

Proposal
in Response to
City of Central
No. 2023-004 Request for Proposals for a Unit Price
Contract for Storm Debris Removal

13421 Hooper Road, Suite 8
Central, LA 70818

LA Contractors License #: 45210

Contact Person: Tia Laurie
tia.laurie@ceresenv.com

September 01, 2023



974 Bayou Dularge Road
Houma, Louisiana 70363
Tel. (800) 218-4424
Fax (866) 228-5636

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COMPLIANCE MATRIX

RFP Section	Number	RFP Requirements	Ceres Response (Proposal Sections)
Exhibit D – B.1 Cover Sheet (Page 1)	-	Information to be submitted in the order requested.	<ul style="list-style-type: none"> ▪ 1 Cover Sheet
Exhibit D – B.2 Proposal Form for Unit Price Contract for Storm Debris Removal City of Central 2023-2024 (Page 2)	-	Information to be submitted in the order requested.	<ul style="list-style-type: none"> ▪ 2 Proposal Form – Appendix A
Exhibit D – B.3 Proposers Organization (Page 3)	-	Information to be submitted in the order requested.	<ul style="list-style-type: none"> ▪ 3 Proposers Organization
Exhibit D – B.4 Schedule of Items (Page 4)	-	Information to be submitted in the order requested.	<ul style="list-style-type: none"> ▪ 4 Schedule of Items – Appendix B
Exhibit D – B.5 Statement of Qualifications	A.2	Proposers shall submit a statement of qualifications to meet the city of Central's objectives and perform tasks listed in the Scope of Services. State of qualifications shall include the size of the firm, office location from which the service is being performed and nature of staff and equipment to be employed for the project.	<ul style="list-style-type: none"> ▪ 5.1 Firm History and Capabilities
	A.3	List of equipment available for the project.	<ul style="list-style-type: none"> ▪ 5.2 List of Equipment
	A.4	List of all disaster specific experience within the last five years, including response time, client list, and a contact person. This includes previous experience in the performance of projects of a similar nature sufficient to ensure timely and efficient completion of any disaster project.	<ul style="list-style-type: none"> ▪ 5.3 List of Disaster Specific Experience
	A.5	Explanation of how quickly you could mobilize based on the severity of the disaster.	<ul style="list-style-type: none"> ▪ 5.4 Mobilization Response Time
	A.6	Indicate and list any legal actions against your company in the last five years.	<ul style="list-style-type: none"> ▪ 5.5 Litigation – 5 Years
	A.7	A debris management and response plan applicable for the scope of services.	<ul style="list-style-type: none"> ▪ 5.6 Debris Management and Response Plan
	A.8	Minimum of three letters of reference.	<ul style="list-style-type: none"> ▪ 5.7 References
	A.9	Any plans for subcontractor participation.	<ul style="list-style-type: none"> ▪ 5.8 Subcontractor Participation Plan

RFP Section	Number	RFP Requirements	Ceres Response (Proposal Sections)
Addendum 1 – General Requirements – A. Qualifications and Experience	A.1	The bidder must have expertise and experience in assisting governmental entities in debris removal following a disaster.	<ul style="list-style-type: none"> 5.1 Firm History and Capabilities 5.3 List of Disaster Specific Experience
	A.2	Bidder must list a minimum of five separate and verifiable disaster recovery events and his respective clients. Clients listed must be for completed work on disaster recovery projects and debris removal and processing projects. At least two of the client references shall be for a disaster recovery project performed for a public or governmental agency. The projects listed should also show experience in FEMA reimbursement and client training. Bidders using joint ventures should include former clients of the joint venture, if applicable.	<ul style="list-style-type: none"> 5.3 List of Disaster Specific Experience 5.7 References
	A.3	Availability of contract managers and key personnel must be identified. The City expects personnel, subcontractors and equipment identified in the bid to be available for work to complete services. Bidder should provide reasonable assurance that identified personnel will be available to work on future projects.	<ul style="list-style-type: none"> 6.1 Key Personnel Experience
		Bidder shall identify subcontractors and intended scope of their work.	<ul style="list-style-type: none"> 5.8 Subcontractor Participation Plan
		Types and quantities of recovery equipment must be identified. Bidder shall clearly identify equipment owned by Bidder separately from equipment available from other sources. City further expects the identified equipment will be sufficiently maintained so as to be available to operate in a safe and reliable manner. Bidder must provide reasonable assurance that all equipment identified for disaster recovery will be available and are not contractually obligated to other projects (e.g. residential collection contracts, solid waste transfer contracts, or other disaster debris removal contracts)	<ul style="list-style-type: none"> 5.2 List of Equipment
		The bidder should provide an estimate of the current workload and all future commitments to other emergency response contracts.	<ul style="list-style-type: none"> 6.3 Ability to Manage Multiple Crews
	A.4	Bidder shall describe the organizational structure, assigned liaison officer, and the project management methods most appropriate to perform the services outlined in the scope of services. The discussion should include: methods for communicating with team members and City emergency management staff, protocols for team work assignments, data management and project tracking methodologies and capabilities, schedule controls, and any other appropriate management considerations. Bidder should also discuss Bidder's staffing and	<ul style="list-style-type: none"> 6.2 Firm Organizational Structure

RFP Section	Number	RFP Requirements	Ceres Response (Proposal Sections)
		ability to supervise multiple clean-up crews and subcontractors. This discussion should include Bidder's project management methods that ensure the quality of the work being performed by Bidder's crews and subcontractors.	
	A.5	An itemized list of Bidder's proposed facilities and equipment that accommodates both large and confined/narrow streets and areas that shall be available for use, including equipment, vehicles, and materials that Bidder presently owns and Bidder intends to procure. The equipment specified in the itemized list shall be provided if listed. The equipment may be modified by advance written request by Bidder and written approval by City, any failure to do which shall constitute Breach of Contract.	<ul style="list-style-type: none"> 5.2 List of Equipment
	A.6	All Bidders hereunder must furnish satisfactory evidence to City that they are fully competent and have the necessary facilities, experience and pecuniary resources to fulfill the terms and conditions of Contract Documents.	<ul style="list-style-type: none"> 6.4 Firm Resources
		Bidders shall provide personnel to manage the work experienced in performing Disaster Debris Removal and Management Services or other related debris removal and Management Services.	<ul style="list-style-type: none"> 6.1 Key Personnel Experience



September 1, 2023

City of Central
ATTN: Debris Removal RFP
13421 Hooper Road, Suite 8
Central, LA 70818

RE: **No. 2023-004 Request for Proposals for a Unit Price Contract for Storm Debris Removal**
Due: September 01, 2023 at 12:00 PM CT

Dear Evaluation Committee:

We are pleased to submit the enclosed proposal for the **City of Central No. 2023-004 Request for Proposals for a Unit Price Contract for Storm Debris Removal** bid. Ceres Environmental Services, Inc. is a national leader in disaster recovery and a Government contracting firm capable of providing personnel, equipment, and resources to respond to any disaster event rapidly and efficiently. Our services include debris removal and separation, demolition and hazardous material management, debris reduction and site management, hazard tree, limb and stump removal, and the collection/generation of FEMA-required project documentation.

Ceres has extensive experience working in Louisiana. In late August 2021, Hurricane Ida swept across Louisiana. This Category 4 storm caused widespread damage throughout the State. **Ceres stepped in and responded to multiple clients, including Denham Springs, Gonzales, and East Feliciana Parish.** The work consisted of removing, hauling, and reducing storm generated debris and by early 2022, Ceres had completed all Louisiana projects relating to Hurricane Ida.

In Louisiana since Hurricane Katrina, Ceres has loaded, hauled, managed, reduced and disposed of approximately **23,000,000 cubic yards of debris across 44 client activations.** This, along with having a Louisiana office with local personnel, helped Ceres build trusted relationships with the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Louisiana Department of Environmental Protection, Louisiana Department of Agriculture and Forestry and Louisiana Department of Transportation and Development to provide disaster-specific guidance and quickly permit debris sites.

From 2016 to 2022, Ceres has responded to multiple large-scale events each year with tens of contracts performed simultaneously. The quick bullets highlight Ceres extensive experience and unique capabilities for Central.

- Across the U.S., Ceres has loaded, hauled, managed, reduced, and disposed of **over 40,000,000 cubic yards of debris.**
- Ceres has managed over **60,000 Right-of-Entries.**
- Ceres maintains **\$2 Billion** in bonding capacity. Bonding capacity is indicative of financial health.
- Ceres has a demonstrated ability to maintain account receivables more than **\$188.8 Million** without any work stoppages.
- Ceres owns the largest fleet of equipment in the industry -- **1,804 pieces of equipment.**
- Ceres owns the largest internal reduction capacity in the industry – **over 120,000 CYs per day** with 20 grinders and 10 air curtain incinerators.
- Ceres has **61 fulltime disaster response field management employees** with specific experience in project management, quality control, and safety practices enforcement. The 16 most senior of our disaster response management team have a **combined 344 years of experience.**
- Ceres received an **"Exceptional"** rating from the U.S. Army Corps of Engineers for projects resulting from Hurricane Michael in Southwest Georgia, Hurricane Irma/Maria in the U.S. Virgin Islands, and Hurricane Katrina in Louisiana.
- During the U.S. Army Corps of Engineers Southwest Georgia Debris Mission following Hurricane Michael, Ceres averaged 769,000 cubic yards of debris for the first 3 weeks of the project with a peak hauling capacity of **140,000 cubic yards in a single day.** This project was performed simultaneously with 4 other projects. When these 4 projects are included, Ceres peak hauling capacity was over **200,000 cubic yards per day.**



Ceres also maintains a database of 3,346 subcontractors with **40 pre-qualified, local subcontractors within 15 miles of Central** to ensure rapid mobilization during any activation. If awarded, Ceres commits to working with MBE, WBE, SBE, and DBE contractors for debris removal, and conducting a subcontractor workshop in Central within the first year. Local contractor utilization and keeping dollars in the local community is a cornerstone of Ceres response and long-term operations.

Ceres office in Houma, LA provides an excellent location from which to manage our post-disaster work in Central. If an event affects our Sarasota office, Ceres maintains other offices in Sarasota, FL, Houston, TX, Brooklyn Park, MN, and Cameron Park, CA providing us great continuity of operations to quickly step in and assume responsibility for disaster response.

David A. McIntyre, Sole Shareholder and President; John Ulschmid, Vice President; and Tia Laurie, Corporate Secretary have signature authority to bind the company and can all be reached by calling Ceres' toll-free number (800) 218-4424.

We look forward to the opportunity to be your supplier of disaster debris management services.

Sincerely,

A handwritten signature in blue ink, appearing to read "Tia Laurie", is written over a light blue horizontal line.

Tia Laurie
Corporate Secretary
Ceres Environmental Services, Inc.

Enc.

Ceres Environmental Services Facts and Highlights

Founded in 1976 and incorporated in 1995, Ceres Environmental Services, Inc. has provided emergency management and other services for **47 years** to government entities throughout the United States.

- Ceres has **never defaulted on a contract or failed to complete any work awarded.**
- **No client of Ceres has been denied eligible reimbursement for work Ceres has performed.** Ceres' professional staff assists our clients, upon request, with the preparation and submission of project worksheets for FEMA and other agencies.
- **No Regulatory or License Agency Sanctions** have ever been imposed on Ceres or any of its principals.
- Ceres' policy and practice is to **utilize qualified local small and disadvantaged business enterprises** to the maximum extent practicable to further aid in the recovery of the community.
- Exemplary Performance on **over \$2.5 billion dollars** of Emergency Debris Management contracts awarded by various government agencies within the past 30 years on over 300 FEMA-funded contracts.
- Following Hurricane Michael, Ceres was activated by the USACE in **13 counties in Southwest Georgia**. Ceres collected and hauled a total of 4,236,363 cubic yards (CY) of debris in 90 days, with a **maximum haul of 140,330 CYs in a single day**. *This project was done concurrently with Ceres Hurricane Michael work for Leon County and the City of Tallahassee.*
- In all of 2017, Ceres **received 54 major contract activations from cities, counties, and in the U.S. Virgin Islands (USVI)** for debris removal and off-island debris disposal. For the USVI work, Ceres received the **highest possible contract evaluation – Exceptional – in all categories for its pre- and post-Hurricanes Irma and Maria responses.**
- Ceres responded to Louisiana flooding in 2016, **removing over 1,000,000 cubic yards of debris** as well as damaged white goods and putrescent food.
- Following Hurricanes Hermine and Matthew, Ceres was activated on **20 contracts over four states**: Florida, Georgia, South Carolina and North Carolina. Ceres successfully removed **more than 3,000,000 cubic yards** of hurricane debris resulting from Hermine and Matthew despite already working in Louisiana following the flooding.
- Ceres responded to the Midwestern flooding and Hurricanes Dolly, Gustav and Ike during 2008 and **fulfilled all obligations for nine separate contracts**, seven of which were performed simultaneously.
- Performed **simultaneous Hurricanes Katrina, Rita and Wilma recovery operations** in three states throughout 44 counties and parishes.
- During Hurricane Katrina recovery, 45,000 cubic yards of debris were hauled on the first day of operations and up to 200,000 cubic yards daily after that. In total, **more than 13 million cubic yards** were hauled and processed.
- Performed **over 40,000 Right of Entry (ROE) work orders for “Blue Roof” repairs** for the U.S. Army Corps of Engineers on five contracts, with concurrent operations in over 30 counties.
- Recipient of the **Million Work Hours Award** for our **superb safety record** on the Katrina Debris project for the U.S. Army Corps of Engineers.
- Federal Employer Identification Number 41-1816075
- LA Contractors License Number 45210

JOINT WRITTEN ACTION OF THE BOARD OF DIRECTORS AND SHAREHOLDERS OF CERES ENVIRONMENTAL SERVICES, INC.

The undersigned, being the sole member of the Board of Directors and the sole shareholder of Ceres Environmental Services, Inc., a Florida corporation (the "Corporation"), does hereby adopt the following resolution in writing pursuant to Florida Statutes effective as of the 13th day of October 2021:

WHEREAS, the Corporation desires to prepare and execute contract documents including but not limited to addendums, change orders, notices to proceed and task orders, and the Corporation desires to grant the authority to the Corporate Secretary, Tia Laurie, to sign and execute such contractual documents on behalf of the Corporation,

NOW, THEREFORE, IN CONSIDERATION OF THE FOREGOING, BE IT:

RESOLVED, that Ceres Environmental Services, Inc. grants Tia Laurie, Corporate Secretary, the authority to sign and bind the Corporation in matters related to the execution of contractual documents.

IN WITNESS WHEREOF, the undersigned Board of Directors and Shareholders have set their hands effective as of the day first written above.



David A. Monty
President and Sole Director/Shareholder

State of  Louisiana

State Licensing Board for Contractors

This is to Certify that:

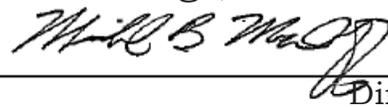
CERES ENVIRONMENTAL SERVICES, INC.
6968 Professional Parkway East
Sarasota, FL 34240

is duly licensed and entitled to practice the following classifications

BUILDING CONSTRUCTION; SPECIALTY: ASBESTOS REMOVAL AND ABATEMENT; SPECIALTY:
EARTHWORK, DRAINAGE AND LEVEES; SPECIALTY: INDUSTRIAL CLEANING AND MATERIAL/WASTE
HANDLING; SPECIALTY: RIGGING, HOUSE MOVING, WRECKING AND DISMANTLING



Witness our hand and seal of the Board dated,
Baton Rouge, LA 25th day of February 2022

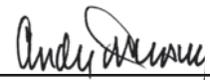

Director

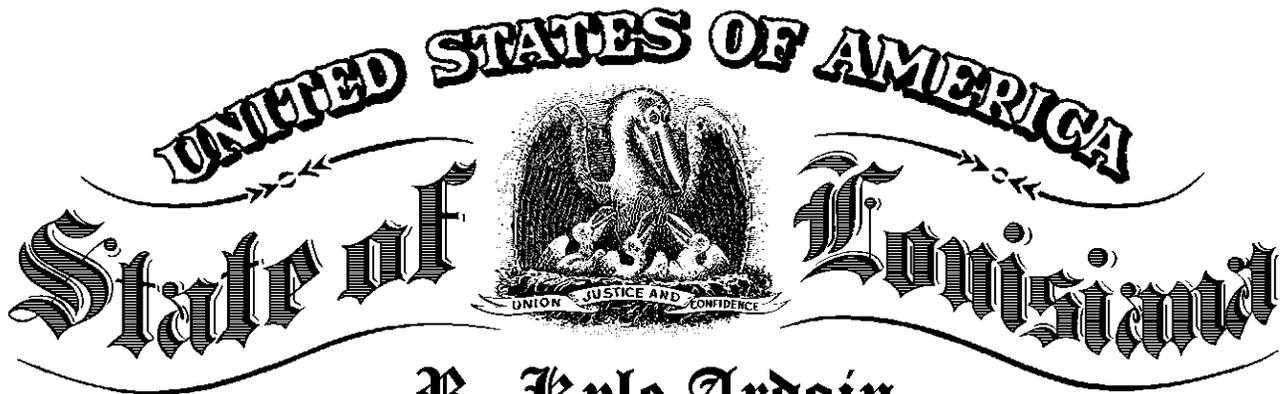

Chairman

Expiration Date: February 24, 2024

License No: 45210

This License Is Not Transferrable


Treasurer



R. Kyle Ardoin
SECRETARY OF STATE

As Secretary of State of the State of Louisiana, I do hereby Certify that

CERES ENVIRONMENTAL SERVICES, INC.

