hauled separately. (5) Any HHW is left at the curbside for the HHW crew to load and haul. (6) When possible, any "mixed piles" of debris found curbside will be separated by hand before loading. When it is not practical to separate mixed piles at curbside by hand, they will be loaded on separate trucks and the load ticket will indicate "mixed debris".

Before material is brought into the TDSR site, the TDSR Site will have staging areas for each category of debris. All debris loads pass by the inspection tower and are inspected.

Segregation of Debris – Every effort is made to segregate debris on the right-of way before loading. Debris materials still become mixed. Some loads are co-mingled and classified as mixed debris loads. These loads will be directed to the "mixed debris" pile. This material will be sorted and separated by machines with grapples and thumbs and by hand labor and placed into the C & D, Vegetative, HHW, White Goods, and Metals piles.

DETAILED LOADING PROCEDURES

- All Loaders be inspected at the staging area for safety and compliance before being dispatched to the loading location.
- All Loader operators will receive safety briefings before beginning loading operations.
- Flagmen will be located ahead of loading operations to direct and control traffic entering into the area.
- All flagmen will be certified and properly attired, wearing safety equipment including hard hats, safety shoes, reflective vests and carrying traffic directing flags.
- All flagmen are under the supervision of the crew foreman.
- Operators are cautioned to be observant and conscious of their surroundings at all times, in particular being aware of hanging and downed power lines and structures hidden by debris, like fire hydrants, water mains, fences, etc.





- Operators are cautioned not to overload trucks with debris so that the transporting of the debris could cause the excess debris to become dislodged and fall into traffic areas.
- Operators are cautioned to stay on the rights of way and not to enter private property during the loading process.
- Operators have mobile radios and are under the supervision of the crew foreman.
- Operators keep debris loads segregated between (a) vegetative, (b) C&D (c) mixed piles where C&D, vegetative and other are co-mingled and cannot efficiently be separated at the curbside, (d) other (like HHW)
- HHW crew, trained in EPA requirements, load HHW materials (household cleansers, butane, poisons, etc.) at the curbside by hand in a specially equipped compartmentalized truck. HHW will be delivered to the collection point designated by the COR.
- All Loading and hauling crews are under the direction of a D&J supervisor. Daily reports are maintained by the crew foreman and all equipment down time for repairs are noted on the daily reports. Hours of each piece of equipment and each employee, are recorded and reconciled with the Corps representative daily.
- In the event of notice of a violation as a result of the actions of any employee or subcontractor, the Operations Manager will take immediate corrective action and follow up on the enforcement of such action and so notate in his daily log record
- All loading and hauling crews are instructed to not move from one designated location to another without approval of the COR.
- All loading and hauling crews are cautioned to be aware of and to not interfere with other disaster response activities being performed by other federal, state and local governments, including public utilities
- All road clearing, demolition, load and haul and separation crews shall work during daylight hours, 7 days a week, unless otherwise authorized by the COR. Site management and operations crews may work 24 hours, if approved by the COR.
- All load and haul crews shall use only approved TDSR and COR approved designated dumpsites for the dumping and disposal of debris.
- Dumping operations for debris delivered to commercial landfills or other dumpsites, shall be directed by the landfill or dumpsite manager.
- All trucks, crews and equipment which are assigned to this project will not be used for any other work while under contract. No private work shall be solicited or performed by any employee or subcontractor while assigned to this project.

HAULING AND DUMPING

- All trucks will be inspected at the staging area for measurement, numbering, safety and compliance before being dispatched to the loading location.
- If ADMS is in use, ADMS certification procedures will be followed.
- All truck operators will be instructed to observe traffic regulations and follow the instructions of the flag persons.
- All truck operators wear safety equipment, including hard hats and steel toed shoes.
- Truck operators are not allowed to have overhanging loads. Loads are either trimmed or reloaded before leaving the loading area.
- It is the operator's responsibility to check and determine that his load is safe before leaving the loading site.
- Truck operators have mobile communications and are under the supervision of the crew foreman.





- Truck operators will be issued a load ticket at the loading site and will deliver the ticket to the inspector at the dump site.
- All loading and hauling crews are under the direction of a D&J supervisor. Daily reports are maintained by the crew foreman and all equipment down time for repairs are noted on the daily reports. Equipment and employee hours are recorded daily.
- Dumping operations are at either the TDSRS or at a site designated by the COR.
- All traffic regulations and speed limits will be observed at the dump site.
- Truck operators will report to the inspection tower and deliver their load ticket to the government inspector for inspection and approval before proceeding to dump debris.
- Each truck operator will be directed where to dump each load at the dump site by the designated dumpsite operator.
- Each truck operator will inspect his truck and tailgate after the dumping process is completed to assure that it is secure before leaving the dump area.
- Truck operators will follow the designed traffic flow when leaving the dump and returning to the loading area.
- Traffic flow will go past the exit tower.

Reduction:

Reduction of debris is normally applied to vegetative debris like brush and trees, which is also referred to as "burnable debris".

The reduction process can also be applied to some items which are considered non-burnable or C&D debris. This would include such items as household furniture, construction materials like roofing, and treated timber. We weigh reduction cost against the unreduced landfill cost to determine economics of this approach. The most common methods of reduction are incineration, compaction, crushing, chipping and grinding, and recycling.

Incineration

There are two general methods of incineration, open burn and air curtain incineration.

Open Burning - Open burning, although very cost effective, may not be suitable for urban areas. It is very dependent on location and the cleanliness of the debris. Many locations will not permit open burn particularly in urban environments where smoke can create health and property damage concerns. In rural locations, if the debris is clean, there is very little environmental impact and the resulting ash can remain on the site or be used as a soil additive. Bulldozers and loaders are the primary equipment required to operate an open burn process.

Air Curtain Incineration – Air curtain incineration is a very cost-effective method of reducing clean, vegetative debris and has less impact than open burning. Air curtain incineration uses of a burn pit aided by a forced air blower. The pit can be constructed below or above grade (depending on water table) and uses a mechanical blower to create constant optimal burn rates and an air curtain effect. The air curtain incineration system is a combination of the blower and pit, engineered as a unit to achieve the effect of holding the smoke while feeding air to the fire pit. Site conditions, like soil composition, water table levels, etc. require different specific air curtain incineration systems. The following factors apply:

- Set back of at least 100 ft between debris piles and the burn area with minimum set back from buildings and structure of 1,000 ft.





- Construction of non-combustible “warning” stop blocks (at least 1 foot in height) for equipment located at the burn pit
- Use limestone (or equal material) for pit construction with reinforced earth anchors or wire mesh to support the loader ramps.
- Use clay or limestone to create an impervious layer on the bottom of the pit to prevent leaching of ash to the aquifer. Layer will be at least 1 ft deep and regularly inspected and maintained at 1 ft in the event scraper activity removes part of the layer during operations.
- Pit end seals at least 4 ft high.
- Pit will be 8-9 ft wide, 14 ft deep.
- A 12” dirt seal will be placed on the lip of the burn pit area to seal the lower nozzle.
- The blower will direct the airflow to strike the pit wall 2 ft below the edge. Operators will be instructed that the debris should not break the path of the air flow except during dumping.
- Equipment used will be tested and adjusted to a minimum nozzle velocity of 8,800 ft/min (100 mph) and a volume of 900 cf/min/linear ft. is produced during burn operations.
- The length of the pit will be no longer than the length of the blower nozzle.
- The operators will be instructed to load the pit uniformly along its length.
- Operators will also be instructed to extinguish the fire at least 2 hours before removing the ash.
- Water trucks will be used to dampen ash residue and areas surrounding the burn site.

Chipping/Grinding

D&J has its own fleet of the largest mobile tub grinders made.

Chipping/grinding reduction recycles vegetative debris back to an economically beneficial use. The economic impact of chipping or grinding compared to burning will have to be reviewed before a determination can be made.

