- ***Debris Removal Crews and DMS Operation Crews*** will mobilize in stages displayed in Table 1. These crews will be composed of QRI employees from local and regional offices supplemented with local hires and subcontractors (such as dump truck owner-operators).

Debris Estimate Methodology

The Pre-Execution Planning Team has been evaluating the debris in the City of Central and has consisted of the Program Manager, the Operations Manager, the Operations Planner, and the S&H Manager. This Pre-Execution Planning Team will immediately (within 2 hours) report to the designated location to refine the plan with the City Officials that have been communicating with FEMA and USACE. This team will continue to serve in an advisory capacity to the City of Central as part of an interagency debris planning team to provide technical assistance to ensure the October 31, completion goal is achieved and the maximum reimbursement from FEMA.

Debris Recovery Operations

Loading

QRI implements loading procedures based on extensive debris removal experience, safety concerns, and quality control requirements. In this section, we discuss the general approach and strategies we employ to efficiently and effectively load dump trucks and trailers with multiple forms of debris (***Figure 2***).

Figure 2. Typical disaster debris loading operation.

Compliance with Rules and Policies: Many agencies and organizations have published procedures and regulations regarding the proper loading of debris into dump trucks and trailers including FEMA, USACE, DOT, EPA, OSHA, and construction/demolition companies. Typically, these guidelines and requirements conflict with each other, and can cause confusion and low productivity if not carefully addressed. QRI will discuss procedures and requirements with the City of Central representatives and merge our corporate policies with those City stakeholders to produce a single, cohesive, and easily understood set of procedures for our debris removal crews to implement.

Proper Selection of Equipment: We have learned to adapt debris removal equipment based on the areas to be cleared. For example, in residential areas, home owners usually push debris into the streets since it would quickly kill grass if staged on their lawns. In this case, debris can be easily pushed into large piles by rubber tired loaders and loaded using a self-loading grapple truck with its grappler. The loader can be "fed" with debris by skid steers or the self-loader can simply drive down the street picking up debris on both sides of the street.

We have found that self-loading grapple trucks (consisting of a roll-off container with a grappler arm) can outperform a typical crew equipped with dump trucks, skid steers, and loaders for any debris located on streets. Because they are rubber tired, they are not proficient for demolition work. Also, self-loaders are abundantly available in areas near logging operations. A self-loader can also be used to load a "pup" or another dump-trailer in addition to itself to increase productivity. ***Figure 3*** shows a typical self-loading grapple truck.

Figure 3. Self-loading grapple trucks.

Debris Trimming and Compaction: All debris must be contained within the sides of the dump truck/trailer and will be trimmed with saws or cutters, if necessary, and in compliance with safety requirements. The loader operator will compact and crush the debris inside the dump truck/trailer using a grappler or bucket to minimize "fluff" and safely maximize load content. QC personnel will ensure that loads are properly trimmed, compacted, and covered with a tarp before leaving the debris removal site.

Debris Removal Strategies: QRI debris removal crews usually implement a strategy to efficiently clear debris from an area, such as first sweeping from north to south, then sweeping east to west. We find that working on a street-by-street basis, working through sequential street addresses, ensures that crews always know where they should be working and easily enables tracking of work progress. We find that 3 sweeps are typically adequate to collect the majority of debris that is progressively cleared from private and public property. A debris removal strategy will be mutually agreed upon by QRI and the City of Central representatives, and may be adjusted as conditions change. We ensure that all loads are inspected, verified by QC personnel sign-off, and crews routinely digitally photograph areas as they are cleared to document work accomplished and site conditions to resolve any future damage complaints.

Documentation: Each crew foreman prepares daily work reports for submission to the Sector Manager. These reports contain a description of work accomplished (by street, address, etc.), QC inspection sign-offs, load tickets, and photo documentation of each site cleared.

Hauling

Safe and efficient debris hauling (***Figure 4***) requires skilled operators driving properly equipped trucks on accessible, preferred routes. The QRI management team ensures that these activities are properly planned and implemented.

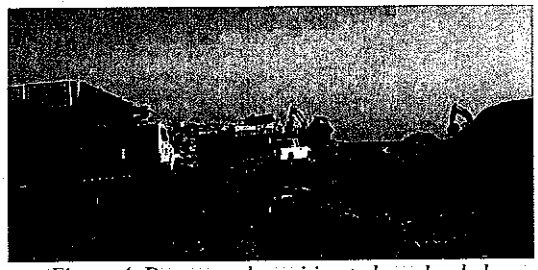

Figure 4. Dump trucks waiting to be unloaded.

Equipment Management: QRI crews typically spend 30 minutes per day ensuring that their equipment vehicles are properly maintained and efficiently operating. We also ensure that each vehicle is properly inspected, licensed, insured, placarded, equipped and operated in compliance with DOT and safety requirements.

Operator Qualifications: Each foreman will ensure that all equipment operators employed or subcontracted by QRI have current driver's licenses and are trained, skilled, and healthy enough to safely and efficiently operate their equipment to perform the tasks to which they are assigned. Unqualified or unsafe operators will be discharged.

Logistics Management: DOT check-in, measurements, inspections, and certifications often create major choke points during the first few days after a disaster as response and debris removal vehicles mobilize to the area and prepare to begin their work. Therefore, the QRI Operations Planner and Sector Managers will coordinate their efforts and mobilization planning to stage truck check-in during the first few days. We will often schedule check-in hours for each subcontractor, etc. to ensure smooth check-in and minimize waiting times.

During the first 72 hours, "push" contractors are usually working to clear major roadways, and areas that are not yet ready to handle large volumes of truck traffic. This gives our management team 3 days to develop generic routing plans for trucks to access debris clearing areas, develop site management plans for the City of Central approved DMSs, and identify preferred routes to landfills and other disposal sites. We also work with City of Central representatives to negotiate and establish a sweep strategy to clear areas by neighborhood, municipality, county, or other criteria.