A corporation domiciled in SARASOTA, FLORIDA,

Filed charter and qualified to do business in this State on September 27, 2005,

I further certify that the records of this Office indicate the corporation has paid all fees due the Secretary of State, and so far as the Office of the Secretary of State is concerned is in good standing and is authorized to do business in this State.

I further certify that this Certificate is not intended to reflect the financial condition of this corporation since this information is not available from the records of this Office.

In testimony whereof, I have hereunto set my hand and caused the Seal of my Office to be affixed at the City of Baton Rouge on,

August 30, 2023

Secretary of State

Web 36021322F



Certificate ID: 11777570#7DS93

To validate this certificate, visit the following web site, go to **Business Services, Search for Louisiana Business Filings, Validate a Certificate**, then follow the instructions displayed.
www.sos.la.gov

**CITY OF CENTRAL
East Baton Rouge Parish**

**REQUEST FOR PROPOSALS FOR A UNIT PRICE CONTRACT
FOR STORM DEBRIS REMOVAL
2023-2024
SOLICITATION NO. 2023-004**

Proposals must be received by noon on August 15, 2023
at one of the following addresses:

City of Central
ATTN: Debris Removal RFP
13421 Hooper Road, Suite 8
Central, LA 70818

OR

Submitted through www.centralbidding.com

Proposals must be placed in a sealed package or envelope and include a cover sheet with the following information.

NAME OF PROPOSER: Ceres Environmental Services, Inc.

PROPOSER'S MAILING ADDRESS: 974 Bayou Dularge Road

CITY: Houma STATE: Louisiana ZIP CODE: 70363

CONTACT PERSON: Tia Laurie

OFFICE PHONE NO.: (800) 218-4424 CELL PHONE NO.: (941) 358-6363

FACSIMILE NO: (866) 228-5636 EMAIL: tia.laurie@ceresenv.com

**APPENDIX A
CITY OF CENTRAL
PROPOSAL FORM FOR UNIT PRICE CONTRACT FOR
STORM DEBRIS REMOVAL CITY OF CENTRAL 2023-2024**

The undersigned represents that he/she is authorized to submit the attached proposal on behalf of:

PROPOSER: Ceres Environmental Services, Inc.

PROPOSER'S ADDRESS: 974 Bayou Dularge Road

CITY: Houma STATE: Louisiana ZIP CODE: 70363

Proposer has carefully examined the, QUOTATION FORM, SCOPE OF WORK AND OTHER APPLICABLE DOCUMENTS made a part of this Request for Proposals. Proposer further certifies that the prices shown are in full compliance with the conditions, terms and specifications of the Request for Proposals.

Proposer understands that Central has discretion to reject any or all bids if determined to be in the best interest of Central. Central does not guarantee it will need such services during the Contract Period.

Proposer agrees to furnish to Central evidence of required insurance and a performance bond (if applicable) required for the project within 48 hours after receiving notice of contract award.

Contract Period

Contract period is September 13, 2023 through December 31, 2024. All prices and quotes are valid through September 13, 2023 and through the contract term.

Contract Price/Payment

Price for quantities collected on a cubic yard basis shall be provided on the Schedule of Items attached as Appendix B. The contract unit price shall not exceed the unit cost quoted by the successful bidder for the maximum cubic yards collected.

Undisputed invoices will be paid, less a 10% retainage, within 30 days from receipt of invoice and supporting documentation. Retainage will be released upon satisfactory completion of work and certification of payment for all materials, labor, and supplies used to perform work.

SIGNATURE:  TITLE: Corporate Secretary

PRINTED NAME: Tia Laurie DATE: 8/28/2023

**PROPOSER'S ORGANIZATION
COMPLETE ALL APPLICABLE SECTIONS**

INDIVIDUAL

Individual's Name: N/A

Doing business as: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Cell: _____

Fax: _____ Email: _____

PARTNERSHIP N/A

Firm Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Managing Partner: _____

Phone: _____ Cell: _____

Fax: _____ Email: _____

LIMITED LIABILITY COMPANY N/A

Company Name: _____

Manager: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Cell: _____

Fax: _____ Email: _____

CORPORATION

Corporation Name: Ceres Environmental Services, Inc.

Person authorized to bind entity/Title: Tia Laurie, Corporate Secretary

Address: 974 Bayou Dularge Road

City: Houma State: Louisiana Zip Code: 70363

State of Incorporation: Florida

Phone: (800) 218-4424 Cell: (941) 358-6363

Fax: (866) 228-5636 Email: tia.laurie@ceresenv.com

PROPOSALS OF LEGAL ENTITIES MUST BE SIGNED BY AN INDIVIDUAL AUTHORIZED TO BIND THE ENTITY. ATTACH PROOF OF AUTHORIZATION.

**APPENDIX B
CITY OF CENTRAL
SCHEDULE OF ITEMS FOR UNIT PRICE CONTRACT FOR
STORM DEBRIS REMOVAL**

Item No.	Item Description	Unit	Unit Price
1	Emergency Roadway Debris Clearance	/Crew – Hours	\$325.00
2	Total Debris Collection and Removal by Volume	/Cu. Yd	\$7.28
3	Hazardous Stump Removal, Greater than 24” diameter	/Each	\$450.00
4	Cutting and Removal Hazardous Leaning Trees	/Each	\$225.00
5	Cutting and Removing Hanging Tree Limbs	/Tree	\$125.00
6	Collection and Disposal of Dead Animals	/Pound	\$1.45
7	Collection & Transport White Goods	/Each	\$55.00
8	Collection and Disposal of C&D Debris	/Cu. Yd.	\$8.66
9	Processing of Burnable Debris Using air curtain incinerator at Disposal site	/Cu. Yd.	\$4.85

The signature on Page 2 of this document certifies that the bidder has carefully examined all documents associated with this request for proposals and other applicable documents made a part of this Request for Proposals. Proposer further certifies that the prices shown are in full compliance with all the conditions, terms, and specifications of this Request for Proposals.

These prices are valid through September 13, 2023 and through the contract date.

**All unit prices requested will be reviewed for reasonableness; however, the following formula will be used to determine the lowest priced proposal:
The sum of 95 times the Unit Price for Item No. 2 and 5 times the Unit Price for Item No. 8.**

5 STATEMENT OF QUALIFICATIONS

5.1 Firm History and Capabilities

Ceres Environmental Services, Inc. is one of the nation's leading disaster recovery contractors, deploying from its disaster response facilities in California, Florida, Louisiana, Minnesota, Puerto Rico, Texas, the Virgin Islands and Christchurch, New Zealand. Since its founding in 1976, Ceres has been awarded over **\$2.5 billion in FEMA-funded disaster recovery projects** across the United States. While under contract for one billion dollars, Ceres was able to complete the work for about half that amount, saving hundreds of millions of dollars for the Government. The U.S. Army Corps of Engineers officially evaluated **Ceres' overall performance during the Katrina cleanup as "Outstanding", the highest rating available at that time.** Ceres was specifically noted for use of local contractors; quality, efficiency and swiftness of performance; and cooperation while managing a changing and evolving work scope for the single largest geographic area of operation post Katrina.

Disaster Experience – Notable Events

Ceres responded to numerous disaster events, including hurricanes, tornados, floods, winter storms and fires. The following is a selection of major events that Ceres responded to in the past.

Ceres Response to Hurricanes



Hurricane Ian (2022)
Hurricane Ida (2021)
Hurricanes Delta, Hanna, Laura, Sally and Zeta (2020)
Hurricanes Michael and Florence (2018)
Hurricanes Harvey, Irma and Maria (2017)
Hurricanes Hermine and Matthew (2016)
Hurricanes Sandy and Isaac (2012)
Hurricane Irene (2011)
Hurricane Ike (2009)
Hurricanes Gustav and Dolly (2008)
Hurricanes Katrina and Wilma (2005)

Ceres Response to Winter Storms



Winter Storm Mara (2023)
Winter Storm Uri (2021)
Oklahoma Ice Storm (2020)
Kansas Snowstorm (2019)
Winter Storm Goliath (2015)
Georgia Ice Storm (2015)
Winter Storm Pax (2014)
NC Winter Storm (2014)
Winter Storm Atlas (2013)
Connecticut Winter Storm (2011)
Kentucky Ice Storm (2009)
Oklahoma Ice Storm (2007)

Ceres Response to Tornados and Strong Wind Events



Mississippi Tornados (2023)
Tornado following Hurricane Ian (2022)
Iowa Derechos (2022 and 2020)
April Tornados – TN and MS (2020)
Macroburst in Connecticut (2018)
January Tornado – GA and AL (2017)
Spring Tornados – MS and AL (2014)
Macroburst in North Carolina (2013)
April Tornados in Alabama (2011)

Ceres Response to Floods



California Floods (2023)
Louisiana Floods (2016)
Bastrop County Floods (2016)
Iowa Floods (2008)

Ceres Response to Fires



New Mexico Wildfires (2022)
Cameron Peak Fire in Colorado (2020)
Oregon Wildfires (2020)
Camp Fire (2018)
California Wildfires (2017)

Ceres first began operations in 1976 in response to Dutch Elm disease. Since that time, Ceres has responded to hundreds of disaster events across the U.S., on remote island chains and even in different countries. In that time, Ceres has grown from a single company into a multinational family of companies and divisions that provide resources, support, and services to the Disaster Recovery Division. These business units currently employ a total of more than 400 trained and experienced core personnel; this core team is expanded to over 1,500 when necessary, during recovery response missions. Our team possesses competencies and capabilities in the following areas.

- *The Ground Up* – Houston-based green waste recycling company focusing on yard waste disposal, grinding and mulching operations.
- *Vesta Equity* – an investment company specializing in finance and real estate. Part of its mission is supplying financing for business operations and real estate ventures. Ceres uses our affiliated company Vesta as a financing resource, allowing Ceres to easily finance our activities. For example, during our 2018-19 storm response, Ceres utilized working capital of approximately \$100 million in several instances, including during California wildfire recovery work.
- *C.T.L. Forest Management, Inc.* – California forestry focused company that performs large-scale post-wildfire hazard tree removal programs in Oregon and California and conducts disaster mitigation, such as fuels reduction and fire hardening projects. Ceres/C.T.L. are the largest owner/operator of Sennebogens in the world. This specialty tree removal equipment utilizes a cutter head and elevated cab to limit tree personnel on the ground to remove hazardous trees.
- *Civil Works* – focused on large, horizontal construction projects such as levees, dikes, and other flood control works.
- *Equipment* – supports Disaster Response and Civil Works managing 1,804 pieces of equipment and 33 mechanics, as well as additional support personnel.

The companies fulfilled a long-term Corporate strategic goal of owner and President David McIntyre – to develop a suite of diversified, yet complementary and related businesses to support Disaster Recovery and Response in any large and diverse disaster debris activation(s). Each business unit and division play a vital role in the overall company strategy and Ceres can draw on the strength and synergies of each company to ensure that the personnel, technology, equipment and finances required to successfully complete large-scale missions. This strategy allows Ceres to:

- Retain long-term employees between disaster recovery assignments
- Keep heavy equipment on-hand, at-the-ready and operational
- Provide financing to ensure that we can pay subcontractors promptly and purchase additional equipment necessary to self-perform

Advantages of Ceres

Feature	Benefit to City of Central	
Solid Experience and Consistent Performance	Low Risk of Poor Performance	Exemplary performance on over 300 FEMA-funded Emergency Debris Management contracts with an awarded value of over \$2.5 billion dollars for various government agencies.
Rapid Disaster Response and Mobilization	Improved Safety and Rapid Completion	<p>In October 2018, Hurricane Michael ripped through Georgia leaving damage and destruction in its path, with the hardest hit areas in Southwest Georgia. As a result, Ceres was activated by the U.S. Army Corps of Engineers (USACE) to remove debris in 13 Southwest Georgia counties. We mobilized staff and some equipment prior to the formal Notice to Proceed (NTP).</p> <p>Ceres collected a total of 4.2 million cubic yards of debris in the first 90 days. At the mission's peak, Ceres was able to haul 140,000 CYs – 3.3% of the total project – in a single day. The consistency of this type of significant progress allowed us to finish on schedule with the USACE staff drawdown plan. Ceres received the highest possible quality rating for this work – Exceptional – based in part on our high production rates despite numerous scope changes and severe weather.</p>



Feature	Benefit to City of Central	
Long, Varied History of Disaster Recovery Experience	Maximum FEMA Reimbursement	<p>Ceres' careful attention to documentation and strict quality control procedures will aid in the acceptance of a claim for reimbursement. Throughout Ceres' history, no client has been denied reimbursement for work Ceres has performed.</p> <p>Over the past fifteen years, all of Ceres' clients eligible for FEMA reimbursement have received the maximum amount for which their jurisdiction was eligible, typically between 75% and 100% based on FEMA regulations.</p>
Large Scale Experience and Multiple Event Response	Successful Task Completion	<p>In 2022, Ceres responded to 27 contract activations in Florida following the landfalls of Hurricanes Ian and Nicole. During this same time period, Ceres continued work on a waterway debris removal project in Livingston Parish, LA and a debris removal project resulting from wildfires in New Mexico.</p> <p>In 2021, Ceres successfully completed over 30 projects resulting from numerous disasters affecting the United States. This includes Hurricane Ida in Louisiana, Winter Storm Uri and Tropical Storm Nicholas in Texas, a derecho in Iowa, Red Tide in Florida, and the wildfires in Oregon and Colorado.</p> <p>In September of 2017, Ceres responded to 7 jurisdictions in Texas after Hurricane Harvey, and 35 jurisdictions in Florida and 2 jurisdictions in Georgia after Hurricane Irma. Additionally, Ceres worked under the U.S. Army Corps of Engineers (USACE) in Puerto Rico and the Virgin Islands, where both Hurricanes Irma and Maria caused severe damage and devastation. Ceres received an Exceptional overall rating – the highest possible rating for the work performed in the Virgin Islands by the U.S. Army Corps of Engineers. In August of the same year, Ceres had already begun recovery work in seven jurisdictions in Texas following Hurricane Harvey.</p>
Large Number of Accredited Subcontractors	Faster Job Completion	Ceres' subcontractor database comprises 3,346 qualified individuals and companies certified to work in the U.S. These companies have more than 50,000 pieces of debris removal equipment immediately available for disaster recovery work.
Large Disaster Response Equipment Inventory	Faster Job Completion and Added Flexibility	Through contract with its wholly owned subsidiary, Ceres Environmental, Inc., Ceres has access to one of the largest inventories of disaster recovery equipment in the U.S. Ceres Environmental Inc.'s current inventory includes 1,804 pieces of equipment.

Our mission is to serve units of Government with time-critical disaster recovery and heavy construction services. We have an enviable reputation for speedy deployment, excellent work, and experienced site management. After 47 years of doing demanding work in almost every U.S. state and territory, Ceres is still known for keeping its promises: **Ceres has never defaulted on a contract, failed to complete a contract, nor had any client denied reimbursement.** An evaluation from the Department of the Navy is typical: *"perhaps the finest contractor I have worked with...."* Ceres always adheres to the highest standards of quality, integrity and safety.

The core competencies Ceres commits to every project are:

- Rapid Deployment
- Experienced Project Management
- Financial Stability
- Equipment, and
- Trusted Subcontractors



Rapid Deployment

Over the years, we have developed and refined our ability for rapid response mobilizations. Following Hurricane Ian in 2022, Ceres mobilized 13 knuckleboom crews and 3 bucket truck crews within 24 hours of Notice to Proceed to Hardee County, FL. This was one of the very first debris removal projects in the state to start after the hurricane.

Following Hurricane Matthew in 2016, Ceres mobilized staff and equipment to Beaufort County, SC within 24 hours of the Notice to Proceed. Originally, Ceres was under contract to provide 10 emergency debris clearance crews, but when the County's needs changed, we were able to quickly increase the number of crews to 24. That was the largest number of push crews we had provided in 10 years. We set a record again in 2018, when Ceres provided push crews to Jackson County, FL following Hurricane Michael. Ceres received a Notice to Proceed and mobilized over 150 emergency debris clearance crews within 72 hours. Given the severity of the storm, Ceres continued emergency debris clearance for over 100 hours after initial impact maintaining detailed time and materials logs to ensure reimbursement of all eligible costs for Jackson County.