Grinding/Chipping is the reduction of woody, vegetative debris by cutting and pounding the debris to reduce the woody materials into small pieces or “chips”. Volume reduction is between 3 to 1 to 5 to 1. Burning reduces the debris about 95%. Wood chips can be recycled as mulch, fuel, ground cover, animal bedding, etc. Availability to recycle chips is a significant factor in determining the economic value of chipping/grinding. In the construction and operation of a chipping/grinding operation, the following factors apply:

- Grinding machines must have a clearance of 300 ft. Signs warning of possible flying objects from the grinders must be stationed around the perimeter of the equipment.
- The grinding machines screen to produce chips less than 4” long and ½” diameter.
- Debris must be sorted and clean of other contaminants like metals.
- Operators must wear hard hats even in closed cab machines while operating.
- Root rake loaders are used to avoid mixing debris entering the grinder with dirt or sand.
- Ground debris or mulch is monitored daily for heat (internal combustion) and is not recommended to remain piled for long periods (2-3 months).

Reduction site management:

The TDSRS will be substantially complete before debris is brought in. The TDSRS will have staging areas for each category of debris. All debris loads pass by the inspection tower, are inspected and tickets marked for type and volume of debris in each load.





Segregation of Debris –Curbside separation is addressed above. Loads that come in as mixed debris go to that pile and are sorted and separated by machines with grapples and thumbs and by hand labor and placed into the C&D, Vegetative, HHW, White Goods, and Metals Piles.

C & D Debris is non-burnable debris. Samples of this type of debris include mattresses, clothing, household garbage, concrete, asphalt, metals, plastics, manufactured furniture, building components, etc. Parts of this material, if well separated, can be reduced before landfill to reduce the cost of hauling and tipping fees (if charged by volume). Other parts, like metals can be recycled if well separated and cleaned.

Vegetative Debris is burnable debris which is reduced by incineration or chipping/grinding. Incineration reduces by 95% and ash residue is recycled or hauled off and disposed. Chipping / grinding reduction is estimated at 60%-75%. The chip or mulch product can be recycled. Vegetative debris may become mixed with materials like dirt, gravel, rock, or sand during the disaster. Root rakes are used to shake and separate vegetative debris before grinding. Shaker screens or trammels can be used to separate the earthen debris before reducing.

Household Hazardous Waste (HHW) is debris like household chemicals, pesticides, unidentified liquids, paint, batteries, etc. The goal is to separate this material at curbside and pick it up separately by a designated HHW crew to be delivered to collection points designated by the COR. If HHW becomes co-mingled with other debris and enters the site, it is separated and placed into a Hazardous Containment area for disposal by licensed handlers.

Regulated Asbestos Containing Materials (RACM) refers to materials which can often be mingled in with C&D debris like exterior roofing, siding shingles, insulation, flooring mastic, wall texture, ceiling tiles and stippled or blown on surfacing materials. These items should be separated at the curbside and left for licensed asbestos contractors to pick up and properly dispose. D&J always contracts with a properly licensed, certified, trained and insured asbestos contractor for both regulated and non-regulated ACM removal and disposal. We have relationships with several regional and national contractors for this service.

White Goods are refrigerators, air conditioners, freezers, etc. which may contain chemicals like Freon or oil, which must be remediated by someone with appropriate licenses and certifications. These are usually separated at curbside and delivered to collection points designated by the COR. If brought to the TDSRS they are placed in temporary storage. All White Goods are contained in a separate staging area, inspected and properly cleaned of all chemicals or fluids and then recycled.

Metals will be separated at the curbside and delivered to a separate staging area at the TDSRS unless directed otherwise by the COR. These items are recycled.

Electronics or E-waste will be segregated at the TDSRS, and periodically disposed of through an e-Waste recycling company designated by the COR. Alternatively, D&J will identify and get COR approval of a local or regional e-waste recycler.

During TDSRS operation, special attention is afforded to the following areas:





Site Safety - The Operations Manager and the Site Project Manager will conduct a Pre-Operations Site Safety meeting prior to the beginning of site operations. Items to be included in the Safety meeting will be:

- An overall review of the Site Plan and all temporary structures, the planned traffic flow, location of first aid stations, eye wash stations, fire extinguishers and location of sign with postings of emergency numbers.
- The first Weekly Safety Meeting will be held, and all information Safety and Occupational Health Plan covered.
- The Activity Hazard Analysis for each section of operations activity will be reviewed and discussed.
- A communication path between the site management and site personnel will be established in the event of an emergency so that an orderly and efficient means is established to mitigate the event.

Dust Control – D&J water trucks provide regular routine trips throughout the site during operations, keeping roads dampened to minimize dust. Water trucks are used to dampen ash residue when removed from burn pit to ash pit. Attention is given to normal wind direction when layout of the site is prepared.

Hazardous Materials Containment Area – The Site Manager will regularly inspect the Hazardous Materials Containment area for any cuts, tears or leaks in the protective membrane that lines the containment area. The Manager will also inspect the berm surrounding the area to assure proper site runoff is still intact.

Roadways – Traffic will be designed to allow flow of incoming and outgoing debris trucks to avoid congestion. Unloaded vehicles must pass the Exit Tower. Safety and directional signs will be posted throughout the site along with flagmen to assist and control traffic flow as well as for safety reasons. Rock road surfaces will be laid for easier maintenance and to protect from erosion. Private, non-operation-related traffic will be prohibited from the site.

Communication - Operators and flagmen will be equipped with two-way radios on the same frequency as the office base radio unit so that communications will be readily accessible throughout the site.

Disposal:

Disposal sites for the debris will be determined before operations begin. Vegetative debris will be hauled to a reduction site and C&D debris will be hauled to an approved dumpsite. A permanent or final debris disposal may not be immediately available at the beginning of operations.

Disposal is the operation of placing debris in its final resting place such as a licensed, permitted permanent landfill. This requires use of hauling equipment. In the Hauling and Dumping operations, special consideration is given to the following:

- All loading and hauling crews are under the direction of a D&J supervisor. Daily reports are maintained by the crew foreman and all equipment down time for repairs are noted on the daily reports. Equipment and employee hours recorded daily.
- Qualification of operators determined before being allowed to haul materials.
- Insurance documents and copies of driver licenses are filed in the field office before beginning operations.
- A safety orientation meeting is held by the Load and Haul Project manager before operations begin.
- Equipment is inspected and a record of the inspection is retained on file in the field office before operations begin.





- Operators are instructed on dump site procedures before leaving the loading site.
- All truck operators will be instructed to observe traffic regulations and follow the instructions of the flag persons.
- All operators will report to the weigh station/inspection tower and deliver their load ticket to the dumpsite operator (or government inspector) for inspection and approval before proceeding to dump debris.
- Each truck operator will be directed where to dump each load by the dumpsite operator.
- Each truck operator will inspect his truck and tailgate after the dumping process is completed to assure that it is secure before leaving the dump area.
- Truck operators will follow the designed traffic flow when leaving the dump and returning to the loading area.

Management of HHW/HTRW, white goods, e-wastes, automobiles, putrefied foods, tires, gasoline powered equipment:

HHW/HTRW - Household Hazardous Waste (HHW) and related HTRW (Hazardous Toxic or Radiological Waste) is debris like household chemicals, pesticides, unidentified liquids, paint, batteries, etc. The

primary goal is to separate this material on the curbside and pick it up separately by a designated HHW/HTRW crew and deliver to the collection point. If HHW/HTRW inadvertently becomes co-mingled with other debris and enters the TDSR site, it is separated and placed into a Hazardous Containment area for further disposal by licensed handlers.

We use teaming agreements in place (**Weston Solutions**) with qualified specialized subcontractors for HHW/HTRW activities.

Handling of Household Hazardous Waste during the Pick-up process

Unless co-mingled, regular Load and Haul crews will not pick up HHW/HTRW.

A crew, trained in EPA requirements for handling of HHW/HTRW, will load HHW/HTRW materials, (household cleansers, butane, poisons, etc.) at the curbside by hand in a specially equipped compartmentalized truck. HHW/HTRW will be delivered to the designated collection point.