Sector Management

QRI will manage debris responses from our local office in Baton Rouge, LA (13588 Florida Blvd.). This office serves as QRI's operational base and has the infrastructure and personnel to successfully respond to immediate requirements. The Operations Manager mobilizes the required resources such as Sector Managers, equipment managers, truck drivers, laborers, and office and field support staff. QRI will be utilizing the same Sector Managers that successfully completed the missions for Katrina, Rita, Gustav, Ike, Tornoda 2011 and Hurricane Sandy. These personnel are seasoned veterans that are sensitive to the culture of South Louisiana.

QRI's benefits the City of Central with the knowledge of transportation routes, understanding of geography, shortened response times, reduced mobilization cost, and established relationships with state and local regulators. Once the contract is awarded, the QRI Pre-Execution Planning Team (***Figure 1***) reports to the City of Central staff to confirm debris volumes, sector the Central area per the needs and desire of the City of Central officials, and determine whether the BREC debris management system or the automated debris management system will be utilized. Concurrently, while the Pre-Execution Planning Team is performing the aforementioned duties, they are also communicating with the Support Team listed on ***Figure 1*** to prepare for mobilization. When notice to proceed is issued, the Operations Manager finalizes preplanning and mobilization activities and determines:

- Specification requirements for completing debris collection and DMS management;
- Confirm the number of sectors needed to manage the work;
- Management, operational skills and specialized expertise and experience needed for work assigned, along with required disciplines and size of crews to address level of effort;
- Milestone schedule, submittal register requirements, and plans required;
- Special City of Central training requirements; and
- Other special requirements

The Operations Manager directs project activities by dividing the Assignment Area into one or more sectors. He bases his decision, in part, on size of the area and level of damage, location and volume of waste, population density, haul distances, numbers of DMSs, schedule, and safety and quality concerns of the local area. He selects the number of Sector Managers and crew sizes needed to run the size of operation required.

Number of Crews in each Sector

The size of the crews in each sector will be dependent upon the work scope, schedule, and any increase or changes in the material encountered over the course of the work. QRI has fully equipped crews available from their owned resources and employees and rapid response crews from in-place vendor arrangements to accommodate the anticipated and/or surge requirements of this contract.

Billing/Invoices Reporting Procedures to FEMA and the City of Central

Billing/invoice procedures between QRI and the City will be based upon a mutually agreed upon and signed contract: *"The basis of payment and the payment process should be clearly outlined in the contract. Contractor payments should be based upon verification*

of completed work mans the required information for the payment request should be included within the provisions of the contract" (FEMA 327 Public Assistance Debris Monitoring Guide).

The following activities are performed to capture, report, and reconcile all contract costs:

- QRI's onsite Field Cost Accountant (FCA) records all onsite labor, equipment, and materials data on a daily basis, regardless of whether the resources are provided from Team-owned or procured resources. These costs are reviewed daily by each Sector Manager and the City contract manager.
- On a weekly basis, vendor and subcontractor invoices received at QRI's home office are transmitted to the project site for review and approval by each Sector Manager and then entered into the cost management system (Unanet™) by the FCA. Off-site labor costs are recorded on weekly employee timesheets, confirmed by QRI's home office support staff, and immediately transmitted to the FCA for entry into the cost management system. Off-site costs are approved by each Sector Manager and the City contract manager before entry into QRI's cost management system.
- At the end of a monthly accounting period, a detailed Unanet™-generated Billing Report is produced by QRI's home office accounting personnel and reconciled. Any discrepancies are resolved with the approval of the appropriate Sector Manager and the City contract manager, ensuring that no costs are included in an invoice without their mutual approval.

QRI's accounting system also handles the intricacies of Davis-Bacon Act wages and Service Contract Act wages under T&M and cost reimbursable contracts. We believe that our existing procedures and reports generate all data that would be needed on this City of Central contract, but we can easily customize any cost capture or reporting format to meet the City's specifications. Our systems:

- Track all costs to the correct task order by a unique project number,
- Ensure that invoices reflect only allowable costs that are easily cross-referenced,
- Provide backup documentation attached to each invoice, and
- Preserve electronic and hardcopy versions of all financial data for easy recovery.

Key Personnel Responsible for this Project

Program Manager

The program manager will serve as a single point of contact for all contractual matters and shall be responsible for the overall management of the contract including cost, schedule and technical quality. The program manager is competent and experienced in program management, and knowledgeable in the full range of Disaster Debris related services. The program manager empowered to commit QRI resources and work with senior executives of any subcontractors to ensure that adequate resources are available to the Operation Manager. The program manager understands the mission objectives and the end user needs and interacts with the Operation Manager to ensure the highest levels of satisfaction with our performance on all contracts.

Operations Manager

The operations manager oversees day-to-day resource utilization and operations of the project. The operations manager meets with the City to forecast work that may be issued and holds planning sessions with internal and team managers to ensure resources to deliver work are accessible and in place. The operations manager has authority to assign personnel, approve plans, accept new projects, negotiate cost proposals and subcontracts, approve purchase requests, labor charges, and expenditures, and ensure QC and safety and health are implemented. The operations manager communicates directly to the program manager to report progress and the need to acquire additional support and resources.

Operations Planner

The operations planner assists the operations manager on project execution. The operations planner has authority to commit staff; manages numerous subcontractors; accepts/approves plans and submittals; transmits and receives project documentation; approves budgets, expenditures, purchase orders and subcontracts; participates in daily after action reviews / disaster exercises; accountable for project deliverables; and monitors performance. The operations planner communicates directly to the Operations Manager to report progress and the need to acquire additional support and resources.

Safety and Health (S&H) Manager

The S&H manager enforces compliance to all project specific S&H plans. The S&H manager has full authority to enforce all aspects of QRI's S&H program. The S&H manager develops and submits accident prevention plans, approves changes and modifications to plans, conducts safety and health training, develops standard operating procedures (SOP) for debris removal and segregation procedures, issues corrective actions, monitors performance, submits accident reports, and stops work for unsafe conditions. The S&H manager communicates directly to the program manager and coordinates with the operation planner to report progress and the need to acquire additional support and resources for an outstanding safety program.

Quality Control (QC) Manager

The QC manager has full authority and the responsibility to: develop, manage, and ensure QC compliance on all submittals; review and approve QC plans; identify quality/ performance measurements; oversee QC inspections of debris removal; verify quantities; submit

daily QC inspection reports and conduct audits and issues corrective actions. The QC manager communicates directly to the program manager and coordinates with the operation planner to report the quality and percent of completion on each task currently being executed on the project.