Ceres uses local "teaming partners" as well as strategically placed owned equipment staging and multiple office locations across the country. **Ceres can provide significant equipment and staffing within 24 hours of storm subsidence.**

Experienced Project Management

For the past 5 years, the company has more than 200 full-time professional and managerial staff with disaster experience, many of whom hold degrees in areas such as: Business Administration, Structural and Civil Engineering, Forestry, Geology, Science and Accounting. As part of the Company's dedication to quality and safety, many of Ceres' management staff are U.S. Army Corps of Engineers-certified in Construction Quality Management; HAZWOPER certified; NIMS certified through FEMA's Emergency Management Institute; certified in first aid by the Red Cross; and completed OSHA's 40-hour safety training course. Ceres' management is also experienced in a wide variety of geographic conditions. Their work histories include all U.S. states, Puerto Rico, Thule, Greenland, Ascension Island, Haiti and New Zealand. Ceres maintains a network of highly qualified professionals who work as needed during the high demand periods. **As the company swelled to meet the demand of multiple projects simultaneously, Ceres averaged over 600 employees during busy seasons for the past 5 years.** This included project management personnel, quality control staff, equipment operators, mechanics project accounting employees, logistical support group, and most importantly, a dedicated safety team.

Ceres' management has demonstrated its ability to respond to large-scale events. Following Hurricanes Ian and Nicole in 2022, Ceres received 27 contract activations across Florida. We successfully responded to all our clients. Two of these projects exceeded 2 million cubic yards of debris each.

From October 2018 to March 2019, Ceres was activated in 13 Southwest Georgia Counties for the U.S Army Corps of Engineers following Hurricane Michael. Ceres collected and hauled a total of 4,236,363 cubic yards of debris, with a maximum haul of 140,330 cubic yards in a single day. This was accomplished by utilizing 1,628 hauling vehicles and managing 144 subcontractors. Ceres received an **Exceptional** – the highest possible rating – for quality of service in the face of enormous challenges caused by an increase in the magnitude of project scope and extreme weather conditions.

Between December 2017 and June 2018, Ceres actively worked in Lake, Mendocino, and Napa (LMN) Counties as part of the U.S. Army Corps of Engineers (USACE) Disaster Recovery effort after the President declared a federal State of Emergency as a result of the Northern California Wildfires.



Ceres collected over 2.4 million cubic yards of Hurricane Ian debris in the City of North Port, FL alone

During Hurricane Irma and Maria response, Ceres was closing out 8 projects in Texas, 37 projects in FL, and other projects in Louisiana, Georgia, Puerto Rico and the USVI. Throughout the performance period, Ceres did not have a single loss time accident while the other two (2) prime contractors were plagued by safety issues. This was achieved through effective project management by over 50 project managers of more than 2,500 trucks and hundreds of subcontractors.

In all of 2017, Ceres received more than 50 major contract activations from cities, counties, and the U.S. Army, including an ACI activation in the U.S. Virgin Islands (USVI) for debris removal and off-island debris disposal. For that work, Ceres received the highest possible evaluation – **Exceptional overall rating for its pre- and post-Hurricanes Irma and Maria responses.**

Shortly after Hurricanes Katrina and Rita in 2005, the U.S. Army Corps of Engineers (USACE) awarded Ceres a \$1 billion contract for disaster response, including loading, hauling, reducing, and disposing of debris and white goods; trimming and removal of hazardous trees; demolition of storm damaged buildings; collection of household garbage; environmental sampling and monitoring of disposal sites; and life support services. This contract covered 11 Louisiana Parishes and required the operation of 54 reduction/disposal sites. Ceres achieved a record-setting mobilization, hauling more than 45,000 cubic yards of debris in its first day on the job (from Jefferson Parish, LA). Ceres rapidly achieved large-scale capacity, reaching a maximum production of 194,584 cubic yards per day and eventually hauling, reducing, and disposing over 13.4 million cubic yards of debris, over 315,000 units of white goods, while trimming or removing over 165,000 hazardous trees.

Ceres has the resources and experience to handle multiple events and locations. In 2021, Ceres successfully completed numerous projects across 9 different states. This includes responses to Hurricane Ida in Louisiana, Winter Storm Uri in Texas and Oklahoma, Tropical Storm Nicholas in Texas, a derecho in Iowa, Red Tide in Florida, and the wildfires in Oregon and Colorado. Additionally, Ceres performed private property debris removal in Puerto Rico, waterway debris removal in Louisiana and assisted its Georgia clients with solid waste removal due to the Covid-19 related shortage of staff.

In 2018-2019, Ceres was activated by the U.S. Army Corps of Engineers in 13 counties located in southwest Georgia following Hurricane Michael, while also performing work for individual jurisdictions in Florida. In addition to this work, Ceres was still actively providing disaster recovery services throughout North and South Carolina as a result of Hurricane Florence. In 2016, Ceres was already working in Louisiana following heavy rains and flooding when Hurricanes Hermine and Matthew hit the U.S. coast within a month of each other. Ceres responded to several counties in Florida and Georgia after Hurricane Hermine and then to an additional 14 jurisdictions in Florida, Georgia, South Carolina and North Carolina after Hurricane Matthew.

Following Winter Storm Cara in November 2015, Ceres responded to the Oklahoma Environmental Management Authority (OEMA) and began to mobilize staff and equipment within 24 hours of the Notice to Proceed, finishing the first pass in the first two days of operations. When Winter Storm Goliath hit Texas and Oklahoma just one month later in December, Ceres already had staff and equipment positioned to respond in Oklahoma. As more debris piled up following Goliath, Ceres extended its services to the City of Warr Acres, plus Canadian County and four other cities under the OEMA.

Our successful experience in multiple response situations as well as our substantial resources and teaming relationships, assures that Ceres performance on this project will be to the Client's utmost satisfaction.

Ceres' management has demonstrated its commitment to safe operations. In 2021, following Hurricane Ida, Ceres performed debris management and removal for much of Louisiana, including three zones in the City of New Orleans and the North and South Shore areas of Lake Pontchartrain. During this response, we had a total of 13 projects with self-performing crews and 75 subcontractors. Ceres worked 71,958 employee hours and incurred 1,706,789 truck miles while hauling 2,630,744 cubic yards of debris. **These projects saw zero recordable or lost time incidents.**

Ceres worked approximately **650,000 manhours without a single lost time injury** in Southwest Georgia in 2018-2019. Our use of equipment safety inspection stickers that were a part of the placarding process ensured that equipment was in good working order, and in total 1,628 vehicles were placarded. Ceres supervised an estimated 1,600 people on this job at its peak. Given the number of people and duration of the project, this is a strong demonstration of Ceres commitment to safety.

Safety is a key component of our company. We bring this emphasis to our debris management work as shown by four important awards. We were a 2015, 2011 and 2009 Recipient of the National Safety Council (NSC) Occupational Excellence Achievement Award. This award recognizes outstanding safety achievements among its members and is designed to help promote the prevention of workplace injuries and illnesses. In 2010, we received a Perfect Record Award for operating an entire year without occupational injury or illness and a Million Mile Club award for driving without a Preventable Incident.

In 2007, Ceres received the Million Work Hours award from the NSC. The award is for 1,000,000 work hours without occupational injury or illness involving days away from work during our Hurricane Katrina debris work.



Ceres' management has demonstrated its commitment to superior performance and customer satisfaction. In 2017-2019, Ceres worked in the U.S. Virgin Islands under the USACE contract. For that work, Ceres received **Exceptional** ratings for nearly all of the categories rated, meeting and exceeding contract requirements and achieving the highest ratings available for quality, customer satisfaction, management/personnel/labor, cost/financial management, and safety/security.

Following the devastation of two (2) separate landfalls by Hurricane Irma in Florida on September 10, 2017, all 67 counties and 412 incorporated municipalities in the State of Florida were declared Category A and Category B under the FEMA Public Assistance Program. During this time, Ceres was active in over 50 separate locations throughout the Southern United States. For Seminole County, FL, although Ceres was the secondary contractor, Ceres staff was engaged with the County staff prior to the storm and was activated in place of the primary contractor when they failed to participate in project kickoff procedures. Upon completion, Ceres had managed 786,619 cubic yards of debris, removing on average more than 9,000 cubic yards a day. We cut a total of 25,021 limbs, with a peak day count of 1,353 limbs on September 27.

When Winter Storm Pax struck the southeast in 2014, Ceres' pre-event debris management contract with Columbia County, GA was activated. Ceres responded immediately, mobilizing a work force capable of removing the more than 600,000 cubic yards of debris left behind by the late winter ice storm. During the project, Ceres not only provided the debris management necessary, but also assisted with FEMA documentation and provided zone maps of the County to keep the public informed. Columbia County, at the end of the project, said of Ceres, "From the first day to the last day of our project, they performed their work in an admirable and cooperative manner."

During 2005, Ceres' pre disaster event contracts with Terrebonne Parish, LA and Palm Beach Gardens, FL were activated in response to Hurricanes Katrina and Wilma. Ceres had management staff on the ground before either hurricane made landfall. Katrina and Rita work in other places already had Ceres fully mobilized and in the midst of moving millions of cubic yards of debris and installing thousands of temporary roofs in Mississippi and Florida. Nevertheless, the City of Palm Beach Gardens received such a high level of service that they evaluated Ceres' performance as "Exceptional."

Ceres' management has demonstrated a high level of capability and adaptability. In 2021, following Hurricane Ida in Louisiana, contractors faced shortages of fuel for vehicles and recovery equipment, electrical power outages, and unavailability of rental vehicles and lodging. Ceres promptly adapted to the scarcity of these resources by transporting bulk fuel from outside the affected area and staging onsite for use by company-owned and subcontractor-owned equipment; transporting and utilizing camper trailers for lodging project management and equipment operators; positioning company-owned generators to the Parish; and securing rental vehicles outside the affected area.

In 2018, when subcontractors became increasingly scarce for Hurricane Florence recovery in North Carolina after Hurricane Michael struck the Southeast U.S. in October of that same year. Ceres used its

own equipment and personnel to fulfill all of our client commitments without an interruption in service, unlike many other prime contractors, despite extreme weather conditions that caused significant delays.

Ceres was active in Livingston Parish, LA in early 2017 following damages sustained by summer flooding in 2016. Ceres removed and disposed of approximately 1.35 million cubic yards of debris, including 400,000 pounds of putrid food and 20,000 units of white goods. In the middle of clean up, Hurricanes Hermine and Matthew hit the U.S. coast within a month of each other. Ceres extended its services to respond to the needs of more than 20 other jurisdictions while fulfilling all contractual obligations in the Parish. In the words of the Director of Parish Homeland Security, “[Ceres} showed extreme reliability and dedication in the midst of chaos... Organized and diligent, their team quickly adapted to meet our needs.”

Ceres’ personnel are trained in FEMA regulations and are schooled in the use of FEMA Public Assistance Debris Management Guide FEMA 325, as well as additional resource books Public Assistance Guide FEMA 322 and Public Assistance Policy Digest 321. Ceres personnel are also familiar with the Public Assistance Program and Policy Guide, as well as 2 CFR Part 200 Procurement Standards.

Financial Stability

Ceres’ excellent financial stability means that it can provide performance and payments bonds from treasury-listed carriers in amounts **in excess of \$2 BIL** per single project. With liquid working capital and additional credit lines in excess of \$200M available, a lack of financial resources is never an obstacle for Ceres. The company is able to perform work with its own funds and the timing of payments from customers is a non-issue for the corporation. As an example, in 2017, Ceres was activated simultaneously in 35 jurisdictions throughout the state of Florida, while still completing work in Texas, starting, and sustaining projects in both U.S. Virgin Islands and Puerto Rico. Despite the heavy workload and wide variety in project schedules and invoice payments, Ceres was able to maintain a steady pace in all of the recovery projects by ensuring that personnel were provided for, equipment was maintained, and subcontractors received prompt payments. At one point, Accounts Receivable exceed \$105M, and Ceres never had a work stoppage on any project.

Equipment

Ceres and its family of companies own 1,804 pieces of disaster response equipment. Ceres invests heavily in owned equipment because it assures rapid response times and provides additional flexibility as well as direct management control.

Because of its extensive fleet, Ceres can send equipment and personnel to respond to a disaster regardless of the availability of subcontractors.

Following the 2017 storm season, Ceres purchased additional equipment, including self-loading knuckle boom trucks, additional grinders, excavators, and other support equipment. This allowed Ceres to continue to operate projects in the U.S. Virgin Islands and Puerto Rico and respond to Hurricane Florence and Hurricane Michael in 2018.

Much like recovery projects in 2016 and 2017, a large C&D event and a vegetative event occurred in 2018 in North and South Carolina. Subcontracted trucks left many projects in North Carolina, and other primes struggled to close out. Ceres applied the strategy used in 2017 and, buoyed by the purchase of additional equipment, Ceres self-performed the closeout of many North Carolina and South Carolina projects.

Ceres has taken numerous steps to mitigate any recurrence of the equipment shortages that have plagued the disaster industry in recent years. We are confident in our ability to rapidly mobilize the magnitude of equipment and personnel necessary to manage the largest projects and we have demonstrated our ability to manage more than 50 government projects totaling approximately \$250M concurrently, providing a dedicated Project Manager for each individual project.



Ceres has access to all the life support equipment needed for supporting its own personnel including mobile living quarters, food supply, large potable water supply tanks, and large septic storage systems. These systems have saved valuable management time in responses to such higher category storms as Katrina. Ceres also has available life support systems for project-wide support and Government personnel. In Ceres' Jefferson Parish, LA response following Katrina, for example, Ceres provided total life support for more than 400 people, and subcontractor fueling services for enough equipment to move 70,000 CY of debris per day.

Ceres owns four self-contained office trailers including satellite internet connections and satellite phones as well as additional loaner satellite cell phones for the customers' management teams. Ceres regularly supplies rental satellite phone service to its clients.

Trusted Subcontractors

Ceres maintains one of the industry's largest networks of pre-screened and fully qualified subcontractors, including local vendors and preferred vendors. Our subcontractors are evaluated on many levels, including past performance, equipment and personnel availability, mobilization timeframes, insurance, and cost. Ceres knows that a big part of local recovery is economic, so Ceres always strives to employ qualified local labor. The subcontractors are also grouped in Response Regions based on distance from City of Central's service area in order to facilitate contacts if and when pre-event mobilization plans are activated.

It is Ceres' formal policy to utilize local subcontract services in the performance of the proposed contract to the maximum extent possible. In the emergency disaster response and recovery activities carried out under the contract, preference will be given, to the extent feasible and practicable, to those organizations, firms, and individuals residing or doing business primarily in the area affected by such major disaster or emergency. Ceres recognizes the advantages obtainable by utilizing other responsible and experienced firms capable of furnishing specialty services and products of high quality, but first priority will be given to those subcontractors who are from the area or regularly do business there. During Ceres' Army Corps contracted disaster relief response in the state of Louisiana following Hurricane Katrina, local contractors received 55.9% of the total dollars paid to Ceres.

In accordance with Ceres Corporate policies, it is our practice to use Local and other Small Businesses (SB) and also HUBZone, Veteran-Owned (VO), Service-Disabled Veteran-Owned (SDVO), Small Disadvantaged (SDB), Women-Owned (WOSB), Historically Black Colleges and Universities (HBCU), and Minority Institutions (MI) for the provision of equipment, labor, services, and supplies to the maximum extent possible. In our most recent reporting on our federal contracts, we exceeded our goals in each of the applicable categories. This report shows that Ceres paid Small Business Concerns 75.6% of the total dollars, with 12.0% going to SDBs, 13% to WOSBs, 3.3% to HUBZone SBs, 11% to VOs, and 9.5% to SDVOs.

While Ceres' database of screened and qualified subcontractors consists of 3,346 firms from all across the country, Ceres intends to draw from a more select list of regionally based subcontractors to provide the highest level of performance, including rapid mobilization. Other firms that have shown exemplary performance standards in previous disaster recovery efforts are included in this list.

In Ceres' subcontractor registration process, all potential firms are required to demonstrate their knowledge of the disaster recovery process, including safety, knowledge of FEMA related topics, eligible debris, etc. After careful scrutiny, the firms that meet Ceres' rigorous standards are added to the list of preferred subcontractors. Additionally, after each disaster recovery project, Ceres managers go through a complete performance evaluation of each subcontractor that worked on the project.

All subcontractors have been screened through the Excluded Parties List System and only those shown to have no history on the list will be chosen for this project.

FEMA Knowledge

Ceres has more than 30 years of successful FEMA-reimbursed disaster work. Ceres' management staff has a long tenure with strong expertise in FEMA requirements for documentation, eligibility, general rules compliance, and methodologies.