Handling of HHW/HTRW that is inadvertently delivered to the TDSR Site

Hazardous Materials Containment Area – Initial deployment has all necessary material and supplies for a Hazardous Materials Containment Area as part of the complete TDSRS. It will meet or exceed RFP specification:

The site will first be graded, and a berm constructed to direct runoff away from the 30'x30' Hazardous Containment Area. The perimeter will be lined with hay bales staked in place. The area will be lined with a heavy gage plastic (or tarp for colder climates where plastic may be too brittle) to provide a waterproof barrier. Additional plastic or tarp sufficient to cover the area will be available to prevent rain from entering the containment.

If required, temporary fencing will be installed around the containment area for segregation and protection from traffic. Material will be contained in the Hazardous Materials Containment area for period pick-up (usually weekly at a minimum) by HHW/HTRW crew trained as noted above.





White Goods - White Goods refers to items like refrigerators, air conditioners, freezers, etc. which may contain chemicals or fluids like Freon or oil, which must be remediated by someone with the appropriate license and certifications to do so. These items will be separated at curbside and will be delivered to the TDSR collection point. At the TDSR we will contain Dirty White goods (putrefied foods) separate from White goods and they will be inspected and properly cleaned of all chemicals or fluids or removed by professionals certified and licensed to dispose of them.

We will submit a **Dirty White goods** operations, cleaning and disposal plan prior to beginning site operations.

A White Goods team will be assigned to oversee the curbside removal and, if given a ROE task, precede the demolition team. The Hazmat team will separate and remove White Goods to the curbside before haul-off or demolition begins. This team will document daily the type and quantity of White Goods at the pickup location.

White goods that may inadvertently become mixed with truckloads will be separated at the TDSR site and stored separately.

White goods may also have refrigerants (Freon and Freon replacements), and often plastics and motors and sometimes other electronic components that need to be removed before recycling. Refrigerant removal must be done by trained and qualified personnel and can potentially lead to spills of regulated chemicals. Only certified, experienced and trained personnel will be used for these critical tasks in order to minimize risk and maximize efficiency.

E-Waste Handling Plan - Electronic waste, or e-waste, includes CRTs and flat screens, electronics, PCs, hard drives, printers, keyboards, phones, televisions, VCRs, and DVD players. E-waste can include any item that has an electric cord or a battery. E-waste is also known as WEEE, or Waste from Electrical and Electronic Equipment.

E-waste does not include appliances considered to be White Goods, even though they may contain electronics. E-waste may contain small batteries as accessories to the E-waste, but in general, identifiable, separate batteries will be handled as HTW.

Computer equipment is a complicated assembly of more than 1,000 materials, many of which are toxic, like chlorinated and bromated substances, gases, toxic metals, biologically active materials, acids, plastics, and plastic additives.

E-Waste segregation

The TDSR site plan will show the co-location of the e-Waste storage area near the HTW storage area. E-Waste will be segregated into a lined, separate storage area with design and operation identical to the HTW storage area, including over-packing where appropriate and weather protection. A partial list showing general categories is:

- Laptops to Mainframe Computers
- Modems, PDAs, Servers & CPUs
- Monitors, Keyboards, Mice, Printers
- Hard Drives, Calculators, Camcorders
- CD & DVD Players, Tape Players





- Electronic Games, Televisions, Radios
- Remote Controls, Two-Way Radios
- Portable Stereos AM-FM Receiver
- VCRs, Toner Cartridges, Copiers, Scanners
- Electric or electronic Laboratory, medical and analytical devices, Electric Typewriters
- Printed Circuit Board
- Uninterruptible Power Supplies (UPS)

E-waste will be segregated at the TDSR site, and periodically disposed of through an e-Waste recycling company designated by the COR. Alternatively, D&J personnel will identify and get Government approval of a local or regional e-waste recycler.

Automobiles – When directed by the COR, any automobiles encountered will be retrieved by a certified tow and recovery subcontractor. They will be placed in a separate designated storage area, and disposed of as directed by the COR

Putrefied Foods - All putrescible waste removal, cleaning and handling will be managed to minimize potential exposure of workers and others to putrescible waste and minimize generation of odors.

Refrigerators with putrescible wastes will be sealed by taping closed to avoid accidental openings and spillage while in transit.

Extra caution will be applied to the handling of dirty white goods that still contain putrescible wastes, like sealed freezers, refrigerators, coolers and iceboxes. Putrescible waste is solid waste that contains organic matter capable of being decomposed by microorganisms and of such a character and proportion as to cause obnoxious odors and to be capable of attracting or providing food for birds or animals. Improper handling of putrescible waste could lead to odor issues that make site selection and operating a TDSRS difficult. There are numerous potential employee health and safety issues related to removal and disposal of putrescible wastes. The White Goods will be cleaned and recycled, and the waste delivered to a certified Municipal Solid Waste landfill.

Procedures like proper sealing of refrigerants and containers will be in place to control vector exposure and attraction of wildlife and minimize volume expansion through addition of water to the putrescible waste stream.

Dewatering of putrescible waste prior to disposal may be performed depending on final disposal site requirements.

Other Putrefied Materials – Anything that rots and produces a foul odor can be considered putrefied. Dead animals, piles of feed, rendering wastes etc. all are putrescent.

Disposal options include rendering, incineration, direct burial or landfill disposal.

Tires - All tires are separated and accumulated and transferred, in whole or shredded, to a certified tire recycler. D&J is a certified waste tire handler and transporter.

Gasoline Powered Equipment - All fluids will be drained from gasoline powered equipment. Fluids will be handled in accordance with HHW/HTRW procedures. All equipment bodies will be stored separately and recycled.





PROJECT CLOSE-OUT/EXIT PLAN

At the conclusion of the Project, government owned DMS site reclamation shall be accomplished in accordance with all federal, state and local laws, standards and regulations. Site reclamation shall be accomplished in accordance with the Contractor's Debris Removal Operations Plan and Environmental Protection Plan.

- Damages: Immediate settlement with a signed Release from injured party is the preferred method of resolving claims and will be used when possible. If not settled immediately, company will provide Claimant with liability Carrier information and file report with the Carrier's Adjuster. Unresolved claims being handled between Claimant and Insurance Company will be provided to the government representative.
- Complaints: A field office with a local address and telephone number will be established as soon as possible with signage at the entrance to reflect company name, address and telephone number. All complaints will be logged, and follow-up actions noted. Information and status on all unresolved complaints will be provided to the government representative.

As included in other parts of this proposal, D&J has proven experience with site management and with FEMA requirements, rules and regulations to qualify for this scope.





QUALIFICATIONS

Prepared. Fast response. Management. Owned Equipment. Year-round staff. Excellent work. Safety. Maximum reimbursement. That is the D&J Way.

D&J Enterprises, Inc. is a stand-alone business with assets and methods that are irreproachable by any other debris contractor. D&J has the personnel, equipment, trucks, subcontractors, financial capabilities, bonding capacity, methods, and procedures that make D&J a premier contractor. No other disaster company employs approximately 200 employees on a daily basis that are ready to respond at a moment notice with over \$30,000,000 of **COMPANY OWNED** equipment. D&J is completely **self-sufficient** and capable of **self-performing** debris removal contracts.

D&J has over 5,000 subcontractors and national accounts with all major equipment rental agencies that, along with D&J employees and company equipment, will ensure a fast response and work will begin in a timely manner. Even with these agreements and accounts, every debris removal operation will have **D&J personnel and equipment present 100% of the time.**

D&J Enterprises, Inc., **Federal ID No. 63-0943382**, is a corporation owned by Richard D. Starr and James L. Starr incorporated in 1987 in Auburn, AL, after acquiring the assets of their father's company, Starr & Sons Contracting. D&J has been in the disaster debris removal field for more than fifty years. D&J has an outstanding record of completing all contracts awarded to the company and has **never defaulted** on any contracts, and **never had a payment or performance bond called** on any contracts.