Environmental Compliance Manager

The environmental compliance manager has full authority and the responsibility to: research and keep informed of information and developments in areas such as USEPA laws/regulations, provide employee training on compliance related topics, policies, or procedures standards, verify that all regulatory policies and procedures have been documented/implemented/communicated, verify that software technology is in place to adequately provide oversight and monitoring, advise technical professionals on the development or use of environmental compliance or reporting tools, conduct environmental audits to ensure adherence to environmental standards, evaluate testing procedures to meet the specifications of environmental monitoring programs, develop or implement environmental compliance plans for programs, such as air quality, storm water, wastewater treatment, hazardous waste management, pollution prevention, or solid waste management, direct environmental programs, such as air or water compliance, aboveground or underground storage tanks, spill prevention or control, hazardous waste or materials management, solid waste recycling, medical waste management, indoor air quality, integrated pest management, employee training, or disaster preparedness, review or modify policies/operating guidelines to comply with changes to environmental standards. The environmental compliance manager communicates directly to the operation planner to report the status of environmental permits and issues on each task currently being executed on the project.

Load Ticket Manager

The load ticket manager is responsible and has the authority to: produce and manage electronic load tickets; manage databases for internet and government use; manually enter debris type and load call for paper load tickets; determine the direct haul routes from loading site to disposal site, records mileage; ensure truck certification; evaluate daily event statuses, production information and performance information; coordinate contractor invoices, FEMA documentation and applicant payment processes; develop ticket/tower applications; develop and complete disposal site management applications; perform field administrative applications; and manage data consolidation tools to track transactional data.

Other Key Personnel Position Responsibilities	
Position	**Duties / Responsibilities**
Sector Managers	◆ Manages and executes TOs in accordance with plans ◆ Tracks and monitors cost, schedule, ensures compliance ◆ Develops TO approach and estimate ◆ Manages a sector and 5 to 10 direct reports for debris ◆ Develops SOPs for debris removal and segregation procedures ◆ Issues corrective actions, monitors performance ◆ Submits accident reports
Foreman/ CQC/ SSHO	◆ Supervises debris collection and segregation ◆ Troubleshoots site access and right-of-way; interfaces with homeowners ◆ Issues load tickets; inspects loads ◆ Mans collection facilities ◆ Monitors debris removal / hauling ◆ Holds daily work/tailgate meetings ◆ Reviews and approves daily field deliverables ◆ Evaluates sub performance
Load Ticket Support Personnel	◆ Produce and manage load tickets ◆ Manage databases for internet and government use, if necessary ◆ Review debris type and load call for paper load tickets ◆ Determine the direct haul routes from loading site to disposal site, records mileage ◆ Ensure truck certification ◆ Evaluate daily event statuses, production information and performance information ◆ Coordinate contractor invoices, FEMA documentation and applicant payment processes ◆ Develop ticket/tower applications ◆ Develop and complete disposal site management applications ◆ Perform field administrative applications ◆ Manage data consolidation tools to track transactional data

Proposed Staff Qualifications

QRI will provide a well-trained and qualified staff to manage Disaster Removal Services for the City of Central. The following personnel will ensure that the City of Central will receive the maximum FEMA reimbursement. A brief discussion of their qualifications is below. Full resumes for each Key Personnel member can be provided upon request.

Program Manager

QRI's Fonda Lindfors New, PMP (Cert. ##1714745) has been the Program Manager on all 12 of the projects listed in the **Past Relevant Experience** Section. With her 37 years of program management experience, she has proven her ability to provide and manage well trained crews that safely and successfully complete work within budget while meeting demanding schedules under disaster debris missions. Ms. New is also well versed in FEMA reimbursement eligibility guidelines and has achieved 100% compliance and maximum reimbursement amounts for all projects she has managed with that requirement.

Operations Manager

QRI's Kenny New has managed 13 disaster recovery and removal contracts since September of 2005 for federal, state and local clients during Hurricanes Katrina, Rita, Gustav, Ike; Flood Fight 2011; April 25-28, 2011 Tornado Outbreaks and Super Storm Sandy for QRI.

Additionally, Mr. New has overseen 102 Federal contracts for the USACE (MVN, MVM, MVK, NWS, SWF, SWT and SWG), FEMA, GSA, Louisiana DEQ, NPS, USCG, USEPA and USPFO, City of Alexandria, City of Baton Rouge, City of Fort Worth, City of Gulfport and City of Houston. Mr. New's field experience, combined with his sales and management background, enable him to interface with clients on a variety of levels. In emergency and disastrous situations, such as Hurricanes Katrina/Rita, and Gustav/Ike, Mr. New has proven his ability to provide and direct well trained crews that safely and successfully complete work within budget while meeting demanding schedules during both peak response requests, post recovery efforts and/or normal operational cycles. He has performed in this capacity on all 12 of the projects listed in the **Past Relevant Experience** Section.

Operations Planner

QRI's RJ Buras has worked on Disaster Response missions since 1969 after Hurricane Camille hit mainland Mississippi. Today, he has managed logistics of personnel and equipment on debris removal contracts following 7 major Disasters (Hurricanes Charlie, Jean, Ivan, Katrina, Rita, Gustav and Ike). Mr. Buras is a Certified USACE Quality Control Manager and has a vast understanding of FEMA Debris Removal Operations. He is also a skilled heavy equipment operator, large marine vessel Capitan and has over 40 years of project planning and management experience.

Safety and Health (S&H) Manager

QRI's Marcel Crettet has been employed in disaster related work since 1989 when he performed as a General Contractor during Hurricane Hugo recovery efforts. More recently, he has worked with the USACE as a contractor and as a subcontractor for specific disaster related missions for cleanup and rebuilding efforts since 2005. His primary role under numerous debris cleanup efforts (Hurricanes Katrina/Rita, Gustav/Ike, Flood Fight 2011, Joplin, MO Tornadoes, April 25-28, 2011 SE Tornado Outbreaks, and most recently Hurricane Sandy) was as a Quality Assurance Inspector for various contractors and for the USACE. As a Safety and Health Manager and a Certified OSHA Trainer, Mr. Crettet prepares Site-Specific Safety and Health Plans, develops SOPs for debris removal and conducts HAZMAT training as well as OSHA 10 and 30-hour classes. He has performed in this capacity on 3 of the projects listed in the **Past Relevant Experience** Section.