Ceres augments staff FEMA experience with certified FEMA training classes for its general management. Project Managers and Project Superintendents are required to take a number of ICS courses through the

FEMA's online Emergency Management Institute (EMI) to better understand NIMS structure and review debris eligibility. Ceres has also retained the former State Response and Recovery Directors, U.S. Army Corps of Engineers Subject Matter Experts, and the former U.S. Army Corps of Engineers Disaster Program Manager (also, co-author of the now superseded FEMA 325 Debris Management Guide). Our personnel are deeply experienced in FEMA's Public Assistance Program, and we continually train managers down to field staff in FEMA eligibility requirements.

Ceres has assisted numerous clients during the post-disaster reimbursement application process, and our clients have never been denied reimbursement for our work. For example, two years after one project was completed, FEMA conducted an audit of one City during which the City was unable to provide complete truck certification logs. FEMA indicated that due to the missing truck documentation, they intended to deobligate over \$1,000,000 from the City. When the City notified Ceres about this matter, Ceres was able to provide the missing information from its well-organized records; the City subsequently received all of its eligible reimbursement without any deobligation.

Community Relations

One of Ceres' most important support functions in the event of a natural disaster is to help Central officials engage in community relations. Ceres provides important resources for keeping residents informed on the progress of cleanup.

Toll Free Hotline and E-Mail Management

Large phone and e-mail traffic from concerned residents are a part of every natural disaster. Ceres maintains a toll-free Storm Hotline that is staffed and accessible 24 hours a day, 7 days a week to handle questions, concerns or complaints related to clean-up: **1-877-STORM12**. The number is prominently displayed on all Ceres equipment working the clean-up area. Ceres monitors call and e-mail volume and establishes additional toll-free numbers and enlists additional staff whenever greater capacity is required to ensure maximum community responsiveness.

Call center staff keep a log of incoming calls and e-mails, recording the address of the reported incident, resident's name, reported complaint, date and time of reported incident, and the truck number (if applicable). This group compiles incoming resident communications and organizes them into date/time of receipt and response priorities. Ceres sorts through messages to identify time-sensitive incidents such as broken water lines that need immediate attention. Each incident is investigated, and ultimately, we locate the responsible crew if fault is found. Reports from this database will be accessible daily or weekly and can be disbursed to Central officials accordingly.

Public Information Campaigns

Having been in business for 47 years and completed more than over 300 disaster contracts, Ceres has participated in and developed a number of public information campaigns. Within the Ceres repository, we maintain debris separation diagrams and videos translated into multiple languages, radio advisories, door hangers, mailbox flyers and various other forms of media. The idea is the City and Ceres must retrain residents to put out disaster debris, given that the residents are accustomed to placing trash out on a certain day of the week. The more we can educate the residents across multiple media types and reinforce the messaging, the faster Ceres can remove debris from the public ROW.

Client Satisfaction-Oriented

Ceres is in business to serve governmental agencies. We recognize that providing customer satisfaction is critical to our success. Our satisfied customers and the commendation letters and evaluations quoted below speak for themselves.

[Ceres] showed extreme reliability and dedication in the midst of chaos... Ceres Environmental has my highest recommendation.

James A. (Jimmie) Stephens, County Commissioner, Jefferson County, Alabama

I would like to officially express my gratitude and admiration for your leadership and expediency of action in providing the Corps of Engineers with logistical and operational support. I feel confident that with leaders like you the Corps of Engineers and the State of Louisiana will have little difficulty in continuing to succeed in the recovery mission.

Wesley Todd, Mission Manager, U.S. Army Corps of Engineers

My experience with this firm is that they are true professionals with a focus on the need of their customers and the community they serve regardless of the circumstances.

Alberto Zamora, Sanitation Division Director, City of Miami Beach, FL

...I would like to thank Ceres and all of its personnel for the services that you provided during this most trying of times. I thought that you and your staff handled yourselves in a most professional manner and it was a pleasure working with you.

Don Brandon, P.E, County Engineer, Chambers County, Texas

Perhaps the finest contractor we've worked with.

Department of the Navy, Naval Facilities Engineering Command, El Centro CA.

While many out of state contractors used this opportunity to take advantage of the situation, your organization rose above the rest with superior customer service...

James A. Randolph, Asst. to the Town Manager, Town of Windsor, VA

As communities seek to incorporate the benefit of a defined and organized emergency debris haul contract, we would promote and recommend that Ceres Environmental be at the forefront of consideration. The company is committed to purpose, responsive to action, and sets the standard of industry excellence.

Joe Mercurio, Project Manager, Emergency Management, City of Port St. Lucie, FL

Ceres has given us exemplary service. They have been responsive to the needs that are unique to our County, they have advised us of FEMA regulations, they have made suggestions to save the County money and most importantly they conducted their business in a professional manner....I have been most impressed by their thoroughness and flexibility.

Donald M. Long, Director of Public Works, County of Isle of Wight, VA

Ceres did an excellent job in the coordination and the removal of tree damage that occurred.... I would highly recommend them for any future cleanup because of the proficiency and timely manner in which they operated.

Tim Stevens, Superintendent of State Highways, Kentucky State Highway Department

5.2 List of Equipment

Ceres Environmental Services, Inc. and its family of companies own 1,804 pieces of equipment. Substantially more additional equipment is available through our subcontractors. In our 2005 response for the USACE on Hurricane Katrina, Ceres provided more than 7,847 certified placarded vehicles and supporting loading equipment for an 11-parish region in Louisiana. Ceres-owned equipment augments our subcontractors' equipment and provides additional flexibility, direct management control, and higher levels of customer responsiveness and satisfaction.

Company equipment and personnel allow Ceres to respond to a disaster regardless of the immediate availability of subcontractors. Because of its extensive company-owned fleet, Ceres can send equipment and personnel to respond to a disaster regardless of the availability of subcontractors.

Following the 2017 storm season, Ceres purchased additional equipment, including self-loading knuckle boom trucks, additional grinders, excavators, and other support equipment. This allowed Ceres to continue to operate projects in the U.S. Virgin Islands and Puerto Rico and respond to Hurricane Florence and Hurricane Michael in 2018.

Much like recovery projects in 2016 and 2017, a large C&D event and a vegetative event occurred in 2018 in North and South Carolina. Subcontracted trucks left many projects in North Carolina, and other primes struggled to close out. Ceres applied the strategy used in 2017 and buoyed by the purchase of additional equipment. Ceres self-performed the closeout of many North Carolina and South Carolina projects.

Ceres employs support personnel to maintain owned and leased equipment. Support personnel include (but are not limited to) mechanic helpers, master mechanics, asset/logistics managers and clerical support. Our field support personnel are supplied with mobile service vehicles and parts storage containers that can be strategically located to maximize our effectiveness. In order to keep our fleet in the field we maintain operational records on all equipment leased or owned. Those records are part of an automated preventative maintenance system that includes service records, repair history, spare parts inventory, technical manuals and electronic document capture.

Category	Owned	Description
Light Truck	118	Pickup Trucks, ½ & ¾ Ton Size
Service Truck	23	Mechanic & Oiler Trucks
Self-Loader Truck	16	Straight Trucks with Grapple Loader
Bucket Truck	27	Arbor Truck with Boom
Straight Truck	48	Flatbed, Dump & Roll Off Trucks
Sweeper Units	8	Open brush and Sweeper Vac units
Semi-Tractor	52	Tandem & Tri Axle Tractors
Utility Trailer	77	Car Hauler & Service Trailers
Dump Trailer	56	Dump Trailers
Walking Floor Trailer	15	48' Self Unloading Debris Trailers
Tag Trailer	14	40K# Tag Along Trailer for Self-Loader Support
Lowboy Trailer	10	Heavy Equipment Hauler Trailers
Debris Container	40	Assorted Roll Off Containers
ISO Storage Container	92	Portable Shipping/Storage Containers
Inspection Tower	6	Portable Traffic Inspection Tower
Portable Office	8	Portable Self-Contained Office
Portable Berthing (R/V)	24	Assorted berthing to house and sleep crew
Wheel Loader	28	Assorted Wheel Loaders with Bucket and/or Grapple
Backhoe Loader	1	Wheel Backhoe Loaders
Skid steer Loader	28	Assorted Wheel or Track Skid steer Loaders
Swinger Loader	3	Swinger Loader with Bucket and/or Grapple
Telehandler	9	Assorted Sized with Forks, Grapple and Bucket
Hydraulic Excavator, Tracked	54	Assorted Tracked Excavators with Bucket and/or Grapple
Hydraulic Excavator, Wheel	2	Wheeled Excavator with Grapple, Breaker, and Buckets

Category	Owned	Description
Hydraulic Amphibious Excavator	2	Pontoon Flotation Excavator with 50' Reach
Hydraulic Demolition Excavator	3	High Reach Demolition Units
Tracked Dozer	19	Assorted Dozers Straight Blade or 6 Way Blade
Self-Propelled Sweeper	10	Wet/Dry Sweeper, 4 Truck Mounted Vacuum System
Tub Grinder	7	Assorted Sized Tub Grinder for Vegetative Reduction
Horizontal Grinder	11	6 Track Mounted and 5 Trailer Mounted Grinder
Brush Chipper	60	Assorted Sized Pull Behind Chipper for Vegetative Reduction
Tree Chipper	10	6 Track Mounted and 2 On Road Wheeled Self-Loading Chipper
Crusher, Jaw Style	1	Track mounted crusher unit
Portable Screening Machine	7	Assorted Screening Units for Soils and Aggregates, 2 on Tracks
Portable Material Density Separator	1	Water bath Unit for Separating Materials
Light Plant	11	Assorted Lamp Light Plants, 2 with 20KW Generator
Air Curtain	10	9 Portable Air Curtain Trench Burner and 1 Fire Box Incinerator
Water Pump	26	Portable Water Pumps Sizing from 3" – 12"
Generator Set	30	Assorted Generators Sizing from 6KW to 240KWmw
Assorted Attachments	441	Buckets, Grapples, Blades, Shears etc.... for equipment support
Marine Skimmer Vessel	5	Work Vessel Outfitted for Harbor Cleaning of Debris and Contaminants
Marine Cleaning Equipment	1	Self-powered Beach Cleaner
Forestry - Tree Handler	10	Track Mounted and On-Road Wheeled Long Reach Tree Handler 42' to 75' Reach
Forestry - Forwarders, Harvesters, Skidders, Masticator, Log Loaders	19	Forwarders, Harvesters, Skidders, Tracked Masticator and Log Loaders
Miscellaneous	361	Tools, etc.

We recognize that subcontractors are crucial to our ultimate success in a major event. Below is a sampling of important equipment available through subcontractors:

Type of Equipment	Quantity
Air Curtain Burner	585
Bucket Trucks	1,136
Concrete/Rock Crushers	54
Excavator	3,356
Knuckleboom-Prentice-Style-Self-Loader	5,219
Roll Off Trucks	3,955
Skid Steer	7,439
Skid Steer with/Grapple	9,001
Tractor-Trailer End Dump	11,872
Tractor-Trailer Live Bottom	4,078
Truck-Dump-Single Axle	7,973
Truck-Dump-Tandem Axle	15,358
WheelLoader-FrontEnd-4Yard	6,092

5.3 List of Disaster Specific Experience

Ceres Environmental Services, Inc. has been working actively in the disaster recovery business since our founding in 1976, completing over 300 FEMA-reimbursed projects. **Throughout Ceres' history, no client has been denied reimbursement for work Ceres has performed.** Ceres has FEMA reimbursement liaison officers on staff that provide expertise to Ceres and the City in order that all Project Worksheet activities and other reimbursement documentation are filed successfully.

Below is a selection of our past performance from the last five (5) years; additional details on our past performance are available upon request. **Ceres responded to each event within 24-48 hours, or as specified in the Notice to Proceed.**

Owner & Location	Title/Description of Work	Value	CY	Time Period	Contact
Williamson County, TX	Debris Management Services	\$3,422,753	95,550 CY/ 23,404 trees	March-June 2023	J Terron Evertson, Project Engineer, 3151 S.E. Inner Loop, Suite B, Georgetown, TX 78626, (512) 943-3330, roadadmin@wilco.org /Lucas Pandikiu, Engineer Associate, (512) 943-3385, lucas.pandikiu@wilco.org
Austin, TX	Debris Removal Services	\$2,895,125	235,346	February -March 2023	Amy Slagle, Litter Abatement Division Manager, Austin Resource Recovery, 1520 Rutherford Ln, Austin, TX 78754, 512-974-4302, Amy.Slagle@austintexas.gov
Arcadia, FL	Emergency Debris Removal and Disposal Services	\$1,400,512	97,379	September 2022 – November 2022	Gail Renaud, City Administrator, City of Arcadia, 23 N Polk Avenue, Arcadia, FL 34266. Tel: (863) 494-4114, grenaud@arcadia-fl.gov
Bradenton, FL	Disaster Debris Collection Services	\$588,862	34,738	September – November 2022	Jim McLellan, P.E, Public Works Director, Public Works & Utilities Department, 1411 9th Street West, Bradenton, FL 34205, Tel: (941) 708-6300, jim.mclellan@cityofbradenton.com
Cape Coral, FL	Emergency Disaster Assistance and Debris Removal	\$64,888,996	2,707,047	September 2022 – May 2023	Terry B. Schweitzer, Solid Waste Manager; P.O. Box 150027, Cape Coral, Florida 33915-0027 Tel: 239-573-3136; tschweitzer@capecoral.gov
Deltona, FL	Emergency Debris Removal Services	\$1,735,331	142,427	October 2022 – February 2023	Phyllis Wallace, Deputy Public Works Director 2345 Providence Boulevard, Deltona FL 32725, Tel: (386) 878-8860
Hardee County, FL	Debris Management	\$2,712,465	170,673	September 2022 – November 2022	Christopher Simpron, County Manager, Hardee County, 205 Hanchey Road, Wauchula, FL33873, Tel: (863) 773-3272, Christopher.simpron@hardeecounty.net
Holmes Beach, FL	Debris Removal Services	\$168,790	8,481	October – November 2022	Eran Wasserman, Emergency Management, 5801 Marina Drive, Holmes Beach, FL 34217, dsdirector@holmesbeachfl.org
Indian River County, FL	Disaster Debris Removal and Disposal	\$138,002	9,952	October – November 2022	James Ennis, Assistant Public Works Director, 1801 27th Street, Vero Beach 32960, Tel: (772) 226-1221, jennis@ircgov.com



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Owner & Location	Title/Description of Work	Value	CY	Time Period	Contact
Longwood, FL	Disaster Debris Removal Services	\$236,358	14,485	October 2022 – November 2022	Jammie Tackett, Public Works Coordinator, 907 E State Road 434, Longwood, FL 32750, Tel: (407) 263-2384, jtackett@longwoodfl.org
Manatee County, FL	Debris Management Services and Emergency Response Management and Recovery Services	\$2,091,469	136,011	October 2022 – December 2022	Jeanne Detweiler, Superintendent Solid Waste, Manatee County Government Utilities Department, 3333 Lena Road, Bradenton, FL 34211, Tel: (941) 798-6760, jeanne.detweiler@mymanatee.org
Melbourne, FL	Disaster Debris Removal Services	\$232,153	25,852	October 2022 – November 2022	Jennifer Wilster - Environmental Community Outreach Manager, City of Melbourne ECO Division 2885 Harper Road, Melbourne, FL 32904, Tel: (321) 608-5080, Jennifer.Wilster@mlbfl.org
Mt. Dora, FL	Emergency Debris Hauling and Disposal	\$77,132	8,774	September – October 2022	George Marek, Director of Public Works Department, 900 N Donnelly Street, Mount Dora, FL 32757, Tel: (352) 735-7151, marekg@cityofmounddora.com
North Port, FL	Disaster Debris Clearance and Removal Services	\$42,031,396	2,446,843	October 2022 – March 2023	Garrett Woods, Public Works/Business Manager, 4970 City Hall Boulevard, North Port, FL 34286, Tel.: (941) 240-8087; gwoods@northportfl.gov
Palmetto, FL	Emergency Response Debris Removal Services	\$309,118	26,293	October 2022 – November 2022	Mohammed Rayan, Director of Public Works, Tel: (941) 723-4580
Sarasota County, FL	Disaster Debris Collection, Reduction and Disposal	\$623,932	54,499	September 2022 – January 2023	Lois Rose, Manager Landfill Operations, Tel: (941) 544-2817, lrose@scgov.net
Sarasota, FL (City of)	Disaster Recovery Services	\$2,405,850	114,340	October 2022 - Current	Doug Jeffcoat, Public Works Director, Tel: (941) 239-6101 ext 6101, douglas.jeffcoat@sarasotaflgov.com
Sebastian, FL	Disaster Debris Removal and Disposal	\$28,353	3,161	October 2022	Karen Miller, Public Works Director / City Engineer, 1225 Main Street, Sebastian, Florida 32958, Tel: (772) 228-7056, kmiller@cityofsebastian.org
Seminole County, FL	Disaster Debris Hauling	\$2,573,750	182,533	October 2022 – January 2023	Hector R. Valle Sr., 1950 State Road 419, Longwood FL 32750, (407) 665-2261, hvalle@seminolecountyfl.gov
Wellington, FL	Disaster Recovery Services	\$39,052	3,387	October 2022	Jim Barnes, Village Manager, 12300 Forest Hill Boulevard, Wellington, FL 33414, Tel: (561) 791-4085, jbarnes@wellingtonfl.gov
Winter Park, FL	Emergency Debris Management Services	\$270,711	19,822	October – November 2022	Keri Martin, 401 South Park Avenue, Winter Park, FL 32789, Tel: (407) 427-3809, kmartin@cityofwinterpark
City of Cedar Rapids, IA	Drainageway Derecho Cleanup	\$781,869.60	52 Acres	March – June 2022	Taylor Burgin, Construction Engineering Manager; Tel. (319) 286-5802; T.Burgin@cedar-rapids.org ; 101 1st St SE, Cedar Rapids, IA 52401
City of Cedar Rapids, IA	Drainageway Derecho Cleanup	\$518,591.40	42 Acres	March – June 2022	Taylor Burgin, Construction Engineering Manager; Tel. (319) 286-5802; T.Burgin@cedar-rapids.org ; 101 1st St SE, Cedar Rapids, IA 52401