D&J has performed several large-scale debris projects across the United States, Caribbean, and Japan for cities, counties, and the U.S. Army Corps of Engineers. D&J is capable of handling any size of disaster related removal. D&J has removed and processed over **40,000,000 cubic yards** of debris and performed over **\$1,000,000,000.00** work throughout our company history.

This fact is supported in the following submittal by showing examples of having served as the prime contractor for numerous large-scale debris removal operations. D&J was the prime contractor for 14 counties and 4 municipalities in Texas following Hurricane Rita, removing and disposing over **6 million CY's** of disaster related debris. D&J has operated as many as 15 contracts simultaneously and employed as many as 600 employees and an additional 500 subcontractors in a single contract. Disaster debris removal and disposal service operations have also led D&J outside the U.S. to places such as Haiti, Caribbean and Japan.

D&J Enterprises, Inc. is a **U.S. Army Corps of Engineers primary contractor** and has pre-position contracts throughout the US.

D&J believes that training and pre-planning are essential to running a successful debris removal operation. D&J employees are constantly expanding their training by taking OSHA, FEMA, and US Army Corps of Engineers courses. Courses cover every topic and aspect of a debris operation including management, quality control, safety, reimbursement, and operations. That is why D&J offers training and pre-planning to our clients **included in the contract at no additional cost.**





D&J is very familiar with the scope of work required for this RFP. Work may include emergency clearing for the first several hours of operation, debris load & haul from rights of way and proper disposal, stump removal, right of entry work, removal and disposal of leaning trees and hangers, and hazardous removals. All work will be completed in accordance with federal, state, and local guidelines. **D&J is committed to following FEMA's Public Assistance Program and Policy Guidelines and meeting 2 CFR requirements.** D&J will ensure that all work is reimbursable. D&J will continue to work with our clients after debris removal is complete to help receive any available state and federal reimbursements.

D&J Main Office: 3495 Lee Road 10, Auburn, AL 36832
Phone: 334-821-1249
Fax: 334-821-5227

Point of Contact: Jason Sanders, Vice President of Operations
Cell Phone: (334) 559-0106
Email: jason@djenterprises.net

Normal Business Hours: Monday-Friday 6 am to 5 pm CST
Storm Event Hours: As required

If awarded this contract, D&J would be strongly committed to perform the work as can be seen by past performance on similar projects. Thank you for your kind considerations.

Sincerely,

Jason Sanders
Vice President of Operations





RESUMES

AVAILABLE WORK FORCE

The principals and officers of D&J know that the company's employees are its most dynamic asset. Special attention is given to management supervision and the training and development of its individuals. The company's employees are subject to retraining and refresher courses whenever available in each skilled discipline. Its supervisors, project managers, engineers and foremen annually take training and/or refresher courses in management practices, ethics and environmental policies, regulations and procedures. Operators are always supervised and when appropriate, trained on the safety, maintenance and operational limits and capabilities of new or upgraded equipment. Drivers are required to be safety trained and independently licensed before they are allowed to operate vehicles and their performances are reviewed daily. Mechanics regularly attend refresher and new equipment/upgrade training courses held by the manufacturers of D&J owned equipment. All mechanic work is inspected and reviewed in the company's 20,000 sq.ft. shop facilities by the chief mechanic before being released to field projects. All laborers are supervised and trained by skilled journeymen and foremen in their respective fields. Administrative and clerical personnel are frequently attending software and management refresher and upgrade courses and are encouraged to stay abreast of new technologies and procedures.

D&J utilize a state-of-the-art ticketing system for recording and compiling all loads moved during a debris recovery. Training is regularly conducted on this system at D&J. This training is conducted and reviewed regularly to prevent instances of fraud, waste and abuse. Employees are trained to recognize mistakes and changes in quantities or increases in tickets that would signify fraud. D&J trains its employees to sort and separate materials to decrease the amount of waste.

D&J Enterprises, Inc. current database contains a listing of over 500 employees available for disaster response. This database includes approximately 200 **full-time current employees**, and over 300 experienced reserve personnel on call to D&J Enterprises, Inc.

***Please see the following pages for a list of core staff.**





RESUMES

NAME	TITLE	QUALIFICATIONS
Richard D. Starr	President and CEO	<ul style="list-style-type: none">- 53 Years of Disaster Recovery Experience- OSHA 30 HR Construction- HAZWOPER First Responder- USACE Construction Quality Management- Trench & Excavation Safety- NEC 1005- CPR/First Aid
James L. Starr	Secretary/Treasurer and COO	<ul style="list-style-type: none">- 53 Years of Disaster Recovery Experience- Bachelor of Civil Engineering- OSHA 30 HR Construction- HAZWOPER First Responder- USACE Construction Quality Management- Trench & Excavation Safety- NEC 1005- CPR/First Aid
Christopher "Chip" M. Starr	Executive Vice President	<ul style="list-style-type: none">- 24 Years of Disaster Recovery Experience- OSHA 30 HR Construction- HAZWOPER First Responder- USACE Construction Quality Management- Trench & Excavation Safety- NEC 1005- CPR/First Aid
William Liveoak	Chief Engineer	<ul style="list-style-type: none">- 20 Years of Disaster Recovery Experience- Bachelor of Civil Engineering- OSHA 30 HR Construction- NEC 1005, 9031- USACE Construction Quality Management- Trench & Excavation Safety- CPR/First Aid
Jason Sanders	Vice President of Operations	<ul style="list-style-type: none">- 17 Years of Disaster Recovery Experience- EM385-1-1- FEMA NIMS Courses- USACE Construction Quality Management- HAZWOPER First Responder- CPR/First Aid
Paul Bridge	Senior Project Manager	<ul style="list-style-type: none">- 35 Years of Experience- Engineering Degree- Business Management Degree- OSHA 30 HR Construction- Trench & Excavation Safety- CPR/First Aid





NAME	TITLE	QUALIFICATIONS
Chris Hawkins	Director of Safety and Compliance	<ul style="list-style-type: none">- OSHA 510, 30 HR Construction, 30 HR GI- OSHA 132 Occupational Safety and Health Professional- OSHA 7115 LOTO- USACE Construction Quality Management- GHS and OSHA HAZCOM- OSHA 10 Con and GI- CPR/First Aid- Oil, Gas, and Nuclear Construction Safety- FEMA NIMS Courses- Hazardous Materials
Andres Castro	Director of Operations	<ul style="list-style-type: none">- 17 Years of Account/Project Management- Lean Six Sigma Certification- EM385-1-1- FEMA NIMS Courses- HAZWOPER First Responder- CPR/First Aid- Class A Commercial Driver's License
Spencer Sisson	Project Manager	<ul style="list-style-type: none">- 15 Years of Project Management- EM385-1-1- USACE Construction Quality Management- FEMA NIMS Courses- OSHA 30 HR Construction- CPR/First Aid
Mack Stokes	Project Manager	<ul style="list-style-type: none">- 26 Years of Disaster Recovery Experience- Trench & Excavation Safety- CPR/First Aid
Tony Downing	DMS Manager	<ul style="list-style-type: none">- 30 Years of Experience with D&J- OSHA 30 HR Construction- Trench & Excavation Safety- Certified Flagger- CPR/First Aid
Ian Brannon	Project Manager	<ul style="list-style-type: none">- 8 Years of Disaster Recovery Experience- OSHA 30 HR Construction- Trench & Excavation Safety- CPR/First Aid
Dan Goldsmith	Project Manager	<ul style="list-style-type: none">- 2 Years of Disaster Recovery Experience- EM385-1-1- Experienced in managing monitors- Experienced in FEMA guidelines- HAZWOPER First Responder- FEMA NIMS Courses- CPR/First Aid instructor