Quality Control (QC) Manager

QRI's Jason New Mr. New has 9 years of experience as a disaster responder. He has performed in this capacity on all 12 of the projects listed in the **Past Relevant Experience** Section. He serves as a key member of QRI's Emergency Response Team for the USACE where he is responsible site QC and/or S&H. Mr. New has experience in managing, interpreting and implementing quality control policies, procedures, reporting and regulations for debris segregation and removal, construction, remediation, emergency response and drilling operations.

Environmental Compliance Manager

QRI's Deb Miller has 16 years of experience in asbestos/lead/mold assessment and remediation; Phase I and II ESA's; environmental field services including debris removal; drilling and geophysical tools; hazard assessments and remediation; emergency response; quality control documentation and safety and health management. Ms. Miller has 8 years of experience in project management; preparation of health and safety plans; sampling plans and quality assurance project plans. Her field experience includes HHW and asbestos (HTRW) collection/sampling and removal, C&D, vegetative and other storm-related debris removal, oil and hazardous waste remediation, direct push drilling, vibracoring, as well as all aspects of soil and water sampling for regulatory compliance, geophysical surveys to locate underground utilities and underground storage tanks, along with building inspections and public building air monitoring. In response to Hurricanes Katrina and Rita, Ms. Miller worked as a 40 hour Asbestos Supervisor and Demolition Crew Inspector for HTRW/HHW in structures throughout the impacted areas. Ms. Miller has numerous professional certifications and registrations for dealing with Asbestos Containing Materials (ACM) and Lead Based Paint (LBP) and has been dealing with hazardous materials since 1997 when she served as a Quality Control Officer for the Department of Interior, National Park Service. Prior to this, she worked as an emergency responder for the National Park Service. During this time, Ms. Miller responded to numerous incidents such as fuel tanker spills, meth lab incidents and chemical fires in buildings. She has performed in this capacity on all 12 of the projects listed in the **Past Relevant Experience** Section.

Load Ticket Manger

QRI's Amie Chatman has provided administrative and data entry support to QRI for over 10 years. She has performed in this capacity on all 12 of the projects listed in the **Past Relevant Experience** Section. She has served as a data entry clerk and as a contract administrator for government and private sector clients. Ms. Chatman generates estimates and invoices, schedules jobs and field training and develops field tickets, safety and quality control documentation. Most of Ms. Chatman's experience with data entry and QA/QC Support stems from her work on disaster debris projects. Within these time and budget sensitive projects, she has maintained the quality of thousands of submittals and other contract required documents (property photos, debris logs, etc.) for government and private sector clients. Ms. Chatman also has direct experience utilizing Automated Debris Management System (ADMS) with the latest major disaster to hit the US, Hurricane Sandy. ADMS is an USACE formatted "automated debris management system" that generates an electronic load tickets at the point of debris loading into the transport container.

APPENDIX B

CITY OF CENTRAL
DISASTER STREET-CLEARING, DEBRIS COLLECTION, REMOVAL, PROCESSING, DISPOSAL AND MANAGEMENT SERVICES

A. Private Property Debris Removal (PPDR)

Load, haul, and dispose of Construction and Demolition (C&D) and mixed debris to landfill

See **Note 1 & 2** $13.92 per cubic yard

B. Loading, hanling, and disposing of white goods

See **Note 1 & 2** $39.75 per unit

C. Loading, hauling, and disposing of dead animals

See **Note 1 & 2** $2.00 per pound

Note 1: Assumes dumpsite fees of $5.65/CY as quoted at 11:00 AM 8/22/2016.

Note 2: Assumes all debris will be delivered directly to final designated dumpsite within 20 miles of pickup.

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 8/22/2016

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 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

Arthur J. Gallagher Risk Management Services, Inc.
235 Highlandia Drive, Suite 200
Baton Rouge LA 70810

CONTACT NAME: Ashley Kennard
PHONE (A/C, No, Ext): 225-906-0114 FAX (A/C, No): 225-292-3893
E-MAIL ADDRESS: Ashley_Kennard@ajg.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : America First Insurance Company	12696
INSURER B : Louisiana Workers' Compensation Cor	22350
INSURER C : Westchester Surplus Lines Insurance	10172
INSURER D : Peerless Indemnity Insurance Compan	18333
INSURER E :	
INSURER F :	

INSURED

Quaternary Resource Investigations, LLC
13588 Florida Blvd.
Baton Rouge, LA 70819

COVERAGES **CERTIFICATE NUMBER:** 1800757503 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
C	GENERAL LIABILITY			G27457642003	5/27/2016	5/27/2017	EACH OCCURRENCE	$1,000,000
	[X] COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence)	$50,000
	[ ] CLAIMS-MADE [X] OCCUR						MED EXP (Any one person)	$5,000
							PERSONAL & ADV INJURY	$1,000,000
							GENERAL AGGREGATE	$2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						PRODUCTS - COMP/OP AGG	$2,000,000
	[ ] POLICY [X] PRO-JECT [ ] LOC							$
A	AUTOMOBILE LIABILITY			BA9727429	5/27/2016	5/27/2017	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
	[X] ANY AUTO						BODILY INJURY (Per person)	$
	[ ] ALL OWNED AUTOS [ ] SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	[ ] HIRED AUTOS [ ] NON-OWNED AUTOS						PROPERTY DAMAGE (Per accident)	$
								$
C	[X] UMBRELLA LIAB [X] OCCUR			G27457645003	5/27/2016	5/27/2017	EACH OCCURRENCE	$6,000,000
	[X] EXCESS LIAB [ ] CLAIMS-MADE						AGGREGATE	$6,000,000
	[ ] DED [ ] RETENTION $							$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N			86046-D	5/27/2016	5/27/2017	[X] WC STATU-TORY LIMITS [ ] OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? [ ]	N / A					E.L. EACH ACCIDENT	$1,000,000
	(Mandatory in NH)						E.L. DISEASE - EA EMPLOYEE	$1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - POLICY LIMIT	$1,000,000
D	Equipment Floater			CBP8158918	5/27/2016	5/27/2017	Lease/Rented Equipmen Any One Item	100,000 100,000

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

See Attached...