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Owner & Location	Title/Description of Work	Value	CY	Time Period	Contact
St. Helena Parish Police Jury, LA	Debris Removal and Site Management for Debris Reduction, Emergency Roadway Debris Clearance and Waterway Debris Removal	\$5,036,779	349,389	September 2021 – April 2022	Roderick Matthews, OEP Director, Office of Homeland Security and Emergency Preparedness, P. O. Box 339 Greensburg, La 70441; St. Helena Parish; (225) 222-3544; rmatthews@sthelenaparish.la.gov
Kenner, LA	Post-Disaster Debris Collection, Processing and Disposal Services	\$5,015,066	239,906	September - December 2021	Douglas Dodt, Director, 1610 Reverend Richard Wilson Drive, BLDG D, Kenner, LA 70062; Tel. (504) 638-8949; dodt@kenner.la.us
East Feliciana Parish, LA	Debris Removal and Site Management for Debris Reduction, Emergency Roadway Debris Clearance and Waterway Debris Removal	\$1,123,044	32,252	September - December 2021	Joseph "Jody" Moreau, Emergency Preparedness Director, 12064 Marston St. Clinton, LA 70722; 225-244-5526; parishmanager@efparish.org
Mandeville, LA	Emergency Debris Removal and Disposal	\$5,576,418	306,702	September-December 2021	Keith LaGrange, Director of Public Works, 3101 East Causeway Approach Mandeville, LA 70448; Tel. (985) 624-3169; klagrange@cityofmandeville.com
Covington, LA	Debris Removal and Site Management for Debris Reduction, Emergency Roadway Debris Clearance and Waterway Debris Removal	\$3,550,181	157,712	September - December 2021	Chris Brown CBO, CFM, 317 N Jefferson Ave. PO Box 778, Covington, LA 70434; (985)-898-4725; cbrown@covla.com
Westwego, LA	Emergency Debris Removal	\$298,695	18,787	September – December 2021	Mayor Robert Billiot Sr.; 1100 4th Street Westwego, LA 70094 Tel. (504) 347-5745; mrbilliot@cityofwestwego.com
Denham Springs, LA	Disaster Debris Management and Disposal Services	\$984,710	70,589	September-November 2021	Michelle Hood, Financial Officer, P.O. Box 1629; Denham Springs, LA 70727; Tel. (225) 667-8312; treasurer@cityofdenhamsprings.com
Gonzales, LA	Disaster Debris Removal	\$1,493,917	106,041	September - October 2021	Jackie Baumann, 120 S. Irma Blvd., Gonzales, LA 70737; Tel. (225) 647-9589; jackie@gonzalesla.com
Richwood, TX	Debris Removal and Disposal Services	\$140,461	11,437	September-October 2021	Eric Foerster, City Manager, 1800 Brazosport Blvd. Richwood, Texas 77531, Tel. (979) 265-3583; efoerster@richwoodtx.gov
Thibodaux, LA	Disaster Debris Management Services	\$1,653,961	105,691	August – November 2021	Jacques Thibodeaux, Special Projects Coordinator, Emergency Preparedness Director; P.O. Box 5418; 310 W. 2nd St; Thibodaux LA, 70301; Tel. 504-915-3120; jacquest@ci.thibodaux.la.us



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Owner & Location	Title/Description of Work	Value	CY	Time Period	Contact
Livingston Parish, LA	Debris Removal & Site Management for Debris Reduction and Emergency Roadway Clearance	\$23,019,328	1,322,210	August 2021 – January 2022	Mark Harrell, Director of Homeland Security Office, 20355 Government Blvd., Suite D, Livingston, LA 70754; Tel. (225) 686-3066; Fax (225) 686-7280; mh@lpgov.com
Macon-Bibb County, GA	Waste Disposal Services	\$665,027.95	2,304 tons	July – September 2021	Spencer Hawkins; Emergency Management Agency Director; 700 Poplar Street, Macon, GA 31201; (478) 832-6301; shawkins@maconbibb.us
Vermilion Parish, LA	Non-Storm Related Debris Removal	\$32,130	1,640	July 2021	Billy Noegel, Public Works, 100 North State Street, Abbeville, LA 70510; (337) 652-9107; wpnoegel@gmail.com
Larimer County, CO	Cameron Peak Fire 2020 - Debris Management Services	\$3,860,431	14,207 trees	May-July 2021	Lori Hodges, Director, Office of Emergency Management, P.O. Box 1190, Fort Collins, Colorado 80522; Tel. 303-656-3214; hodgeslr@co.larimer.co.us
Harris County, TX	Emergency Services for Debris Clearing, Removal, Disposal & Operations of TDSRS	\$398,476	Hourly + 3,932 CY	March – April 2021	Nick Russo, Environmental Compliance Officer, 1001 Preston, 7 th floor, Houston, TX 77002; (713) 274-3667 or (713) 492-1174; nick.russo@eng.hctx.net
City of Sarasota, FL	Disaster Recovery Services – Red Tide Clean Up	\$51,317	Hourly	August 2021	Doug Jeffcoat, Public Works Director; 1761 12th Street, Sarasota, FL 34236; Tel. (941) 329-6101 ext 6101; douglas.jeffcoat@sarasotaf1.gov
Linn County, IA	Derecho Storm Debris Removal from Waterways	\$89,353	3,284	June-August 2021	Brad Ketels, Linn County Engineer, 935 2nd Street SW, Cedar Rapids, IA 52404, Tel. (319) 892-6404 brad.ketels@linncountyiowa.gov
Sabine River Authority, LA	Disaster Debris Management and Other Ancillary Services Agreement	\$5,560,812	119,572	February-May 2021	(Contract is managed by Meyers Engineering) Wayne Harris; Sr. Project Manager; tel. (337) 625-8353; wharris@meyerassociates.com
Pearland, TX	Debris Management Services	\$43,695.90	2,210	February-March 2021	Laurie Rodriguez, Environmental Services Superintendent, 3519 Liberty Dr., Pearland, TX 77581; Tel. (281) 652-1813; lrodriguez@pearlandtx.gov
Nacogdoches, TX	Post Disaster Debris Collection, Processing, and Disposal Services	\$243,582.77	Hourly	March – April 2021	Steve Bartlett, PE, Director of Public Works, 202 E. Pilar, Nacogdoches, TX 75963; Tel. (936) 559-2502; bartletts@ci.nacogdoches.tx.us
Oregon Department of Transportation (ODOT)	Hazard Tree Removal Services	\$36,294,618	22,311 trees	February 2021 – April 2022	Jerry Marmon, ODOT District Manager; Oregon Department of Transportation 355 Capitol Street NE, MS 11; Salem, OR, 97301; (541) 774-6355; Jerry.Marmon@odot.state.or.us



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Owner & Location	Title/Description of Work	Value	CY	Time Period	Contact
Oklahoma Emergency Management Agency (OEMA)	Emergency Debris Removal	\$3,024,587	205,069	November 2020 – January 2021	David Griesel, General Manager (OEMA), 1505 South Rock Island, El Reno, OK 73036; Phone (405) 822-1031; dgriesel@oemaok.org
Calumet, OK	Emergency Debris Removal Services	\$99,755.70	9,509.60	December 2020	Steve Snow, Trustee, 118 W. 2 nd Street, PO Box 190, Calumet, OK 73014; Tel. (405) 850-8704; trusteesnow@townofcalumentok.com
Oklahoma City, OK	Emergency City Street Access Tree and Debris Removal	\$487,300.00	5000 Tons	December 2020 - Current	Greg Little, Public Works, 420 West Main, Suite 700, Oklahoma City, OK 73102; Tel. (405) 297-2581; greg.little@okc.gov
Piedmont, OK	Emergency Debris Removal Services	\$453,242.22	40,573.70	November - December 2020	Jason Orr, City Manager, 314 Edmond Road NW, Piedmont, OK 73078; Tel. (405) 373-2621; jasonorr@piedmont-ok.gov
Kingfisher, OK	Emergency Debris Removal Services	\$377,799.11	46,241.50	November - December 2020	Dave Slezcick, City Manager, 301 North Main Street, Kingfisher, OK 73750; Tel. (405) 375-3705; citymgr@pdl.net
El Reno, OK	Emergency Debris Removal Services	\$1,381,052.01	98,408.50	November - December 2020	Matt Sandidge, City Manager, 101 North Choctaw, PO Drawer 700, El Reno, OK 73036; Tel. (405) 262-4070; msandidge@cityofelreno.com
Lafourche Parish, LA	Debris Removal & Recovery Services	\$773,850.27	57,130	November 2020 - January 2021	Jerome Danos, Sanitation Division, 4876 Highway 1, Mathews, LA 70375; Tel. (985) 537-7603; danosjp@lafourchegov.org
Atlanta, GA (Dept. of Forestry)	Emergency On-Call Services for Debris Removal	\$551,188.34	Hourly	October - November 2020	Doug Voss, Parks Director, 233 Peachtree St NE Suites 1700, Atlanta, GA 30303; (404) 821-1845; dvoss@atlantaga.gov
Nederland, TX	Debris Removal Services	\$296,976.60	36,155.87	October - November 2020	Christopher Duque, City Manager, PO Box 967, Nederland, TX 77627; Tel. (409) 723-1503; cduque@ci.nederland.tx.us
Scott, LA	Debris Removal and Disposal Services	\$370,425.99	16,099.15	October - November 2020	Pat Logan, PO Box 517, Scott, LA 70583; Tel. (337) 889-5026; plogan@cityofscott.org
St. Martin Parish, LA	Pre-Positioned Disaster Debris Removal Contract	\$587,092.19	30,600.80	October - November 2020	Kasey Courville, Director of Public Works, P.O. Box 9, St. Martinville, LA 70582; Tel. (337) 394-2200; kcourville@stmartinparish.net
Allen Parish, LA	Debris Removal and Disposal Service	\$8,526,706.44	550,846.00	September - December 2020	Jacob Dillehay, P.E., 602 Court Street, Oberlin, LA 70655; Tel. (337) 639-4328; jdillehay@appj.us
Escambia County School Board, FL	Tree Debris Removal	\$793,494.35	5,732.70	September - October 2020	Jim Higgins, Assistant Director of Maintenance, 75 North Pace Blvd, Pensacola, FL 32505; Tel. (850) 554-4197; jhiggins@ecsdf.us



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Owner & Location	Title/Description of Work	Value	CY	Time Period	Contact
Santa Rosa County, FL	Disaster Debris Removal Services	\$9,394,981.31	595746	September 2020 – Feb 2021	Glenn Bailey, Assistant Public Works Director, 6945 Caroline Street Suite C, Milton, FL 32570; Tel. (850) 623-1877; glennbailey@santarosa.fl.gov
Vermilion Parish, LA	Pre-Positioned Disaster Debris Removal Contract	\$4,905,458.09	265,883.85	September 2020 - January 2021	Billy Noegel, Public Works, 100 North State Street, Abbeville, LA 70510; (337) 652-9107; wpnoegel@gmail.com
Linn County, IA	Debris Clearance and Removal Services (Pre-Event Contract)	\$9,476,677	681,998	September 2020 - January 2021	Brad Ketels, Linn County Engineer, 319-892-6404; brad.ketels@linncountyiowa.gov ; 1888 County Home Road Marion, IA 52302
Macon-Bibb County, GA	EMA Debris Removal Services	\$260,650.95	903 Tons	August - September 2020	Pat Raines, Director of Solid Waste, 707 Poplar Street, Suite 308, Macon, GA 31201; Tel. (478) 803-0523; praines@maconbibb.us
Pharr, TX	Catastrophic Event Debris Removal Contract	\$254,362.26	29,995.55	August – September 2020	Cynthia Puente, Environmental Supervisor, 118 S. Cage, Pharr, TX 78577; Tel. (956) 402-4350; cynthia.puente@pharr-tx.gov
Linn County, IA	Debris Clearance and Removal Services (30-day Post-Event Contract)	\$6,662,897.33	479,167.52	August - September 2020	Brad Ketels, Linn County Engineer, 935 2nd Street SW, Cedar Rapids, IA 52404, Tel. (319) 892-6404 brad.ketels@linncountyiowa.gov
Hidalgo County, TX	Debris Removal and Disposal Services	\$1,489,567.28	187,135.05	August - September 2020	Jennifer Mendoza, 2808 S. Business Hwy 281, Edinburg, TX 78539; Tel. (956) 566-5251; jennifer.mendoza@co.hidalgo.tx.us
Cameron Parish, LA	Debris Clearance and Removal Services	\$28,880,677	1,151,059	August 2020 – May 2021	Katie Armentor, Police Jury Administrator, (337) 540-8617 or (337) 775-2608; 148 Smith Circle, Cameron, LA 70631; karmentor@cameronpj.org
Atlanta, GA DPW	Emergency Debris, Trash and Recyclables Pick-Up Services	\$1,570,547.12	5,063.4 Tons	August 2020 – January 2021	Brian Paxton, Public Works, 55 Trinity Ave SW, Suite 1900, Atlanta, GA 30303; Tel. (252) 292-5743; bpaxton@atlantaga.gov
City of Edinburg, TX	Disaster Debris Removal and Recovery Services	\$931,991.86	109,904.70	August – September 2020	Ramiro L. Gomez, Jr., Director of Solid Waste, 8601 N. Jasman Road, Edinburg, TX 75842; Tel. (956) 381-5635; rgomez@cityofedinburg.com
Santa Rosa County, FL	Disaster Debris Removal Services	\$618,321.55	47,518	May – June 2020	Stephan Furman, Public Works, 6495 Caroline Street, Suite C, Milton, FL 32570; Tel. (850) 981-7121; stephenf@santarosa.fl.gov
Jones County, MS	Tornado Debris Removal and Disposal Services	\$3,273,295.10	240,056.40	May – August 2020	Johnny Burnett, Board President, 415 North 5 th Avenue, Laurel, MS 39440; Tel. (601) 425-5370
Hamilton County, TN	Emergency Debris Collection and Disposal Services	\$5,369,509.79	409,504.30	April – June 2020	John Agan, Director of Engineering & Facilities Maintenance, 4005 Cromwell Road, Chattanooga, TN 37421; Tel. (423) 315-3840; johna@hamiltontn.gov