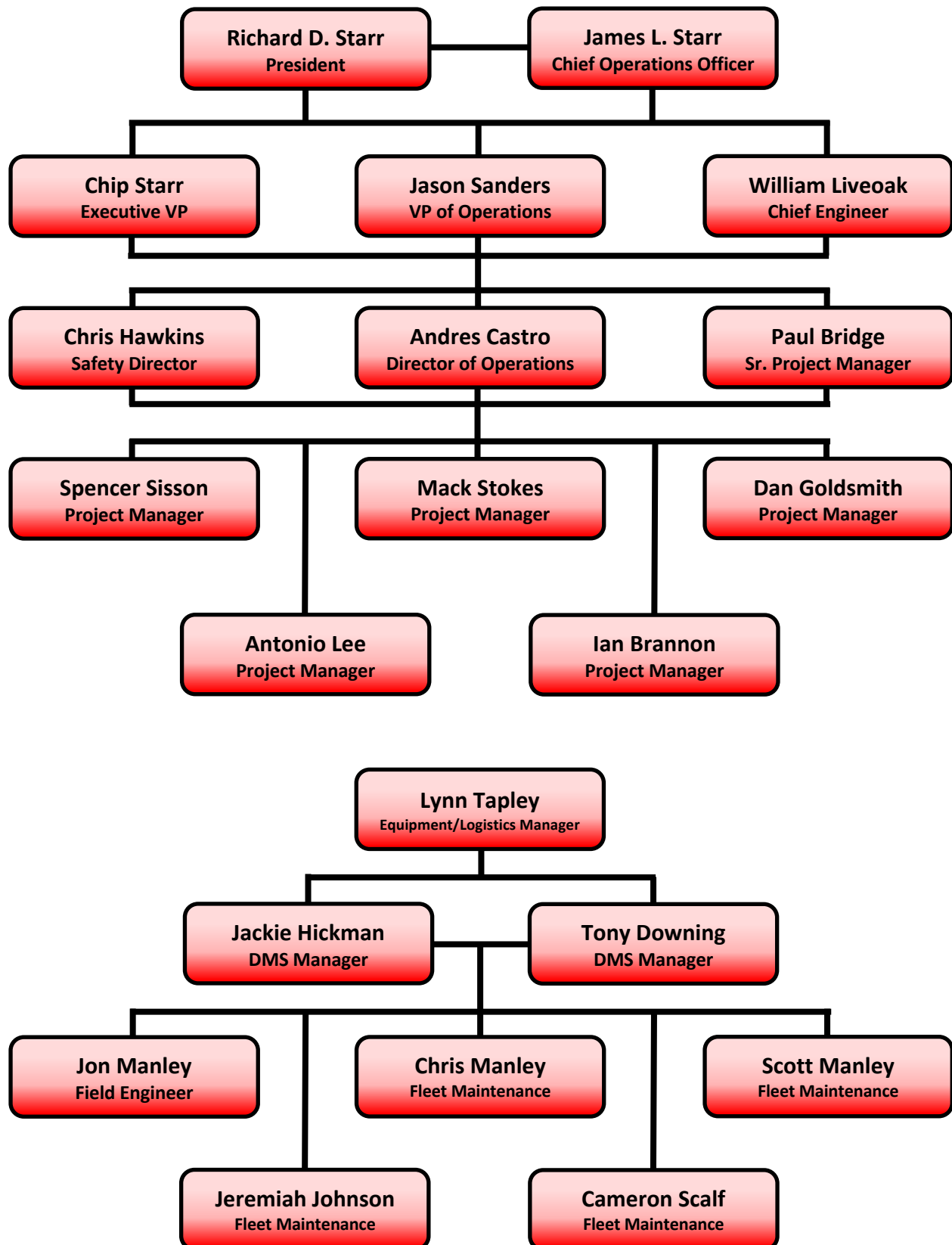


NAME	TITLE	QUALIFICATIONS
Antonio Lee	Project Manager	<ul style="list-style-type: none">- 14 Years of Disaster Recovery Experience- Experienced in managing monitors- Experienced in FEMA guidelines- FEMA NIMS Courses- CPR/First Aid
Lynn Tapley	Equipment/Logistics Manager	<ul style="list-style-type: none">- 26 Years of Experience with D&J- OSHA 30 HR Construction- Certified Mechanic- CPR/First Aid- Class A Commercial Driver's License
Cameron Scalf	Fleet Maintenance Manager	<ul style="list-style-type: none">- 4 Years of Experience with D&J- Trench & Excavation Safety- CPR/First Aid
Jackie Hickman	DMS Manager	<ul style="list-style-type: none">- 32 Years of Experience with D&J- OSHA 30 HR Construction- Trench & Excavation Safety- CPR/First Aid
Jon Manley	Field Engineer	<ul style="list-style-type: none">- 24 Years of Experience with D&J- OSHA 30 HR Construction- Trench & Excavation Safety- CPR/First Aid
Chris Manley	DMS / Field Maintenance Manager	<ul style="list-style-type: none">- 24 Years of Experience with D&J- Trench & Excavation Safety- CPR/First Aid
Scott Manley	Fleet Maintenance Manager	<ul style="list-style-type: none">- 15 Years of Experience with D&J- Trench & Excavation Safety- CPR/First Aid
Jeremiah Johnson	Fleet Maintenance Manager	<ul style="list-style-type: none">- 13 Years of Experience with D&J- Experienced welder- CPR/First Aid





ORG CHART





REIMBURSEMENT ASSISTANCE

D&J has worked with all major monitoring firms. D&J enjoys a great relationship with each one. D&J prefers to work on projects where a monitoring firm uses electronic ticketing as this form of record keeping is transparent for all users.

D&J is devoted, dedicated and completely involved with regulatory and FEMA reimbursement procedure assistance to our clients for projects we are contracted. D&J's experience include any or all parts of Disaster Management Recovery, i.e. damage assessment assistance, preparation of NOI (Notice of Interest for FEMA Public Assistance), PW (Project Worksheet) estimation and preparation, Project Management, Documentation Preparation, data management, and final closeout preparation. Detail of services include disaster plan writing and preparation from Initial Damage Assessment through the Recovery Process to Final Closeout and Financial Audits/Reviews.

1. Disaster Plan Writing, Reviews and Training

All providers of services to the public who are eligible under 44 CFR for Public Disaster Assistance (FEMA Aid) should be prepared for a disaster through carefully written plans well before the event takes place. A carefully written plan is reviewed at least annually, training completed for new employees with refreshers for experienced employees, response organizations drilled, and all facets working as a team. Because there are no department is spared from responsibility following a major disaster.

2. Damage Assessment and NOI preparation

Following a disaster, the need for accurate and quick damage assessment is vital in order to send correct information for the Notice of Interest in a Presidential declared disaster. Assessment will be completed by Categories A – G and analyzed by FEMA individual site procedures.

3. PW Preparation

Inspection teams, generally State and FEMA personnel, will accompany the grantee's representative for completion of PWs (Project Worksheets) previously DSR's (Disaster Survey Report). These have been explained to grantees as a quick estimate of damages to begin providing disaster monetary assistance. This is not a whole truth. It is necessary to complete PWs as accurately and as completely as possible. Grossly erroneous estimates, generally low, abound following a disaster. These are understandable to a degree, as the inspectors need to estimate many sites, possibly over a vast area in a short time. However, the signature of a grantee concurring with the scope of work that was estimated can cause significant problems when actual work needs to begin on the project on the way to recovery. As the grantee's consultant, we will complete PW analysis on a site by site basis as the inspectors complete theirs and arrive at our own conclusions. Whenever possible, our representative will complete estimates for project completion prior to the actual inspection.

4. Project Management through Recovery

Project management includes the orderly completion of a project from start to finish for the recovery process. Services include: Procurement for projects under FEMA and State guidelines;





bid performance reviews and bid tabulation; contractor oversight and documentation management; regular project evaluations and submissions of request for reimbursement.