CERTIFICATE HOLDER

City of Central
13421 Hooper Road, Suite 8
Central LA 70818

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

AFFIDAVIT

STATE OF LOUISIANA
PARISH OF EAST BATON ROUGE

BEFORE ME, the undersigned authority, personally came and appeared

Fonda Lindsey New

who, being duly sworn did depose and say:

That he is a duly authorized representative of Quaternary Resource Investigations, LLC receiving value for services rendered in connection with:

EMERGENCY FLOOD DEBRIS COLLECTION,
REMOVAL, PROCESSING, DISPOSAL AND MANAGEMENT SERVICES

a public project of the City of Central, State of Louisiana: that he has employed no person, corporation, firm, association, or other organization, either directly or indirectly, to secure the public contract under which he received payment, other than persons regularly employed by him whose services in connection with the construction, alteration, or demolition of the public building or project or in securing the public contract were in the regular course of their duties for him; and that no part of the contract price received by him was paid or will be paid to any person, corporation, firm, association, or other organization for soliciting the contract, other than the payment of their normal compensation to persons regularly employed by him whose services in connection with the construction of the public building or project were in the regular course of their duties for him.

Affiant's Signature Fonda Lindsey New

SWORN TO AND SUBSCRIBED before me, on this 22 day of August , 2016, in Baton Rouge, Louisiana.

NOTARY PUBLIC

Larry D. Dyess
Notary No. 9095
State of Louisiana
Commissioned for Life

THE ATTACHED BIDDER'S ORGANIZATION SHEET MUST BE COMPLETED TO INDICATE WHETHER BIDDER IS AN INDIVIDUAL, PARTNERSHIP, ETC.

BIDDER'S ORGANIZATION

BIDDER IS:

AN INDIVIDUAL

Individual's Name: _____

Doing business as: _____

Address: _____

Telephone No.: _____ Fax No.: _____

A PARTNERSHIP

Firm Name: _____

Address: _____

Name of person authorized to sign: _____

Title: _____

Telephone No.: _____ Fax No.: _____ Email: _____

A LIMITED LIABILITY COMPANY

Company Name: Quaternary Resource Investigations, LLC

Address: 13588 Florida Blvd. Baton Rouge, LA 70819

Name of person authorized to sign: Fonda Lindfors New

Title: CEO

Telephone No.: 225-202-8438 Fax No.: 225-292-1404 Email: flin@qri.com

TABLE OF CONTENTS

Corporate Background and Experience

Evidence of Satisfactory Completion of Disaster Debris Removal at Similar Jurisdictions

Quaternary Resource Investigations, LLC (QRI) is a 30-year old Baton Rouge, (LA Contractor License #40834) based Woman Owned Small Business (WOSB) that provides the following evidence to prove to the City of Central that we are a low risk contractor to perform this debris mission:

QRI was the Prime contractor to the USACE, RFO on 3 simultaneous Personal Property Debris Removal contracts for 8,173 properties, which covered 18,176 acres in Jefferson Parish in August of 2007 through September 30, 2007. The Commendation below is from the Former USACE Contracting Officer:

"...The contracts were awarded under a very tight completion schedule. The contractor was micro managed by various federal agencies. As the contracting officer I was aware of the various contradictory guidance being given by various interested parties. The contractor successfully performed the work in spite of all the help being offered by parish, city, state and federal authorities. Their safety record was nothing short of miraculous. The project required many subcontractors cutting trees, limbs, hauling debris at the same time. Managing subcontractors was the company's forte. All three PPDR contracts were completed before the completion date of 30 Sep. 2007. None of the three contracts were modified during the very short performance period. This is noteworthy and impressive in a project that was performed in the complicated and dangerous environment of post hurricane Louisiana."
~Jean Todd, 931.801.1384, jft6360@gmail.com

- QRI currently holds the United States Corp of Engineers Contract #W912P814D0017 for managing and removing disaster generated debris after any natural or man-made catastrophe or major disaster supported by the USACE in the following states: North Dakota, Minnesota, Wisconsin, Michigan, Iowa, Illinois, Louisiana. Mississippi. QRI was selected as the SB for this contract out of 21 offerors. The reference for this contract is Tim Black, Chief of Contracting, USACE, New Orleans District, 504-862-8918, timonthy.black@usace.army.mil.
- QRI also currently holds the United States Corp of Engineers Contract #W912P815D0016 for managing and removing disaster generated debris after any natural or man-made catastrophe or major disaster supported by the USACE in the following states: Kansas, Missouri, Nebraska, Colorado, Montana, South Dakota, Wyoming, Idaho, Oregon, Washington. QRI was selected as the SB for this contract out of 9 offerors. The reference for this contract is Tim Black, Chief of Contracting, USACE, New Orleans District, 504-862-8918, timonthy.black@usace.army.mil.
- QRI currently holds the BREC (The Recreation and Park Commission for the Parish of East Baton Rouge) Disaster Debris Removal Services Contract No. 14-0006C, RFP#136. The reference for this contract is Justin Smith (Current Director of Park Operations), 225.268.2850, jsmith2@brec.org.
- QRI was the Prime contractor to BREC for Disaster Debris Monitoring Services for 185 parks in East Baton Rouge Parish after Hurricane Gustav in September 2009. QRI achieved 100% FEMA documentation compliance resulting in BREC obtaining the maximum reimbursement from FEMA. The Commendation below is from the Former BREC Director of Park Operations: *"...Not only did [QRI] fulfill the technical aspects of the work, providing accurate accounting and monitoring of the project, they were an invaluable source of information and counsel on procedural and technical field issues. Their field experience (as both debris contractor and debris monitor), knowledge of FEMA procedures, coupled with their reliable and timely communication was capped by excellent documentation. They aggresively, yet diplomatically, pursued every opportunity to ensure that procedures and documenation would meet FEMA standars and expectations. We would certainly recommend them."* ~ Robert Epperson (Former Director of Park Operations), 225-620-7275; eppbrla@cox.net and Justin Smith (Current Director of Park Operations), 225.268.2850, jsmith2@brec.org.