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Owner & Location	Title/Description of Work	Value	CY	Time Period	Contact
Livingston Parish, LA	Vegetative Debris Removal from Parish Waterways	\$35,945,163.56	1,899,448 Linear Feet	May 2019 – Present	Mark Harrell, Director of Homeland Security Office, 20355 Government Blvd., Suite D, Livingston, LA 70754; Tel. (225) 686-3066; Fax (225) 686-7280; mh@lpgov.com
CalRecycle	Fire Debris Removal and Recovery Services for the Camp Fire in Butte County	\$246,156,950	768,458.69 tons; 3083 ROEs	January 2019 – May 2020	Alan Zamboanga, PE, 1001 I Street, Sacramento, CA 95814; Tel. (916) 341-6405; alan.zamboanga@calrecycle.ca.gov
U.S Army Corps of Engineers; Southwest GA, multiple counties	W912P814D0020 (ACI) Debris Management: Hurricane Michael Debris Removal	\$134,159,610	4,271,053	October 2018 – March 2019	Tonja Dreke, Contracting Officer, 100 W. Ogelthorpe Ave. Savannah, GA 31401; Tel: (912) 652-6071; Tonja.j.dreke@usace.army.mil
U.S. Army Corps of Engineers; Sacramento, CA	Debris Removal and Processing for Lake, Mendocino, and Napa Counties, CA	\$37,652,633.00	84,000 tons	January 2018- June 2018	Leah Caldwell, Contracting Officer, USACE Sacramento District, 1325 J Street Room 1513, Sacramento, CA 95814; Tel. (916) 557-7467 leah.caldwell@usace.army.mil
USACE – Virgin Islands	W912P8-14-D- 0020, Debris Management	\$55,448,300.75	1,029,505	October 2017 – May 2019	Rosalind Shoemaker, Contracting Officer, U.S. Army Corps of Engineers, Wilmington, Wilmington District, Contracting Division, 69 Darlington Ave, Wilmington NC 28403-1343, Tel.: (910) 251-4436; rosalind.m.shoemaker@usace.army.mil
City of Albany, GA	Debris Removal and Disposal Services	\$4,541,937.19	340,779	February-May 2019	Stacey Rowe, Interim Utility Director, 1900 N. Monroe Street, Albany, GA 31701; Tel: (229) 883-6950, Fax (229) 430-3868; srowe@albanyga.gov
Dougherty County GA	Debris Removal and Disposal Services	\$1,664,063.35	41,879	February-May 2019	Larry Cook, Director of Public Works; 222 Pine Avenue, P.O. Box 1827, Albany, GA 31702; Tel: (229) 446-2739, Fax (229) 438-3967; lcook@dougherty.ga.us
Miller County, GA	Debris Removal and Disposal Services	\$89,394.77	5,203	March 2019	Debbie Henry, EMA Director, 176 S. Cuthbert Street, Colquitt, GA 39837; Tel. (229) 758-4104; emadir@millercountyga.com
FDOT – District 3	Debris Removal and Disposal Services	\$49,589,902.77	3,358,266	October 2018 - May 2019	Bobby Ellis, Operations Engineer – District 3, 1074 Highway 90, Chipley, FL 32428; Tel. (850) 767-4904; robert.ellis@dot.state.fl.us
Livingston Parish, LA	Vegetative Debris Removal from Parish Waterways	\$3,541,160.00	277,626 Linear Feet	May – November 2018	Mark Harrell, Director of Homeland Security Office, 20355 Government Blvd., Suite D, Livingston, LA 70754; Tel. (225) 686-3066; Fax (225) 686-7280; mh@lpgov.com
City of Albany, GA	Disaster Debris Clearance and Removal Services	\$2,270,136.69	490,310	October 2018	Larry Cook, Director of Public Works; 222 Pine Avenue, P.O. Box 1827, Albany, GA 31702; Tel: (229) 446-2739, Fax (229) 438-3967; LCook@dougherty.ga.us



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Owner & Location	Title/Description of Work	Value	CY	Time Period	Contact
Dougherty County, GA	Disaster Debris Clearance and Removal Services	\$1,368,389.28	267,998	October 2018	Larry Cook, Director of Public Works; 222 Pine Avenue, P.O. Box 1827, Albany, GA 31702; Tel: (229) 446-2739, Fax (229) 438-3967; LCook@dougherty.ga.us
Leon County, FL	Debris Removal and Disposal Services	\$2,362,596.05	97,878	October - November 2018	Brent Pell, Public Works Director; 2280 Miccosukee Rd. Tallahassee, FL 32308; Tel: (850) 606-1415; pellb@leoncountyfl.gov
Tallahassee, FL	Disaster Debris Clearance and Removal Services	\$1,671,607.86	64,000	October – November 2018	Reginald Ofuani, Community Beautification & Waste Management Service, 2727 Municipal Way, Tallahassee, FL 32304; Tel: (850) 556-7134; Reginald.Ofuani@talgov.com
Florida A&M University (FAMU)	Disaster Debris Clearance and Removal Services	\$14,216.42	1,150	October 2018	Kendall Jones, Executive Plant Director, 2400 Wahnish Way, Tallahassee, FL 32307; Tel: (850) 599-3250, Fax: (850) 599-8040; kendall.jones@famuedu
Jackson County, FL	Disaster Debris Clearance and Removal Services	\$2,622,134.88	38,246	October 2018 – December 2019	Jayson Cain, Emergency Management Department, 2864 Madison Street, Marianna, FL 32448; Tel: (850) 482-9629; jcain@jacksoncountyfl.com
NC Dept of Agriculture	RFQ#: 10-RFQ-007994 Carbon Source Material Delivery	\$4,543,359.47	143,189	September – December 2018	Joseph Hudyncia, Contract Administrator Environmental, 2 West Edenton Street, Raleigh, NC 27601; Tel. (919) 264-9895; Joseph.hudyncia@ncagr.gov
Town of St James, NC	Disaster Debris Removal Services	\$471,415.00	58,849	September – October 2018	Edward Dickie, Town Manager, 4140A Southport-Supply Road, St. James, NC 28461; Tel. (910) 253-4730; edickie@stjames.town
Atlantic Beach (Town) - Co-op w/ HSCWA	Disaster Debris Removal Services	\$916.87	7.65 Tons	October – November 2018	Scott Williams, Public Works Director, 1200 Sandpiper Lane, Atlantic Beach, FL 32233; Tel: (904) 247-5834; swilliams@coab.us
Lenoir County, NC	Disaster Debris Removal Services	\$715,958.68	34,662	September – November 2018	Dustin Burkett, Emergency Services, P.O. Box 3289, 200 Rhodes Avenue, Kinston, NC 28502; Tel. (252) 521-3281, Fax: (252) 559-6152; dburkett@co.lenoir.co.us
University of North Carolina	Disaster Debris Removal Services	\$215,879.26	19,933	October 2018	Antoine Gasper, Purchasing Specialist, 601 South College Road, Wilmington, NC 28403; Tel. (910) 962-3850; gaspera@uncw.edu
Horry County, SC	Disaster Debris Removal Services	\$372,955.98	4,181	October – November 2018	Mike Bessant, Director of Operations, 1886 Highway 90, Conway, SC 29528; Tel. (843) 234-7009; mbessant@solidwasteauthority.org
NC Department of Transportation Division 2-Jones CO	Disaster Debris Removal Services	\$509,103.88	3,479	October 2018 – January 2019	Claudia Wainwright, Information Processing Technician, P. O. Box 1587 Greenville, NC 27835; Tel: (252) 439-2846; cwainwright@ncdot.gov



Owner & Location	Title/Description of Work	Value	CY	Time Period	Contact
City of Olathe, KS	Debris Removal and Disposal Services	\$129,286.77		January 2019 – February 2019	Kent Seyfried, Public Works Department; 100 E. Santa Fe Street, Olathe, KS 66051; Tel. (913) 208-9006; kseyfried@olatheks.org
Indian River County, FL	Red Tide Cleanup	\$116,710.00	160,000 pounds of marine debris	October 2018	James Ennis, PE PMP; 1800 27th Street, Vero Beach, FL 32960; Tel: (772) 226-1221; jennis@ircgov.com
Brookfield, CT	Disaster Debris Collection, Hauling, Grinding, Site Management and Disposal	\$1,006,164.66	Haul: 47,396 Grinding: 61,594	June – July 2018	Ralph Tedesco, P.E., Director of Public Works, 100 Pocono Road, Brookfield, CT 06804, Tel. (203) 775-7318, rtdesco@brookfieldct.gov

5.4 Mobilization Response Time

Ceres Environmental Services, Inc. is expert at rapidly mobilizing its team and its equipment as well as key subcontractors to provide the City with the necessary resources as quickly as possible. Ceres recognizes that in order to minimize the financial damage to a community, cleanup activities must begin rapidly and proceed without delay. Below is a table of guaranteed response times to an event in City of Central. Response times may vary according to storm intensity.

Service	Response Time to Mobilize	Service	Response Time to Mobilize
Emergency Road Clearance	12 Hours	Emergency Power Generators	12 Hours
Temporary Satellite Systems	12 Hours	Portable Sanitary Facilities	12 Hours
Reefer/Refrigerator Containers/Ice	12 Hours	Potable Water Trucks/Bottled Water	12 Hours
Mobile Fleet Repair Facility	24 Hours	Temporary Signage/Traffic Control	12 Hours
Canteen & Operation	24 Hours	Right of Way Debris Management	12 Hours
Tree/Tree Stump/Limb Removal	12 Hours	Right of Entry Debris Management	24 Hours
Demolition of Structures	24 Hours	Temporary Lighting	12 Hours
Rental of Equipment	12 Hours	Temporary Fueling Facilities	24 Hours
Portable Housing Facilities	24 Hours	Temporary Fencing	24 Hours

Pre-Landfall Activities

Ceres Representative (Early Rep): Ceres will provide, at the City’s request, a representative prior to hurricane landfall. When a disaster threatens, Ceres is pleased to provide to City of Central one or more representatives to be present at the Emergency Operations Center prior to landfall. The Early Rep will interface with City personnel and provide Ceres management with on-the-ground reports regarding local conditions.

Equipment pre-staging: Prior to landfall, Ceres equipment will be pre-staged at the closest mobilization point and contract administration headquarters. Additionally, our principal subcontractors will have equipment available in or near the City’s location. In this manner, Ceres will have sufficient equipment to immediately start the initial push when weather permits, and have sufficient equipment to begin the load and haul as soon as possible.

Subcontractor Liaison: As detailed elsewhere in this submission, Ceres has a large number of subcontractors available. During the pre-landfall phase, our subcontractors will be contacted and put on alert in order that they can arrive as soon as safety permits. Ceres already has advance master contracts signed with many subcontractors, so we have already ascertained that they are properly insured.

Project Advance Team

The project team, consisting of the Project Manager and selected Project Administrative Staff and Field Management personnel, will be on-site within 12 hours following notification by the City prior to, or immediately following, storm impact. The project staff may include management representatives from health and safety, quality control, accounting, subcontract administration, logistics, and field management, depending on the size of the event. As soon as practicable, the advance team will compile an initial damage assessment. Personnel sufficient to round out the project administrative staff, its support function, and operations management, will arrive within 24 hours of notification. Once on-site, the Project Manager will be physically capable of responding to the City Representative within one (1) hour of notification.

If requested by the City, the logistics support team will provide and distribute ice, water, food, temporary utilities, sanitary facilities, temporary housing, and any additional services as specified in the agreement between Ceres and the City. During the Preparation/Planning Phase, vendors within and adjacent to the region will be identified and contingency contracts established for the provision of gasoline and diesel fuel, ice, water, food, sanitation, temporary housing, and other services. If during the Preparation/Planning Phase, local vendors are not available, Ceres will arrange to provide the services from other qualified and registered sources.

Contractor Mobile Command Center

The Emergency Operations Temporary Project Office and Primary Debris Collection/Debris Processing Equipment are staged in Houston, TX. Annual heavy equipment hauling permits are maintained for Ceres’

eight heavy equipment haulers consisting of semi tractors with lowboy trailers, enabling a quick response. The temporary facilities and Ceres-owned disaster response equipment is expected to arrive within 12 hours of notice to proceed by the City.

The Emergency Operations Temporary Project Office comes equipped with general support equipment such as telecommunications (satellite telephone, radio, cellular phone, or land lines), fax copier, computer network, file cabinets, and general office supplies. The Project Manager, Project Administrative Personnel, Field Manager, Debris Collection and Site Management Crew, and designated City representatives will be provided with a proprietary communication link in the event conventional communications are interrupted. The Emergency Operations Temporary Project Office will be of sufficient size to provide support to the Project Manager, project administrative and support staff, and debris collection and site managers. A separate 10' x 20' office within the same facility equipped with general support equipment can be provided to the City.

Satellite Communications

Ceres knows that immediate communications are critical to an effective response to disaster. We maintain an account with a satellite communications company and maintain satellite handsets for our managers and to provide to our customers as “loaner phones” until standard cell phone service is back on line.

Ceres also purchased and uses a system of internet access using two satellite dishes, which when wired together provide high-speed internet access roughly equivalent to a T-1 line. When powered by a portable generator, our management and our Mobile Command Center users have local and world-wide communication tools to support our high service level.

Life Support and Fuel Supplies

Ceres comes to the project self-sufficient and ready to help in many ways, including the provision of basic necessities. Due to the uncertain nature of room and board, Ceres mobilizes with life support for our crews and for some subcontractors. Additionally, if City of Central seeks assistance in provision of basic needs of water, food, shelter, and ice, Ceres can supply these services, as we have done in the past in other locations.

Following the landfall of Hurricane Katrina, Ceres' crews arrived with their own housing (travel trailers and RVs). We proceeded to supply life support of temporary lodging, meals, showers, and bathrooms to 400 people. We are also capable of providing onsite fuel delivery for both the fleet of Ceres owned equipment and our subcontractors, as well as County fleets.

Debris Management Sites (DMS)

When a DMS is established, a Site Plan will be developed for each site, and include, but not be limited to:

- A description of project operations
- Site layout
- Environmental factors
- Site photographs

Additional sub-plans that may be incorporated as necessary in the Site Plan include:

- An **Environmental Protection Plan** that addresses storm water protection, hazardous waste, soil and leachate draining from the debris stockpiles, site operations, and the proximity of truck traffic to waterways.
- A **Dust Control Plan** that will address prevailing wind directions and location of developed areas as it relates to site design. Methods of mitigation will be specified such as the use of water trucks on access roads.
- A **Traffic Control Plan** that considers the number of trucks per hour entering the DMS and the type of public access control (if authorized). All-weather access roads into and out of the site will be needed to maintain a seven-day per week operation.



A water truck sprinkling to control dust on an access road.

- A **Site Safety Plan** that complies with the Ceres Company Accident Prevention Plan (available on request) and applicable OSHA requirements. Security will also be addressed in the Site Safety Plan.
- A **Fire Prevention Plan** that will follow the provisions of the National Fire Prevention Code and in particular, codes that specifically address woodchip storage. All equipment will have fire extinguishers that meet NFPA No. 10A-1970.
- The **Production Plan** will designate how machinery will be utilized on site and will describe site management/operations and anticipated production rates. Each load received at the site will be inspected prior to off-loading to determine load size and the presence and type of any contaminants. Contaminated loads will be segregated for further sorting and appropriate processing or disposal.
- **Other plans may include:** Truck Routes and Access; Site Staffing and Assigned Duties; Debris Segregation and Hazardous Waste Handling plans.

DMS Construction Timeline

Each designated Debris Site Manager will commence construction of their respective DMS within 24 hours of notification. DMSs will be fully operational within 48-72 hours of Notice to Proceed. The Project Logistics Manager is responsible for ensuring gravel for access and internal haul roads and dump pads, prefabricated inspection tower kits, erosion control materials such as silt fence, straw bales, coir fiber, and geo-membrane liners for hazardous waste containment areas are available on site within 24 hours of notification. Additionally, portable truck scales may also be requested at the direction of the City.

Demobilization Phase

The PM prepares a demobilization checklist that includes a punch list of items to be completed by staff. The Punch List may include items such as arrangement for future maintenance of erosion control measures. The PM and staff are also responsible for final report to the City which includes lessons learned and results of operations. For more information on the mobilization and demobilization phases, go to **Section 5.6 Debris Management and Response Plan**.

5.5 Litigation – 5 Years

Ceres Environmental Services, Inc. has never been litigated against by any city, county, state or federal government agency, and Ceres has never litigated against a city, county, or state Government agency. Ceres has never filed for bankruptcy, has never been debarred, has never been defaulted and has never failed to complete a project.

Below is a list of Ceres' litigation, claims(s) or contract dispute(s) filed by or against the offeror in the past five (5) years related to the services that Ceres provides in the regular course of business:

1. *Leyenda Fresh Farms, Inc. & Deleon Produce Sales, Inc. v Miami-Dade County, Arbor Tree and Land, Inc. Ceres Environmental, Inc. , CNC Management Group Inc., G7 Holdings Inc, RAS Investments Corp., SFM Landscape Services, LLC, and U.S. Sweeping, Inc. [PENDING]*

Filed on September 10, 2021, plaintiff Leyenda Fresh Farms, Inc. and Deleon Produce Sales, Inc. contend that their crops were ruined on the land they leased from Miami Dade County, FL by contractors hauling Hurricane Irma debris. The land belonged to Miami Dade County and they cancelled the lease with the plaintiff when they needed the land for a temporary debris site for the hurricane debris. All of the contractors and subcontractors that hauled to the debris site were brought into the case.

2. *Richard Vargas v. Ceres Environmental Services, Inc. dba Environmental & Demolition Services Group; The State of California Department of Resources, Recycling, & Recovery (CalRecycle) [PENDING]*

Filed on August 11, 2020, plaintiff Richard Vargas contends that he was diagnosed with sarcoidosis due to being a truck driver that hauled ash, debris, soil, metal, and concrete on Ceres CalRecycle project that cleaned up the City of Paradise fire in the summer of 2019. The plaintiff alleges he was in perfect health before working on this project. Ceres is currently defending themselves and CalRecycle in this lawsuit. The subcontractor Richard Vargas worked for was recently brought in the lawsuit as well.