5. Final Closeouts

Closeout services are designed to satisfy the documentation requirements of FEMA auditors for final close-out procedures. The orderly preparation of documentation will be completed by conducting the following tasks:

A. Review all PW files. Familiarization of each individual project and deficiencies of the file; cost analysis, and scope of work as relating to the PW, D.1 and D.3 reports.

B. Organization of teams made up of appropriate and responsible members of the department having a role in the specific PW.

- Work for departments will be arranged not to exceed a two-hour period of the workday, so normal duties will not be disproportionately affected. Work requested will directly reflect scopes of work in PW's and reflect Purchase Order documentation or Force account labor or equipment records.

C. Project status in regard to deficiencies, progress, and needs will be completed in scheduled 2-hour briefing / debriefing sessions with appropriate Department Heads, arranged in such a manner as to minimize the time away from normal duties.

D. Prepare scope of work justifications, which will include narratives, fiscal documentation related specifically to the PW under review, and content documentation of completed projects, i.e. photo documentation, bid proposals, invoices, contracts etc.

E. Reconciliation of invoices to appropriate Purchase Orders and PW's scope of work.

F. Detailed analysis and reconciliation of Force Account Equipment, Materials and Force Account Labor with work orders and equipment cost codes.

G. A "Detailed Summary of Documentation" will be prepared for all Large Project PW's (>\$TBD for each disaster).

H. Small Project PW's will be reviewed and recommended for closeout based on overrun documentation. If an overrun exists, preparation will be completed in similar documentation methodology as a Large Project PW but will be completed cumulatively.

I. Documentation gathered and confirmed correct and reimbursable from items I – IV above, i.e. PO's, invoices, cancelled checks, contracts, public notices, bid tabulations, force account labor and equipment information will be summarized with easy reference tabs. Then they will be attached in document format to coincide with the guidance document utilized by FEMA inspectors.

J. Prepare draft "Letter Requesting Closeout", for the grantee's Official Representative Signature.





K. Provide Technical Assistance at time of official inspection.

RECORD KEEPING AND REPORTING

The following is a step-by-step outline of the procedures normally followed by D&J Enterprises' personnel in the tracking of quantities of debris removed from the Rights-Of-Way using 5-part paper load tickets. All records are maintained in an electronic format and are backed-up and stored daily. In addition, the hard copies of the trip tickets and all daily reports are maintained in a separate storage facility in the home office for a period of seven years.

1. All Debris Loads will be recorded on 5-part ticket
2. The 5-part ticket books will be issued to the Government's Representative at the Pickup Point.
3. The Government's Representative will originate the 5-part Load Ticket and sign the ticket also recording the debris type (burnable, non-burnable, mixed or other), time and pickup point location on the ticket.
4. The Government's Representative will retain one copy of the ticket and give the remaining four tickets to the Truck Driver.
5. The Truck Driver will hand the four tickets to the Government's Representative at the TDSRS.
6. After inspecting the load for capacity and debris type, the Government's Representative will make whatever notations may be necessary including notating the time and sign the four carbon copies.
7. After signing the ticket copies, the Government's Representative will retain two copies of the ticket and give the remaining two copies to the Truck Driver.
8. One of the two copies of the ticket retained at the inspection tower will be provided to the Dump Site (DML/TDSRS) contractor.
9. The Government shall post for its records from the tickets collected at the TDSRS.
10. The Truck Driver shall return one copy of the ticket to the Contractor and shall retain one copy for his/her records.
11. The Contractor shall post his tickets daily and compare his daily records with the Government's posted records to determine and reconcile any differences.

The contractor shall post his copies of all tickets received daily on spreadsheet software that will allow for data storage and sorting in such a manner as to allow for easy comparison to Government postings. Information posted and recorded will reflect the following:

- Date
- Ticket Number
- Subcontractor
- Truck Number
- Truck's Measured Capacity
- Quantity of Debris Delivered
- Description of debris to reflect Vegetative, C & D, Mixed, Other (White Goods, HHW, Stumps, etc.)
- The location where the debris was picked up
- The location where the debris was delivered

The contractor shall retain his copy of the tickets in numerical sequence for any future references. The Contractor shall prepare his invoices to present to the Government Agency from the reconciled daily reports.





ADMS

An automated debris management system (ADMS) is a technology solution that eliminates the need for traditional paper-based ticketing during the debris removal process following a disaster incident. An ADMS operates on a mobile device and utilizes a storage medium such as a smart card, barcode, QR code or other technology for storing captured information obtained in the field. Through the implementation of technologies such as geographic information systems (GIS), digital photography, mobile platform software, etc., the propensity for human error, fraud, data entry error, and reconciliation challenges are considerably reduced resulting in efficiencies, increased accuracy and cost savings. The U.S. Army Corps of Engineers (USACE) has provided ADMS specifications as part of its Advanced Contracting Initiative (ACI) for disaster response. These specifications, which are satisfied by the Thompson Data Management Suite (TDMS), have established a baseline for performance and requirements that serve as a standard for ADMS industry wide.

The TDMS meets the USACE ACI specification standard for ADMS and is configured to document a variety of debris removal activities and programs to include:

- Truck Certification
- Right-of-Way (ROW) Collection
- Hazardous Tree Work (L/H/S)
- Private Property Debris Removal (PPDR)
- Demolitions
- Haul Out/Disposal
- Project Administration
- Monitor Management

The TDMS includes our hardware solution or handheld device, *TDMSmobile*, which allows us to capture data in the field and provide near real-time analysis through our software solution, *TDMSweb*, which is a variety of web –based software applications that serve as the backbone for data storage and management. The TDMS hardware and software solution provides clients the ability to manage and monitor debris removal missions electronically.

TDMSmobile provides enhanced quality control through geo-fencing, geocoding, and location verification. The handheld device and system have configurable security settings to protect use and data. Specified locations, such as debris pickup and disposal sites, are captured by the GPS capabilities of the handheld and verified in the web-based system. This enhanced level of accuracy and corroboration increases the efficiency and production of debris removal operations.

TDMSweb is a web-based application that serves as the backbone of the TDMS for storage and data management while providing access to viewing, querying, sorting, reporting, mapping and managing project related data and documents.





EQUIPMENT

D&J Enterprises owns an extensive inventory of specialized debris handling equipment. As proof of this, an itemized list of this company-owned equipment, including model, serial numbers, etc., is available upon request. This list does not include the vast resources of equipment owned by subcontractors. D&J owns over \$30,000,000.00 of equipment. Because D&J does, in fact, own a substantial amount of this equipment, it places D&J in a unique position within the disaster response industry. While the company prides itself on its long-standing relationship with experienced debris removal/management subcontractors throughout the United States and has the ability to activate them to nearby areas within hours of an event, the company is also capable of independent response within hours using its own resources. Because the company owns its own equipment and does not have to rely solely on subcontractors or others, it has the capability to independently mobilize and dispatch necessary equipment and personnel to affected areas anywhere within the Southeastern, Southwestern, Gulf, and Atlantic Coastal States immediately. In addition to this equipment list, D&J has national accounts with all major equipment rental companies. D&J has an extensive subcontractor list within the United States to supplement our equipment & personnel.





EQUIPMENT



Fisher Brown Bottrell
INSURANCE, INC.

248 East Capitol Street
Suite 1200
Jackson, MS 39201
Post Office Box 1490
Jackson, MS 39215-1490
(601)960-8200 PHONE
(800)410-8200 TOLL FREE
(601)208-7484 FAX
www.fbbins.com

June 20, 2018

D & J Enterprises, Inc.
3495 Lee Road 10
Auburn, AL 36832

Jason,

This is to certify that as your insurance agent that we have insured the equipment for D & J Enterprises for 5 plus years with hundreds of pieces of equipment and over \$30 Million in value.

Also, as your bonding agent for in excess of 30 years, I also affirm that "D & J" has always owned a very significant spread of heavy equipment that is also reflected in the financial statements that we, as surety rely. As mentioned above, that spread of equipment exceeds \$30 Million Dollars in value.