Summarized Past Relevant Experience

QRI has provided Disaster Debris Services for projects in the southeast region since 2005. Since that time, QRI has completed a total of twelve (12) disaster related contracts for governmental clients such as the U.S. Army Corps of Engineers (USACE), the EPA, FEMA and BREC. The 12 completed contracts were performed by QRI personnel for a cumulative $15.2M with QRI (managing a total of 165 monitors; 266 crews; providing 33,678 Quality Assurance documents; and documenting 8,546,015yd^3 of disaster related debris and 1,075,259 items (including white goods [WG]; electronic goods [EG]; Cars, Vessels, and Containers) from Hurricanes Katrina, Rita, Gustav, Ike, Tornadoes 2011, and Hurricane Sandy). All 12 completed contracts required QRI to perform services similar to the established scope of work for this opportunity, including adhering to federal, state and local regulations, policies and programs regarding disaster debris monitoring and management. QRI has received excellent ratings/commendations from government and commercial clients for these completed contracts because of efficient debris collection, monitoring and disposal services. These projects have provided Subject Mater Expert levels of experience to QRI for the collection of storm related debris and the use and implementation of electronic load ticket processing and automated reporting for debris management tracking systems as per the FEMA 327 Publication, Public Assistance Debris Monitoring Guide. On the following page, please find a complete list of QRI's Disaster Debris related projects. Information for each of the 12 relevant projects is detailed in the following bullets.

- These contracts include: Six (6) completed as a Prime contractor for federal and municipal governments in LA, MS, and NY:

Type	Jurisdiction	1 Project → Debris Management	References
Hurricane	County / USACE	$2,959,380 | W912DS13C0023 | Monitored Jacob Riis Park Temporary Storage Site (TSS) in Brooklyn, New York to efficiently manage, receive, stage, process, reduce, and load out eligible debris streams resulting from Hurricane Sandy. The contract involved the processing and removal of more than 800,000 cubic yards of debris at the Jacob Riis Park in Queens, NY, a TSS set up for debris recovery. Debris processed at this site was loaded into a digital debris management system (HaulPass®) to be provided to the USACE and FEMA. Project utilized 2 monitors and 7 crews (4 to 7 personnel + equipment) to process debris from >20,000 residences.	Charlie Smithers, PGM for Coastal Environmental Group (Retired), Former Colonel for RFO on Katrina; 901.355.9557; Csmithers14@aol.com
Type	**Jurisdiction**	**1 Project → Debris Management & Final Disposal Site**	**References**
Tornadoes	City / USACE	$451,155 | City of Smithville & Monroe County, MS | W912EE-07-D-0013 | Provided experts in the safe demolition, handling, and transportation of ACM material and assisted the USACE Debris PRT regarding the demolition of structures with ACM containing materials. Project utilized 2 monitors and 6 crews (3 to 5 personnel + equipment) to perform 43 demolitions resulting in 3,264 cubic yards.	Jack Little, Contracting Officer (Retired); 601-638-2161 granjack@75aliceplace.com
Type	**Jurisdiction**	**1 Project → Debris Management & Final Disposal Site**	**References**
Hurricane	County / FEMA	$620, 914 | P103 | Achieved 100% FEMA documentation compliance for maximum reimbursement to BREC | P103. Monitored the removal of 80,873.3 yd3 of storm-related debris from 185 BREC parks totaling 6,500 acres. Project utilized 40 monitors and 40 crews (4 to 7 personnel + equipment) to remove 80,873 cubic yards of vegetative debris.	Robert Epperson, Director of Park Operations (Retired); 225-620-7275; eppbrla@cox.net
Type	**Jurisdiction**	**3 Projects → Debris Collection, Management & Final Disposal Site**	**References**
Hurricane	County / City / USACE	$6,171,218 | W912P8-07-D-0070 / W912P8-07-D-0072 / W912P8-07-D-0073 | Achieved 100% FEMA documentation compliance for maximum reimbursement to the USACE |. Three separate contracts performed simultaneously for Personal Property Debris Removal (PPDR). 8,173 residential properties: photo-documentation (367,785), debris & asbestos removal, disposal and restoration. Project utilized 38 monitors, 105 crews (4 to 7 personnel + equipment) to perform debris collection, debris management and final disposal of 111,022 cubic yards of vegetative debris and 20,647 units of electronic and white goods.	Jean Todd, Contracting Officer (Retired); 931-801-1384; jft6360@gmail.com

- Six (6) completed as a subcontractor for federal and municipal governments in LA, MS and NY.