3. *Edna Elizabeth Freeman and Godfrey Smith v. Ceres, Inc. and Matthew Ross; St. John, USVI [PENDING]*

Filed on or about November 18, 2019, plaintiffs Edna Elizabeth Freeman and Godfrey Smith contend that a three (3) bedroom one (1) bathroom house on their jointly owned property on St. John, U.S. Virgin Islands (USVI) was negligently demolished by a Ceres team working on the island following Hurricanes Irma and Maria. Plaintiffs further allege that they did not discover the loss for almost a year because they were unable to access the property until November 2017 due to the damage caused by the hurricanes. Ceres contends that contracted work performed by the company in the USVI did not include any private property work, and only included debris removal from public right of way. The subcontractor involved is defending this case.

4. *Reynier Reyes Regalon v. Greenspoint C, LLC; Ceres Environmental Services, Inc; LAS Transport, LLC; Art Sisavath; Alan Gore; and John Doe's 1-10; Harris County, TX [DISMISSED] (Construction)*

Filed on or about July 5, 2019, plaintiff Reynier Reyes Regalon contended that on or about May 5, 2019, he was in his parked truck in Houston, Texas, when another truck pulled up adjacent to him and dropped its truck bed onto the roof of the plaintiff's vehicle, causing the plaintiff to sustain injuries and damages. At the time of filing, the plaintiff was unable to identify which of the named defendants employed the driver or the equipment owner; neither the driver nor the equipment owner is a Ceres employee. This matter has since been clarified. This was settled amongst all parties.

5. *Ramon Valle v. Environmental Restoration Group, LLC, Ceres Environmental Services, Inc., AA and K Restoration Group LLC, Katherine M. Biscardi, and Alfred Miller; Jackson County, FL [DISMISSED]*

Filed on or about June 14, 2019, plaintiff Ramon Valle contended that one of Ceres' subcontractors was not providing compensation in accordance with the Fair Labor Standards Act (FLSA) from June 2016 through the date of filing. Ceres was named as a co-defendant because the plaintiff was unable to locate the subcontractor and primary defendant. Since the initial filing, the subcontractor, Environmental

Restoration Group, LLC, has been served with a summons and has been identified as the defendant. This case was dismissed as Ramon Valle was contractor not an employee of any company.

6. *Canaan Davis v. Curtis Summers, Double D Hauling, LLC, J&D Construction Remodeling LLC, Pride Contracting, Inc., Ceres Environmental Services, Inc. [RESOLVED]*

Filed in April 17, 2019, plaintiff Cannan Davis was performing hurricane cleanup using Curtis Summers' 1998 Peterbilt 379 log truck and utility trailer after Hurricane Michael in Jackson County, FL. During the cleanup, Davis crawled underneath the trailer, to remove a traffic cone Summers had run over. Summers did not realize Davis was under the truck and drove over him with the trailer. Curtis Summers was a 4th Tier under Pride Contracting, J&D Construction Remodeling, and Double D Hauling. The complaint against Ceres is vicarious liability as the prime contractor.

7. *Zephyr Lynn Gladney v. Sprint Sand and Clay, LLC; WCA Management Company L.P.; Ceres Environmental Services, Inc.; Harris County, TX [DISMISSED] (Construction)*

Filed on or about March 20, 2019, plaintiff Zephyr Lynn Gladney contended that on or about November 9, 2017 a buildup of compacted clay on the roadway caused her vehicle to leave the roadway and roll upside down. Ceres was named as a secondary defendant, as the clay buildup was the result of hauling performed by other contractors working in the area, namely Sprint Sand and Clay, LLC. Ceres was not responsible for clearing/maintenance of the roadway during the hauling process. Ceres is no longer involved in this suit; this matter is settled.

8. *Tammy Sue Lestourgeon v. Ceres Environmental Services, Inc.; Harris County, TX [DISMISSED]*

Filed on or about February 15, 2019, plaintiff Tammy Sue Lestourgeon contends that she was wrongfully terminated by Ceres on December 3, 2018 as a result of her participation in a third-party investigation of another employee. Ceres contends that the plaintiff's dismissal was not a result of her participation in the investigation and that the plaintiff was not terminated without cause. This matter was dismissed.

9. *Brandon Fairbanks v. Ceres Environmental Services, Inc.; Ramsey County, MN [RESOLVED]*

Filed on or about January 15, 2019, plaintiff Brandon Fairbanks contended that a back injury was sustained during fulfillment of his duties as the head of the shoveling crew at Ceres' office in Brooklyn Park, MN. This injury was sustained as a result of a major snowfall in February of 2018. This matter was settled on July 18, 2019 for \$10,000, including all future medical expenses.

10. *Linda Hoffman and Keith Hoffman v. Ceres Environmental Services, Inc.; Beaufort County, SC [RESOLVED]*

Filed on or about October 26, 2018, plaintiffs Linda Hoffman and Kenneth Hoffman contend that disaster recovery work being performed on or about November 6, 2016 by Ceres on Simms Street in Beaufort County with a front-loader caused damage to the plaintiffs' irrigation system and that Ceres is responsible for the costs of the repair totaling approximately \$2,100. This matter was settled on March 20, 2019 for \$1,613.00.

11. *OMNI Construction v. Ceres Environmental Services, Inc.; St. Tammany Parish, LA [RESOLVED]*

Filed on or about August 31, 2018, plaintiff OMNI Construction operated as a subcontractor to Ceres for work performed in Puerto Rico. Following the completion of the work, Ceres made partial payment to plaintiff for the work. Before final payment was made to plaintiff, OMNI asked for a judgement on the full amount. This matter has been resolved.

12. *Robert King and Mytsooko King v. Ceres Environmental Services, Inc.; U.S. Virgin Islands [DISMISSED]*

Filed on or about July 26, 2018, plaintiffs contended that on or about December 14, 2017 a vehicle registered to Ceres and operated by Ceres employees/contractors crossed into the plaintiffs traffic lane. The plaintiffs further contended that the crash resulted in significant damages and injuries to the plaintiffs and their vehicle. Ceres contended that the plaintiffs were motivated to submit their complaint because they

were in financial default on their mortgage and taxes. This case was mediated and settled in mediation with no fault admitted by any party and was dismissed with prejudice on August 5, 2019.

13. *Rodney Jackson v. Ceres Environmental Services, Inc.; Miami-Dade County, FL [RESOLVED]*

Filed on or about April 19, 2018, plaintiff Rodney Jackson contended that he was the subject of discrimination that ultimately forced the plaintiff to resign his position with the company. The plaintiff submitted a complaint to the Equal Employment Opportunity Commission, which was duly filed with the Florida Commission on Human Relations. Ceres contended that it is an Equal Opportunity Employer, and the Florida Commission did not issue a finding on the plaintiff's charge within 180 days of the filing of said charge.

This matter was settled on July 31, 2019 for a total sum of \$2,500 with no liability admitted by Ceres, in order to avoid the delay, expense, inconvenience and uncertainty of litigation.

14. *AMG Cityview Apartments, LLC v. Ceres Environmental Services, Inc.; Harris County, TX [DIMISSED] (Construction)*

Filed on or about April 13, 2018, plaintiffs AMG Cityview Apartments, LLC contend that construction work performed by Ceres in 2015 on behalf of the Harris County Flood Control District caused flooding in their Villa Serena Communities following heavy rains on April 17, 2016 and again on August 27, 2017. The plaintiffs allege that the overflow of the Greens Bayou during these rain events, which caused the apartment flooding, was due in part to water entering the bayou from the basin constructed by Ceres. Ceres settled and dismissed from this case.

5.6 Debris Management and Response Plan

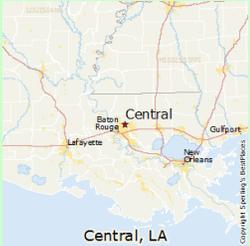
The following is a general discussion of Ceres Environmental Services, Inc.’s technical approach and understanding of the scope of work. It includes a timetable for response and recovery based on past Ceres experience and our standing disaster response plans. The overall plan for contract execution is described in detail in a section below titled “Contract Performance Phases”. Finally, we present seven scenarios based on different disaster events that may impact your jurisdiction in order to illustrate our response to increasingly severe storms.

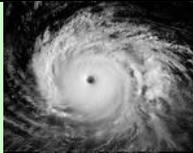
Our Response to You

Our record demonstrates that we stand ready to perform tasks of any size. In order to keep that record intact our preplanning is already underway for Central. As part of its response, Ceres has identified our office in Houma, Louisiana as a mobilization headquarters. Ceres’ mobilization planning and localized subcontracting efforts are implemented to minimize lead times during an event and to keep subcontracting dollars local. Our approach to subcontracting is to work from the inside out. This means we are implementing pre-storm agreements with local resources first, to use them first. When the project expands or the need arises, Ceres adds other resources that are also under contract to us.

Project Timeline

The following describes the typical workflow between Ceres and Central once a contract award has been received until FEMA reimbursement.

Projected Storm Preparation and Response Table		
Today	We are at work at Ceres so that we can respond rapidly and successfully to an event in Central. We are zone mapping, doing localized resourcing, and negotiating subcontractor agreements. Ceres has letters of intent from local subcontractors and is pursuing additional pre-arranged agreements with more local subcontractors and vendors. Being proactive in our pre-event planning allows us to give maximum attention to Central when the day comes for a disaster response.	
Contract Award	Upon contract award and at the City’s request, we schedule a personal visit by a Ceres Project Manager. The purpose of this visit is the personal introduction of the key members of each party’s team, discussion of the planning, training, and disaster response preparedness needs of the City. During an event, a Project Manager will be assigned only to Central and will be available to the City 24 hours per day, 7 days per week.	
Planning and Training	If included in the contract, Ceres will provide training to designated City personnel as agreed. The company also continues its Pre-Event planning as it reviews local subcontracts, makes plan changes as necessary and keeps an eye on the weather. Typically, Ceres monitors the National Weather Service forecasts and several subscription services to keep us aware of tropical storms and hurricanes.	
Pre-Storm Mobilization	When a storm in your area is imminent, Ceres acts quickly so that road clearance and debris removal operations can begin as soon as the storm subsides. At your request, if conditions permit, your Ceres Project Manager, or other Ceres professional, will join Central personnel in the EOC and help prepare for storm impact and recovery.	

Landfall	Once the immediate threats are past, the on-site Project Manager will work directly with City officials as we begin our disaster response efforts. Our pre-arranged subcontractors will begin readying equipment for registration.	
Cut and Push	The Ceres Project Manager will ensure that City needs are being met in order of priority. Local subcontractors and equipment will begin any necessary road clearance operations and will begin staging efforts for right-of-way debris removal.	
FEMA Records and Data Management	Ceres will assist Central on an as-requested, as-needed basis to ensure that records are kept and maintained to provide maximum allowable reimbursement to the City.	
Fully Operational	The necessary trucks will be in place to continue debris removal in an orderly fashion. Local subcontractors will be deployed to the maximum extent possible, and the Ceres debris removal operation will be fully operational on this day.	
First Pass Complete	At the end of the first pass of debris removal time would be allowed for residents to bring additional debris to the curbside. Crews would begin ramping up to start the second pass. Additional tasks, such as hazardous tree removal, hazardous stump removal, and other similar scopes of work may be implemented.	
Second Pass Complete	Debris removal operations would be well in hand. Hot spot crews would continue to cleanup any debris that has time or safety constraints. The vast majority of storm debris would be cleaned from the rights-of-way. The Ceres Project Manager would begin focusing on project completion procedures.	
Final Pass Complete	Debris removal operations would be 100% complete. The Ceres Project Manager would remain in constant contact with Central personnel, but daily presence may not be needed by this time.	
Site Reclamation	After debris hauling activities have ceased, all debris on any Debris Management Sites (DMS) will be processed and/or removed. The sites will then be graded and restored, usually by seeding with grass.	
Ticket Reconciliation	Ceres performs ongoing ticket reconciliation with subcontractors and Central so that databases of debris hauled match as closely as possible. After all debris has been hauled, all truck ticket databases are reconciled to close out the financial records of the project.	
Invoicing	Following reconciliation of the truck records, a final invoice will be delivered.	
FEMA Reimbursement	Ceres will work with the City following the completion of the field work, on an as-requested, as-needed basis to ensure maximum allowable reimbursement.	

Contract Performance Phases

In order to successfully respond to a disaster, natural or otherwise, planning and preparation are of the utmost importance. Ceres adheres to a series of carefully drawn plans for each step of its response beginning from the time we prepare our response to your RFP until planning begins for the event after next.

The following information outlines a generic plan for responding to debris-generating emergencies. Please note that this general summary is not specific to a particular type of disaster event.

Post Award Phase

Upon contract award and at Central request, a personal visit by a Ceres Project Manager can be scheduled. The purpose of this visit is to introduce the key members of each party's team, discuss the planning, training, and disaster response preparedness needs of the City from their own perspective, and review the Ceres Debris Management Plan, from mobilization to the Final Report. Tours of each of the sites identified for the following uses will be jointly conducted:

- Equipment Staging
- Debris Management Site(s)
- Local Landfills Authorized for Final Disposal
- City Public Works Offices
- City Administration

It is expected that this meeting will require the better part of a normal workday. Discussion will loosely follow a prepared agenda designed to address the critical elements of resource requirements and knowledge base known to significantly enhance the City's level of disaster response preparedness.

This is step one in the strategic pre-positioning of the interpersonal knowledge of each of our (both parties) teammates. Getting to know each other prior to an event is very important in maintaining a seamless transition during an actual disaster recovery.

Planning and Training Phase

Planning and training are available each year of the contract and may include some of the following planning and training topics:

- How Many Jellybeans in the Jar: Estimating Debris
- The FEMA Paperwork Process: From IDA to PW and All Points In Between
- Continued Growth: Changes in FEMA Policy
- Recent Legislative Changes
- Know Where to Look: Additional Funding Mechanisms for Debris
- Keeping It Between the Lines: Working with Regulatory Agencies for Debris
- Tipping Point: Determining Your Force Account Capabilities or When Will I Need Help
- FEMA Eligibility: What a "Good" Contractor Will Tell You
- Behind the Curtain: Becoming a Ceres Project Manager
- Tricks of the Trade: Tough Lessons Learned from 45+ Years of Experience
- Document, Document, Document: Debris Monitoring

This creates further opportunities to develop the relationships between the City staff and Ceres personnel that will help to assure a successful debris management operation, when required.

Alert Phase

Selected Ceres team members are subscribed to special weather advisories from several different sources. We are aware of the weather.

Alert 1: Category I & II Hurricanes

When a Category I or II Hurricane's "Cone of Influence" of Projected Impact Area associated with the **3-day** forecast, begins to touch the coastline, the Project Manager assigned to the contract will commence Alert 1 activities.

Alert 1 activity includes, but is not limited to:

- Calling the previously identified representatives of Central, and exchanging the most up-to-date contact information each has with the other.
- Activating Ceres notification procedures for all subcontractors – operations and administrative services.
- Contacting and overseeing preparations to make the Project Advance Team ready to deploy.

- Assigning a Project Logistics Coordinator to make use of all services possible: including, but not limited to hotels/motels, gasoline and diesel fuel, catering/restaurants, laundry services, emergency medical services, vehicle and equipment repair shops, and other disaster response and life support services.
- Confirming the availability of emergency road clearing crews and equipment, and as local conditions dictate, dispatch them to a secure, pre-positioning site near or within the City's boundaries.

Alert 2: Category III, IV, or V Hurricane

The same functions are performed as during Alert 1 activity, but they start when the **5-day** "Cone of Influence" of Projected Impact Area begins to focus on the City's geographic area.

Alert 3: All Other Sudden Impact Events

Sudden Impact Events include earthquakes, ice storms, tornados, man-made, technological events, and terrorist activities. These events do not allow for a forecast or pre-positioning the Project Advance Team. Ceres pledges to the City to have a representative physically present within 12 hours of notification to respond to Sudden Impact Events.

Mobilization Phase

Ceres is expert at rapidly mobilizing its team and its equipment as well as key subcontractors to provide the City with the necessary resources as quickly as possible. Ceres recognizes that in order to minimize the financial damage to a community, cleanup activities must begin rapidly and proceed without delay.

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The Emergency Operations Temporary Project Office comes equipped with general support equipment such as telecommunications (satellite telephone, radio, cellular phone, or land lines), fax copier, computer network, file cabinets, and general office supplies. The Project Manager, Project Administrative Personnel, Field Manager, Debris Collection and Site Management Crew, and designated City representatives will be provided with a proprietary communication link in the event conventional communications are interrupted. The Emergency Operations Temporary Project Office will be of sufficient size to provide support to the Project Manager, project administrative and support staff, and debris collection and site managers. A separate 10' x 20' office within the same facility equipped with general support equipment can be provided to the City.