In my opinion, "D & J" has always maintained an equipment spread to more than handle the work it undertakes.

Jerry Veazey

Fisher Brown Bottrell Insurance, Inc. is a subsidiary of Trustmark National Bank. Insurance products are not deposits or other obligations of, guaranteed by, or insured by Trustmark National Bank or any of its affiliates; not insured by the FDIC or any other agency of the United States, except in the case of Federal Flood Insurance or Federal Crop Insurance, and may be subject to investment risk, including the possible loss of value.





EQUIPMENT

COMPANY OWNED EQUIPMENT	QUANTITY
Dump Trucks	47
Tractors	13
Trailers	80
Utility Vehicles	59
Pick-up Trucks	42
Articulated trucks	5
Mobile Command Centers	3
Portable Offices & Housing	2
Wheel Tractors	28
Scrapers	9
Motor Graders	4
Backhoes	14
Dozers	28
Rubber Tired Loaders	16
Hydraulic Excavators	29
Compactors & Rollers	51
Forklifts	4
Skid Steer Loaders	9
Grinders	9
Message Boards	16
Asphalt & Paving Equipment	16
Air Compressors & light Plants	9
Generators	24
Misc. Heavy Equipment	189
Laser	9
Communication Devices	240





FLORIDA CERTIFICATE OF GOOD STANDING

State of Florida Department of State

I certify from the records of this office that D & J OF ALABAMA, INC. is an Alabama corporation authorized to transact business in the State of Florida, qualified on February 11, 2004.

The document number of this corporation is F04000000940.

I further certify that said corporation has paid all fees due this office through December 31, 2021, that its most recent annual report/uniform business report was filed on February 10, 2021, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Fifteenth day of July, 2021*



Randy Rye
Secretary of State

Tracking Number: 4080627132CU

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

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





FLORIDA DOT CERTIFICATE OF QUALIFICATION



Florida Department of Transportation

RON DESANTIS
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

KEVIN J. THIBAUT, P.E.
SECRETARY

February 2, 2021

D & J ENTERPRISES, INC.
3495 LEE ROAD 10
AUBURN, ALABAMA 36832-8040

RE: CERTIFICATE OF QUALIFICATION

Dear Sir/Madam:

The Department of Transportation has qualified your company for the type of work indicated below. Unless your company is notified otherwise, this Certificate of Qualification will expire 3/30/2022. However, the new application is due 1/31/2022.

In accordance with S.337.14 (1) F.S. your next application must be filed within (4) months of the ending date of the applicant's audited annual financial statements.

If your company's maximum capacity has been revised, you can access it by logging into the Contractor Prequalification Application System via the following link:
[HTTPS://fdotwp1.dot.state.fl.us/ContractorPreQualification/](https://fdotwp1.dot.state.fl.us/ContractorPreQualification/)

Once logged in, select "View" for the most recently approved application, and then click the "Manage" and "Application Summary" tabs.

FDOT APPROVED WORK CLASSES:

DEBRIS REMOVAL (EMERGENCY), DRAINAGE, FENCING, FLEXIBLE PAVING, GRADING, GRASSING, SEEDING AND SODDING, HOT PLANT-MIXED BITUM. COURSES

You may apply for a Revised Certificate of Qualification at any time prior to the expiration date of this certificate according to Section 14-22.0041(3), Florida Administrative Code (F.A.C.), by accessing your most recently approved application as shown above and choosing "Update" instead of "View." If certification in additional classes of work is desired, documentation is needed to show that your company has done such work with your own forces and equipment or that experience was gained with another contractor and that you have the necessary equipment for each additional class of work requested.

All prequalified contractors are required by Section 14-22.006(3), F.A.C., to certify their work underway monthly in order to adjust maximum bidding capacity to available bidding capacity. You can find the link to this report at the website shown above.

Sincerely,

Darlene Anderson, for

Alan Autry, Manager
Contracts Administration Office

AA:cg

Improve Safety, Enhance Mobility, Inspire Innovation
www.fdot.gov



**INSURANCE**

D&JENTE-02

LBSHUFELT

CERTIFICATE OF LIABILITY INSURANCEDATE (MM/DD/YYYY)
1/27/2021

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

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

PRODUCER Fisher Brown Bottrell Insurance, Inc. P. O. Box 1490 Jackson, MS 39215	CONTACT NAME: Laura Beth Shufelt PHONE (A/C, No, Ext): (601) 960-8218 FAX (A/C, No): (601) 208-8384 E-MAIL ADDRESS: lshufelt@fbins.com
INSURED D & J Enterprises, Inc. 3495 Lee Road 10 Auburn, AL 36832	INSURER(S) AFFORDING COVERAGE
	INSURER A: Zurich American Insurance Company NAIC # 16535
	INSURER B: Travelers Property Casualty Company of America 25674
	INSURER C: Berkley National Insurance Company 38911
	INSURER D: Illinois Union Insurance Company 27960
INSURER E:	INSURER F:

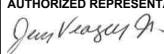
COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO JECT <input type="checkbox"/> LOC OTHER:			GLO375760011	2/1/2021	2/1/2022	EACH OCCURRENCE \$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000
							MED EXP (Any one person) \$ 10,000
							PERSONAL & ADV INJURY \$ 1,000,000
							GENERAL AGGREGATE \$ 2,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY OTHER:			BAP375759911	2/1/2021	2/1/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000
							BODILY INJURY (Per person) \$
							BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
							\$
B	UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			ZUP41M4928321NF	2/1/2021	2/1/2022	EACH OCCURRENCE \$ 5,000,000
							AGGREGATE \$ 5,000,000
							\$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/ MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	WC3757598011	2/1/2021	2/1/2022	PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/>
							E.L. EACH ACCIDENT \$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Equipment Floater			MNP1031891	2/1/2021	2/1/2022	Per Item Limit 750,000
D	Pollution Liability			CPYG4679042A002	7/11/2019	7/11/2021	Pollution 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 General Liability contains blanket additional insured wording on a primary and non-contributory basis including products-completed operations and a blanket waiver of subrogation when required by written contract. Auto Liability policy contains blanket additional insured wording on a primary and non-contributory basis and a blanket waiver of subrogation when required by written contract. Workers' Compensation policy includes a blanket waiver of subrogation when required by written contract. All coverages are subject to policy terms, conditions and exclusions. Endorsements apply only as required by written contract and applicable only as respects policy forms which are available upon request. As respects property coverage, at the time of loss, insured value will be the lesser of the ACV, market value or replacement with like kind or quality.

CERTIFICATE HOLDER**CANCELLATION**

Proof of Insurance	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
---------------------------	---

ACORD 25 (2016/03)

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REQUIRED DOCUMENTS



Section 8 – Required Forms

PROPOSAL SUBMITTAL CHECKLIST

- ☒ Proposer's Certification
- ☒ Addendum Acknowledgement
- ☒ Drug-Free Workplace Certificate
- ☒ Sworn Statement Pursuant to Section 287.133 (3)(a) F.S. in Public Entity Crimes
- ☒ Affidavit of Non-Collusion
- ☒ Professional References
- ☒ MWBE Participation Statement
- ☒ Vendor Information
- ☒ W-9 Form
- ☒ Unit Cost Fee Rate Schedule

Submission of one (1) original marked "ORIGINAL", five (5) identical paper copies, and one (1) electronic copy in pdf format on CD.

BY:

Bidder

Jason Sanders
(Authorized Signature)

7/14/2021

(Date)

Jason Sanders
(Print Name)

This document must be completed and returned with your Submittal

PROPOSER'S CERTIFICATION

I have carefully examined the Request for Proposals, Instructions to Proposers, General and/or Special Conditions, Specifications, RFP Proposal, and any other documents accompanying or made a part of this invitation.

I hereby propose to furnish the goods or services specified in the Request for Proposal at the prices or rates as finally negotiated. I agree that my proposal will remain firm for a period of up to ninety (90) days to allow the Entity's adequate time to evaluate the proposal. Furthermore, I agree to abide by all conditions of the proposal.