Type	Jurisdiction	1 Project → Debris Collection, Management & Final Disposal Site	References
Hurricane	County / City / USACE	$8,350,000 | 131003001. Debris processed from these sites was loaded into a digital debris management system (HaulPass®) to be provided to the USACE and FEMA. | Performed for 32 days for the removal and disposal of approximately 1,177 cy of vegetative debris and 3,823.04 tons of C&D in response to Hurricane Sandy in Fire Island, NY. Project utilized 7 monitors, 7 crews (4 to 7 personnel + equipment) to perform debris collection, debris management and final disposal of 8.823 cubic yards of debris.	Hubert Bo Ansley, Chief, Readiness Branch USACE, Mobile District; 251.709.5272; hubert.r. ansley@usace.army.mil
Type	**Jurisdiction**	**1 Project → Debris Management**	**References**
Hurricane	County / City	$37,929 | Developed Executive Summary Spreadsheet in FEMA approved Excel formatting | 090331. Processed 5,710 photos of stump, leaner and hanger debris with GPS coordinates provided by MEL, Inc. in order to produce a final report to Wilkinson County, MS after Hurricane Gustav. Project utilized 5 monitors, 5 crews (4 to 7 personnel + equipment) to perform debris management of 5,710 cubic yards of vegetative debris on 47 streets.	Morgan Watson, Project Manager; 225-927-7240; marganmwatson@yahoo. com
Type	**Jurisdiction**	**1 Project → Debris Management**	**References**
Hurricane	County / City	$120,260 | Developed Executive Summary Spreadsheet in FEMA approved Excel formatting | 081119. Processed 19,565 photos of stump, leaner and hanger debris with GPS coordinates provided by MEL, Inc. in order to produce a final report to East Feliciana Parish after Hurricane Gustav. Project utilized 5 monitors, 10 crews (4 to 7 personnel + equipment) to perform debris management of 19,516 cubic yards of vegetative debris on 232 streets.	Morgan Watson, Project Manager; 225-927-7240; marganmwatson@yahoo. com
Type	**Jurisdiction**	**1 Project → Debris Management & Final Disposal Site**	**References**
Hurricane	County / City / EPA	$410,907 | QW060722. Oversaw recovery of 18,132 vessels and containers from marshes, wildlife refuges, and marine environments, HHW collection, off-loading of vessels, and transportation of vessels, drums, and various types of debris to staging pads in coastal LA and TX. Provided 34% of the Incident Command Staff, provided 12 personnel and field staff for 16 weeks. Project utilized 12 monitors, 12 crews (4 to 7 personnel + equipment) to perform various recovery services that resulted in removal of 18,132 vessels at 85 sites.	David Bordelon, Program Manager; 225-293-8337; david.bordelon@westons olutions.com
Type	**Jurisdiction**	**1 Project → Debris Collection, Management & Final Disposal Site**	**References**
Hurricane	County / City / USACE	$256,454 | 10001891 OS. Performed mobile collection of potentially hazardous materials including household type materials, orphan drums, tanks and white units from Hurricane Katrina. Project utilized 20 crews (4 to 7 personnel + equipment) to remove 114,648 orphan containers from 45 sites.	William H. Picken III, CFO; 908.907.1524; bpicken@conticorp.com
Type	**Jurisdiction**	**1 Project → Debris Management & Final Disposal Site**	**References**
Hurricane	County / City / EPA	$3,092,598 | 20930. Performed comprehensive environmental assessments, environmental investigations, air monitoring surveys and project oversight at 3,268 sites on 273,845 acres in areas of South LA. Provided 16% of the Incident Command Staff, provided 54 personnel for 81 weeks.	Debra Pandek, former Techlaw PgM, now EPA, PgM, HW Manager, R6; 214.205.8826; Pandak.debra@epa.gov

Approach and Methodology

The Central City area has approximately 10,179 households based on census data for the area. We have assumed 11,000 combined household and/or businesses have been impacted. QRI's site reconnaissance and area news reports suggest that approximately 65 to 85% of those households and/or business are impacted by the Louisiana Severe Storms and Flooding (DR-4277) event. Therefore, the waste volumes in the area are predicted to be from 650,000 to 900,000 cubic yards. **QRI has designed their debris collection and disposal program to have the streets of Central free of right-of-way debris in time for the citizens to enjoy Halloween without their children maneuvering around debris piles!**

Office Location

QRI is located at 13588 Florida Blvd., Baton Rouge, LA 70819 near N. Flannery and Florida Blvd – just 15-minutes from Central City Hall. A key subcontractor is H&O (LA Contractor License #52956), located at 17425 Opportunity Ave, Baton Rouge, LA 70817 – a 30-minute drive to City Hall. H&O has been provided large ground maintenance contracts for the State of Louisiana and local municipalities and therefore has a large inventory of dumptrucks and accessory equipment for C&D debris pickup operations. In addition, QRI has held the USACE debris contract since 2007 and is therefore, well connected with the location of larger equipment inventories of 100 cy^3 selfloaders in the Louisiana and Mississippi area. The equipment is discussed in further detail in the **Mobilization and Equipment Section**.

Technical Approach

QRI has developed a response plan and resource mobilization that will meet the City of Central, FEMA and other agency needs and requirements. This plan will be fine-tuned upon award to layout the sectors of concern according to the city officials design. QRI's previous disaster debris experience with BREC, FEMA, USACE and the USEPA means we have already developed the relationships, systems and processes that allow us to work in an efficient manner. We can rapidly mobilize the right people to address any response put before us. We have an effective management structure (***Figure 1***) coupled with the depth and breadth of local subcontracting relationships (H&O) to bring in additional staff or experienced vendors as needed. More importantly, we truly understand the necessity of the city officials have daily information on the status of debris removal.