I certify that all information contained in this RFP is truthful to the best of my knowledge and belief. I further certify that I am a duly authorized to submit this RFP on behalf of the Proposer / Contractor as its act and deed and that the Proposer / Contractor is ready, willing, and able to perform if awarded the contract.

I further certify that this RFP is made without prior understanding, Contract, connection, discussion, or collusion with any person, firm or corporation submitting a RFP for the same product or service; no officer, employee or agent of the Entity's Board of Entity's Commissioners or of any other proposer interested in said RFP; and that the undersigned executed this Proposer's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

I further certify that having read and examined the specifications and documents for the designated services and understanding the general conditions for contract under which services will be performed, does hereby propose to furnish all labor, equipment, and material to provide the services set forth in the RFP.

I hereby declare that the following listing states any clarifications, all variations from and exceptions to the requirements of the specifications and documents. The undersigned further declares that the "work" will be performed in strict accordance with such requirements and understands that any exceptions to the requirements of the specifications and documents may render the proposal non-responsive.

NO EXCEPTIONS ALLOWED AFTER THE RFP IS SUBMITTED:

Please check one: ☒ I take NO exceptions. ☐ Exceptions:

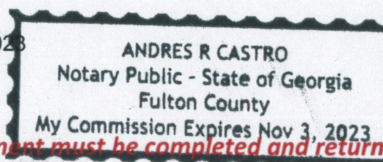
<u>D&J Enterprises, Inc.</u>	<u>3495 Lee Rd. 10</u>
NAME OF BUSINESS	MAILING ADDRESS
<u>Jason Sanders</u>	<u>Auburn, AL 36832</u>
AUTHORIZED SIGNATURE	CITY, STATE & ZIP CODE
<u>Jason Sanders - VP of Operations</u>	<u>334-821-1249 / 334-821-5227</u>
NAME, TITLE, TYPED	TELEPHONE NUMBER / FAX NUMBER
<u>63-0943382</u>	<u>jason@djenterprises.net</u>
FEDERAL IDENTIFICATION #	E-MAIL ADDRESS

STATE OF FLORIDA

ENTITY'S OF _____

The foregoing instrument was acknowledged before me this 14th day of July 20 21 by Jason Sanders, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires: 11/03/2023



[Signature]
Notary Public

This document must be completed and returned with your Submittal

ADDENDUM ACKNOWLEDGEMENT

I have carefully examined this Request for Proposal (RFP) which includes scope, requirements for submission, general information and the evaluation and award process.

I acknowledge receipt and incorporation of the following addenda, and the cost, if any, of such revisions has been included in the price of the proposal.

Addendum # _____ Date: _____ Addendum # _____ Date: _____
Addendum # _____ Date: _____ Addendum # _____ Date: _____

Jason Sanders
(Authorized Signature)

7/14/2021
(Date)

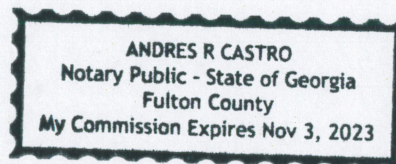
Jason Sanders
(Print Name)

STATE OF FLORIDA
ENTITY'S OF _____

The foregoing instrument was acknowledged before me this 14th July 21 by Jason Sanders, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires: 11/03/2023

[Signature]
Notary Public



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DRUG FREE WORKPLACE

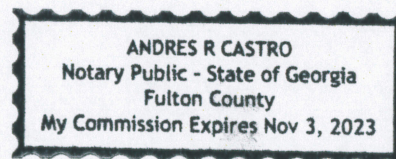
I, the undersigned, in accordance with Florida Statute 287.087, hereby certify that,
(Print or type name of firm) D&J Enterprises, Inc.

- Publishes a written statement notifying that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the Workplace named above and specifying actions that will be taken against violations of such prohibition.
- Informs employees about the dangers of drug abuse in the workplace, the firm's policy of maintaining a drug free working environment, and available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug use violations.
- Gives each employee engaged in providing commodities or contractual services that are under bid or proposal, a copy of the statement specified above.
- Notifies the employees that as a condition of working on the commodities or contractual services that are under bid or proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, please or guilty or nolo contendere to, any violation of Chapter 1893, or of any controlled substance law of the State of Florida or the United States, for a violation occurring in the workplace, no later than five (5) days after such conviction, and requires employees to sign copies of such written statement to acknowledge their receipt.
- Imposes a sanction on, or requires the satisfactory participation in, a drug abuse assistance or rehabilitation program, if such is available in the employee's community, by any employee who is so convicted.
- Makes a good faith effort to continue to maintain a drug free workplace through the implementation of the Drug Free Workplace program.
- "As a person authorized to sign this statement, I certify that the above-named business, firm or corporation **complies fully with the requirements set forth herein**".

Jason Sanders
(Authorized Signature)

7/14/2021
(Date)

Jason Sanders
(Print Name)



STATE OF FLORIDA
ENTITY'S OF _____

The foregoing instrument was acknowledged before me this 14th day of July, 2021 by Jason Sanders, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires: 11/03/2023

[Signature]
Notary Public

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

Before me, the undersigned Entity's, personally appeared Jason Sanders, who, being by me first duly sworn, made the following statement:

1. The business address of D&J Enterprises, Inc. (name of Offeror or business) is 3495 Lee Rd. 10 Auburn, AL 36832.
2. My relationship to D&J Enterprises, Inc. (name of Offeror or business) is VP of Operations (relationship such as sole proprietor, partner, president, vice president).
3. I understand that a public entity crime as defined in Section 287.133 of the Florida Statutes includes a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity in Florida or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any proposal or contract for goods or services to be provided to any public entity or such an agency or political subdivision and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.
4. I understand that "convicted" or "conviction" is defined by the Florida Statutes to mean a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, because of a jury verdict, non-jury trial, or entry of a plea of guilt or nolo contendere.
5. I understand that "affiliate" is defined by the Florida Statutes to mean (1) a predecessor or successor of a person or a corporation convicted of a public entity crime, or (2) an entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime, or (3) those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate, or (4) a person or corporation who knowingly entered into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months.
6. Neither the Offeror or Contractor, nor any officer, director, executive, partner, shareholder, employee, member, or agent who is active in the management of the Offeror or Contractor, nor any affiliate of the Offeror or Contractor has been convicted of a public entity crime subsequent to July 1, 1989. (Draw a line through paragraph 6 if paragraph 7 below applies.)
7. ~~There has been a conviction of a public entity crime by the Offeror or Contractor, or an officer, director, executive, partner, shareholder, employee, member or agent of the Offeror or Contractor who is active in the management of the Offeror or Contractor or an affiliate of the Offeror or Contractor. A determination has been made pursuant to Section 287.133(3) by order of the Division of Administrative Hearings that it is not in the public interest for the name of the convicted person or affiliate to appear on the convicted vendor list. The name of the convicted person or affiliate is _____ A copy of the order of the Division of Administrative Hearings is attached to this statement. (Draw a line through paragraph 7 if paragraph 6 above applies.)~~

Jason Sanders

(Authorized Signature)

Jason Sanders

(Print Name)

7/14/2021

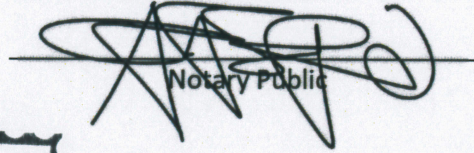
(Date)

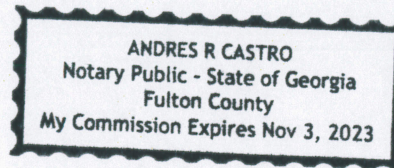
STATE OF FLORIDA

ENTITY'S OF _____

The foregoing instrument was acknowledged before me this 14th day of July, 2021 by Jason Sanders, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires: 11/03/2023


Notary Public



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