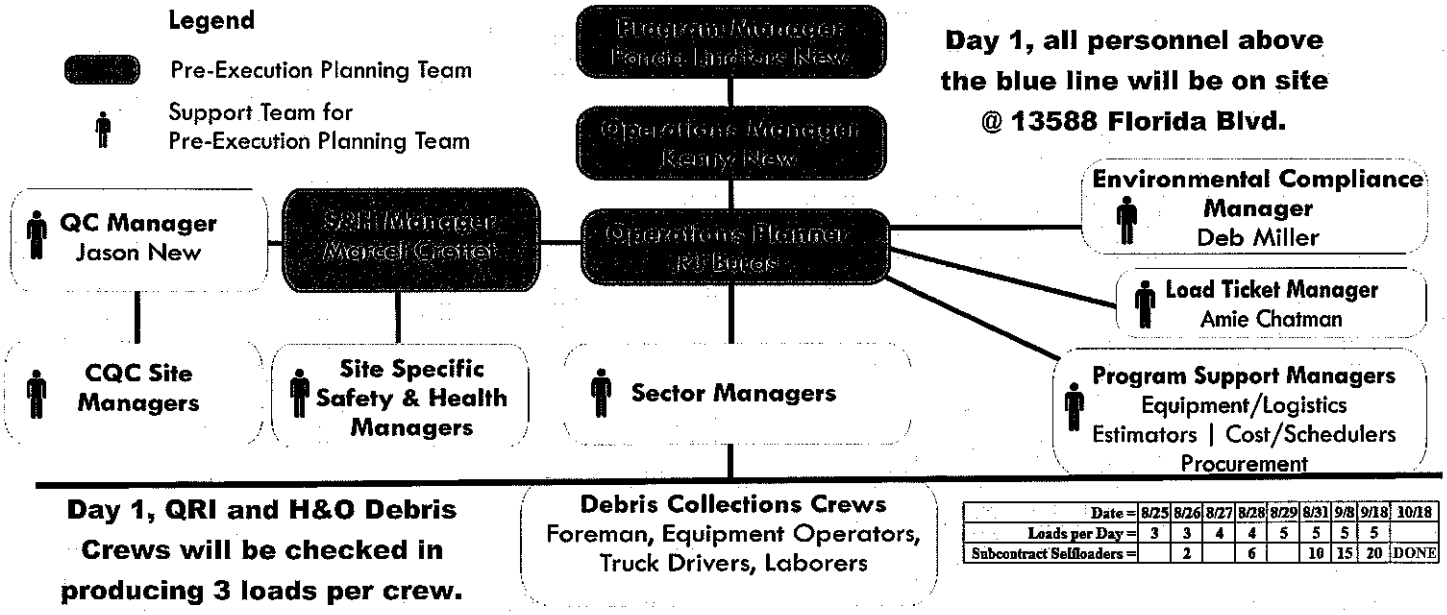

Figure 1. Organizational Structure

QRI's organizational structure (***Figure 1***) is composed of key personnel with management roles that have been defined based on lessons learned from being both prime and subcontractors on rapid responses. The variety of projects that our personnel have experienced has greatly enhanced their ability to effectively execute recovery missions despite:

- Large diversity in state and federal agencies providing personnel to the Incident Command Structure (ICS) that guide the momentum of the recovery efforts;
- Diversity in regional permits and environmental regulations;
- Diversity in regional cultures and politics;
- Extreme weather conditions (below freezing to heat >100° F);
- Challenging access (ponds, levees, swamps, marshes, rivers, bays, islands, congested cities to towns to rural areas);
- Variations in debris storage site requirements;

- Variations in the categories of debris (clean woody debris versus mixed C&D); and
- Variations in vegetation and muck densities (light, medium, heavy).

The organization structure includes: Program Manager; Operations Manager; Operations Planner; Quality Control Manager; Safety & Health Manager; the Environmental Systems Manager and the Load Ticket Manager. All key personnel have governmental contract management, debris collection, and Debris Management Site (DMS) operations expertise. These key personnel will ensure consistency in the planning and execution of disaster response operations, quality, and safety performance.

Startup Procedures

Mobilization of Personnel and Equipment

Figure 1 and ***Table 1*** displays how personnel and equipment will be mobilized. QRI equipment resources for this project are displaed on Table 1. QRI and H&O equipment will be checked in on Day 1, August 25 of the project. In addition, QRI has a pool of 47 100yd3 SelfLoaders that will be mobilized as per the schedule shown on Table 1. We have build in 12 days of contingencies plus a pool of an additional 27 SelfLoaders in order to meet our target completion of October 31, 2016.

On Day 1, all personnel above the blue line will be on site @ 13588 Florida Blvd. In addition all QRI / H&O Debris Crews will be checked and begin hauling C&D immediately upon check in on Day 1.

Date =	8/25	8/26	8/27	8/28	8/29	8/31	9/8	9/18	10/18
Loads per Day =	3	3	4	4	5	5	5	5	
Subcontract Selfloaders =		2		6		10	15	20	DONE

On Day 2 all of the QRI / H&O crews ***(Table 1)*** will haul an average of 3 loads/ day to:

- **C&D Debris Facilities**, Ronaldson Field Landfill, 1500 Rafe Mayer Road, Baton Rouge, LA 70807 and/or the North Landfill, 16001 Samuels Road, Zachary, LA.
- **White Goods Recycling Facilities**, Ronaldson Field Landfill, 1500 Rafe Mayer Road, Baton Rouge, LA 70807 and/or the North Landfill, 16001 Samuels Road, Zachary, LA.
- **Dead Animals Disposal Facility**, North Landfill, 16001 Samuels Road, Zachary, LA.

Local QRI & H&O crews will produce 6,200 to 7,500 cubic yards / day. In order to ensure the October 31 completion goal, QRI will bring in their subcontract SelfLoaders at the pace displayed above.

QRI will ensure balance for the ramp up procedure between daily production reporting and assisting the City of Central in paperwork documentation to safeguard a similar goal that was achieved with BREC in January of 2009.

#	Contractor	Type of Vehicle / Make	Function
2	QRI	SelfLoader (International)	90 CY Selfloader
3	QRI	25' Traction Trailer	50 CY Dump Trailer
1	QRI	24' Goose-Neck Trailer	49 CY Dump Trailer
2	QRI	20' Goose-Neck Trailer	42 CY Dump Trailer
1	QRI	20' Goose-Neck Trailer	38 CY Dump Trailer
1	QRI	20' Bumper Pull Trailer	38 CY Dump Trailer
1	QRI	18' Bumper Pull Trailer	36 CY Dump Trailer
8	H&O	Texas Pride Goose-neck Trailers	36 yd Dump Trailer
5	H&O	Ford F 650	20 yd Dump Trucks
15	H&O	Ford F 650	21 yd Dump Trucks
2	H&O	SelfLoaders (Ford, GMC)	90 CY Selfloader
47	LA/MS Subcontractors	SelfLoaders (Ford, GMC, International)	100 CY Selfloader
2	QRI	Komatsu Rubber Tire Excavator	Loader
2	QRI	135 Kabelco Excavator	Loader
1	QRI	385 Mustang Skidsteer w/ Grapple Bucket	Loader
1	QRI	385 International Skidsteer w/ Grapple Bucket	Loader
4	QRI	Bobcat T190 Skidsteer w/Grapple Bucket	Loader
8	H&O	Bobcat T190 Skidsteer w/Grapple Bucket	Loader

Table 1. QRI Operational Plan

QRI will adhere to the following mobilization procedures:

- ***Management of Mobilized Resources*** will be immediately established by directing all arriving resources to report to a centralized staging area where the Sector Manager will check in all personnel and equipment to assure the required resources have been successfully mobilized. The Sector Manager will organize crews under the direction of Foremen and ensure that they are deployed as directed by the on-site City of Central Representative (see ***Figure 1*** and ***Table 1***).