Satellite

Ceres knows that immediate communications are critical to an effective response to disaster. We maintain an account with a satellite communications company and maintain satellite handsets for our managers and to provide to our customers as "loaner phones" until standard cell phone service is back online.

Ceres also has the capability to utilize various satellite communications system, which when wired together provide high-speed internet access roughly equivalent to a T-1 line. When powered by a portable generator, our management and our Mobile Command Center users have local and world-wide communication tools to support our high service level.

Lastly, during two recent USACE Debris Missions, Ceres deployed mobile satellite dishes at remote debris management sites to maintain connectivity for real-time production numbers. In the U.S. Virgin Islands after Hurricane Irma and Maria, the telecommunications network on the islands were destroyed. Given the islands remote location, telecommunications providers struggled to repair the network. Ceres deployed mobile satellite dishes at each debris management to maintain connectivity for the USACE and Ceres to review real-time production data. Similarly, in 2018 after Hurricane Michael, Ceres deployed mobile satellite dishes to remote debris management sites in very rural counties with limited cell service. Again, this allowed us to maintain connectivity to review the real-time production data against our estimates and move debris collection crews to keep efficiency and production high.

FirstNet

Ceres also participates in FirstNet, the First Responder Network program developed by AT&T. This gives us the ability to prioritize cellular and internet communications during an emergency. We can request equipment and resources from FirstNet to improve cellular communications and services during an incident.

Life Support and Fuel Supplies

Ceres comes to the project self-sufficient and ready to help in many ways, including the provision of basic necessities. Due to the uncertain nature of room and board, Ceres mobilizes with life support for our crews and for some subcontractors. Additionally, if Central seeks assistance in provision of basic needs of water, food, shelter, and ice, Ceres can supply these services, as we have done in the past in other locations.

Following the landfall of Hurricane Katrina, Ceres' crews arrived with their own housing (travel trailers and RVs). We proceeded to supply life support of temporary lodging, meals, showers, and bathrooms to 400 people. We are also capable of providing onsite fuel delivery for both the fleet of Ceres owned equipment and our subcontractors, as well as City fleets.

Debris Management Sites (DMS)

When a DMS is established, a Site Plan will be developed for each site, and include, but not be limited to:

- A description of project operations
- Site layout
- Environmental factors
- Site photographs

Additional sub-plans that may be incorporated as necessary in the Site Plan include:

- An **Environmental Protection Plan** that addresses storm water protection, hazardous waste, soil and leachate draining from the debris stockpiles, site operations, and the proximity of truck traffic to waterways.
- A **Dust Control Plan** that will address prevailing wind directions and location of developed areas as it relates to site design. Methods of mitigation will be specified such as the use of water trucks on access roads.
- A **Traffic Control Plan** that considers the number of trucks per hour entering the DMS and the type of public access control (if authorized). All-weather access roads into and out of the site will be needed to maintain a seven-day per week operation.
- A **Site Safety Plan** that complies with the Ceres Company Accident Prevention Plan (available on request) and applicable OSHA requirements. Security will also be addressed in the Site Safety Plan.
- A **Fire Prevention Plan** that will follow the provisions of the National Fire Prevention Code and in particular, codes that specifically address woodchip storage. All equipment will have fire extinguishers that meet NFPA No. 10A-1970.
- The **Production Plan** will designate how machinery will be utilized on site and will describe site management/operations and anticipated production rates. Each load received at the site will be inspected prior to off-loading to determine load size and the presence and type of any contaminants. Contaminated loads will be separated for further sorting and appropriate processing or disposal.
- **Other plans may include** Truck Routes and Access; Site Staffing and Assigned Duties; Debris Separation and Hazardous Waste Handling plans.

DMS Construction Timeline

Each designated Debris Site Manager will commence construction of their respective DMS within 24 hours of notification. DMSs will be fully operational within 48-72 hours of Notice to Proceed. The Project Logistics Manager is responsible for ensuring gravel for access and internal haul roads and dump pads, prefabricated inspection tower kits, erosion control materials such as silt fence, straw bales, coir fiber, and geo-membrane liners for hazardous waste containment areas are available on site within 24 hours of notification. Additionally, portable truck scales may also be requested at the direction of the City.



A water truck sprinkling to control dust on an access road.

Emergency Roadway Clearance and Debris Removal Phase

The following information outlines a generic plan for responding to debris-generating emergencies. Please note that this general summary is not specific to a particular type of disaster event. This phase encompasses the majority of the physical work of the project. It also generates the most records including load tickets and logs of various kinds. This is also the phase where careful planning pays huge dividends.

Emergency Road Clearing-Cutting and Pushing Public Right of Ways

When emergency road clearing is required, separate crews will be allocated and will be available within hours following an event. Ceres typically mobilizes this equipment pre-event based on weather forecasts. Cut and Push Crews will be prepared to work 24-hour shifts (with rotating personnel).

Cut and Push Crew typical configuration is:

- One front-end loader 4/1 bucket (or equivalent) with experienced and qualified operator
- Up to two transport trucks approximately 30 cubic yards with operator(s)
- Two laborers with chain saws and rakes
- Two flag persons

- One Bucket Truck with an experienced operator or climber (optional based on need)
- One Foreman with cell phone and pickup

The number of Cut and Push Crews will be determined by the City. Ceres owns eight (8) wheel loaders (with appropriate grapple attachments) and has additional subcontractor supplied pushing equipment.

Ground personnel will be supplied with sufficient types and quantities of tools and materials to effectively push the debris to the roadside to clear routes for emergency traffic. In the event debris cannot be pushed aside, it will be loaded in trucks and transported to nearby off-street locations for temporary dumping, to be picked up later by the normal debris clearing crews. When each assignment is complete, Ceres' crews will contact the City's dispatcher to obtain authorization to proceed to the next assignment.

Debris Collection

Crews will be dispatched to begin work within two days, and according to the City's priorities and the removal schedule adopted in coordination with the City representative. At the direction of the Ceres field supervisor each assigned debris removal crew will service each assigned road or right of way. Daily meetings will be conducted at 7:00 AM between the City and Ceres. Zones and Sections will be identified and prioritized. Progress will be updated and reported to the City at the close of business each day. Additional passes will be conducted prior to project completion in agreement with the City or per contractual requirements, to ensure adequate time has been scheduled for residents to move their debris into the right of way.



A Ceres self-loader with a trailer making pickups from the ROW.

A typical crew will be comprised of:

- One Knuckleboom Loader (or one 4-cubic yard wheel loader with grapple)
- One Bobcat with grapple
- Two laborers with chain saws and rakes
- Two flag persons
- One Foreman with cell phone and pickup truck (one foreman/ three crews)
- GPS Tracking and Navigation Aids
- Three hauling trucks or trailers (30 - 50 cubic yards). Additional/large capacity trucks may be added for longer hauls.

First preference will be given to hauling vehicles best suited to local conditions. Knuckleboom self-loaders are efficient, but in areas with narrow streets or limited overhead clearance, they are too large to be effective. In tight areas, pickup trucks with dumping trailers minimize traffic disruption and potential damage. Crew and overall debris collection production will be monitored on a daily basis. The Project Manager will alter crew composition and overall number of crews as necessary. Self-Loaders may work singly or in conjunction with dump trucks. In accordance with FEMA guidelines, hand-loading will not be allowed or tolerated in any circumstance. Ceres owns 13 Self Loaders (Knucklebooms) and has access to many more through our subcontractors. Following Hurricane Irma, Ceres bought additional knucklebooms to ensure immediate response to our clients.

A minimum of one **Hot Spot Crew** will be assembled for each zone during this project. The crew(s) will commence operations within 24 hours of the notice to proceed. The typical crew will consist of:

- One Knuckleboom or self-loader
- Three Laborers (one sawyer and two Flagmen)

Work zones will move as the debris is cleaned up from the streets and boulevards. When the work zone is located on or near a heavily traveled roadway, it will require additional flag persons, additional signage, and/or assistance from local law enforcement agencies. The crew foreman will monitor the work zone and all other aspects of crew operation.

Hazardous Tree, Limb and Stump Removal

Ceres employs crews with professional tree climbers and aerial equipment such as bucket trucks to remove hazardous hanging branches and leaning trees (“hangers” and “leaners”). Ceres has performed this work on previous storms with an excellent safety record and with an excellent damage record. In response to Hurricane Katrina, Ceres was responsible for trimming and removal of trees in all of Jefferson Parish, LA amounting to 18,599 trees.

Right of Entry (ROE) Private Property Debris Removal (PPDR)

If requested by the City, Ceres can remove hazardous vegetative or C&D debris from private property, when said debris is the result of a declared disaster and when Ceres is tasked with the work by the City. Ceres can assist the City in requesting FEMA’s assistance for such work in advance of performing it. Each property is assessed using digital camera/video recordings to document the pre and post condition of the property. Utility companies are notified, and all utilities are located and marked prior to any work being done. Once all proper documentation, access, and Right of Entry forms are completed, work may commence.

Demolition of Private Property Condemned Structures

Ceres can operate beyond the public Right of Way (ROW) as directed by the City. Upon receipt of a Notice to Proceed, Ceres will retain a third-party inspection firm to survey the condemned structure(s) for hazardous materials (asbestos, lead, PCBs, white goods, mercury containing components, etc.). A copy of the inspection report will be provided to the City. At the same time, Ceres engineering staff will conduct a pre-demolition survey which will consider the following:

- Structural integrity of the building
- Utilities
- Shoring requirements
- Hazardous materials
- Protective structures
- Protection of the public
- Waste management



Asbestos Abatement/Demolition Notifications will be submitted to the appropriate governmental and local agencies. All required permits will also be obtained.

The Demolition crew is expected to consist of the following.

- One to three Semi-Tractor(s) with Trailer(s)
- One Hydraulic Excavator with Bucket and Hydraulic Thumb
- One Wheeled Loader

Ceres demolition projects include work for the North Abaco Recovery Initiative in the Bahamas following Hurricane Dorian, and response to California wildfires in Butte, Lake, Mendocino, and Napa Counties, CA.

Removal and Replacement of Sand and Debris

With a task order from the City to the Project Manager, Ceres crews will separate, collect, transport, process, and dispose/replace sand and debris displaced by the event. Each general clean-up crew will likely consist of the following equipment.

- One Wheeled Loader with Rake/Bucket
- One to six Semi-Tractor(s) with Trailer(s)
- One Screening Plant
- One Front-end Mechanical Broom Sweeping

As directed by the City, Ceres will provide a front-end mechanical broom sweeper to clear streets, gutters, and storm-drains of scattered tree debris. Work will be assigned by sections or quadrants. Debris will be

consolidated into piles of approximately five CYs and located as to not disrupt pedestrian or vehicular traffic. Piles will then be loaded and hauled. Sand will be handled as directed by the City.

Sewer, Culvert, and Catch Basin Cleaning

If required, Ceres will supply full-service cleaning/pumping for sewers, culverts, and catch basins. We will provide qualified crews and can supply diesel and gas powered, trash, submersible hydraulic, double diaphragm and centrifugal pumps to allow for cleaning of pipes from an 8-inch diameter up to and beyond 5-foot diameter pipes.

Hazardous Waste Collection, Storage, and Disposal

Household Hazardous Waste must be picked up separately from all other debris in the ROW. The HHW will then be separated in a lined containment area at each temporary disposal site. Payment for collection and disposal in accordance with all local, state, and federal laws and regulations will be made per pound.

During 2020, after the Camp Fire in Paradise, CA, Ceres removed 84,000 tons of hazardous debris which included RCRA 8 Metals, nuisance dust and silica. Additionally, we worked with the California Department of Toxic Substances Control (DTSC) to remove asbestos in accordance with worker safety statutes and regulations.

After Hurricane Laura in 2020, we removed and disposed of 46,180 pounds of HHW in Cameron Parish, LA. In the U.S. Virgin Islands, we separated asbestos from the C & D waste stream, lead and fiberglass.

Mobile Office Command Center

Ceres has a number of containerized offices that can be used mobile command centers. These can be moved to the disaster zone via low bed trailers and semi tractors. We also have access to additional units through our partnering relationships. These mobile offices can be onsite, equipped with satellite communications and internet, and fully operational within hours.

Dead Animal Carcasses

When required, carcasses of dead livestock, poultry, and large animals can be removed by Ceres. FEMA reimbursement is contingent on the determination by the City that they represent an imminent and significant threat to public health and safety. The carcasses will be removed to the TDMS and/or a final disposition site approved by the City.

Freon Recovery

Ceres will remove Freon-containing white goods from the ROW and haul them to a TDMS where they will be separated. A licensed worker will then extract any Freon remaining in the white goods, and properly handle the disposition of the Freon. Once the Freon is removed the white goods are scrap metal and can be handled accordingly.

Following Hurricane Laura, while under contract with Cameron Parish LA, Ceres removed freon from 2,293 white goods.

River and Canal Debris Removal

- Ceres has extensive experience removing debris from waterways. Since 2018, Ceres has completed over 2,000,000 linear feet of waterway debris in Livingston Parish, LA. Ceres has also completed waterway debris removal in Iowa, Georgia, South Carolina and Florida.
- Debris removal can be accomplished with long reach excavators in some instances, and where required, floating cranes and other amphibious equipment would be mobilized. Several of Ceres' subcontractors are specialists in waterway activity including debris removal. Wet soil conditions and mud will cause problems for wheeled vehicles, making low ground pressure equipment a necessity. Allocation of equipment is always important, but special care must be taken to deploy equipment that will not easily become stuck when cleaning logjams and waterways.



A licensed technician removing Freon from refrigerators at a TDMS

- Ceres has also performed emergency levee repair. We own most of the heavy equipment necessary for this work and we have experienced operators available to operate the equipment.
- Heavy rainfall, especially following high wind conditions, may cause waterways and canals to become clogged with vegetative and other debris. Logjams must be removed so that future rainfall does not contribute to more flooding, and to promote unimpeded water drainage of any existing flood situation. Existing debris piles near waterways and canals should be removed on a priority basis, so that if additional rain occurs the debris will not float into the drainage system and cause further problems.

Water-based, three feet or less of water depth

Depending on the characteristics of the waterway, temporary bypass pumping, cofferdams, or other means to control the flow of water may be used to enable operation in the waterway.

Dependent on the ability to control the flow of water, various methodologies would be used. These methods could include a combination of the following:

- Hydraulic Long Reach excavators operated from shore
- Willow draft work platforms with Hydraulic Excavators and Grapples
- Winch Truck
- 17-foot utility work boats with 25hp out-board motor.
- Cable Skidders or Tractor Dozers with Winches- laborers would be used to attach the cables to the debris in the waterway, creek, or tributary.

Water-based, greater than three feet of water depth

The removal of vegetative, construction, and demolition debris, hazardous material, and recyclable material in greater than three feet of water will be accomplished primarily with floating plants equipped with spuds supporting hydraulic excavators with long booms equipped with material grapples and materials barges, although a combination of approaches previously detailed may be used. A flexi-barge will be used along with a winch truck as well as a utility work boat with motor. Exact methods are dependent on local conditions and geography.

Sunken Vessel Removal

Ceres will lease appropriate equipment and/or will locate qualified subcontractors to remove sunken vessels and dispose of them in an acceptable manner. These actions will be made following consultation with the City and will be subject to the City's advance approval of Ceres' work plan to be developed following contract award.

Water Based Operations (Typical Crew) – 1.5- 2 Feet Minimum Draft

- 15-25 Ton Hydraulic Excavator with Material Handling Grapple Capable of 35' Reach
- Work Barge with Spuds-Rented/Leased
- Materials Deck Barges-Rented/Leased
- Pusher Boat-Rented/Leased
- Work Boat
- Heavy Equipment Operator Hydraulic Excavator
- Pusher Boat Operator
- Work Boat Operator
- Deck Hands
- Tractor Trailer Heavy Hauler
- Foreman

Land Based Transfer Crew (Typical Crew)

- Wheeled Loader
- 2-5 Trucks
- Heavy Equipment Operator Wheeled Loader
- Truck Drivers

Upon inspection of the site(s) and performance period requirements established by the City, the number of crews will be determined. Ceres has the capacity to operate a minimum of eight water-based crews each with their own land-based transfer crew component.

River and Canal Shore Line Restoration

Ceres will transport and place fill material purchased by the City to river and canal shorelines. The material will be transported by on-road and off-road dump trucks and placed by wheel loaders.

Flooding

Ceres expects flood recovery work when a client has significant land area in a 100-year flood zone, and when rivers and other waterways pass through the area to be cleaned. Flood recovery work generally requires specialty equipment, such as long-reach excavators, floating excavators, and a greater amount of tracked skid steers. Wheel loaders with buckets and grapples are often used to remove debris that may fall apart if picked up by a knuckleboom loader.

Ceres has surveyors and other specialists on staff who can determine which flooded areas will be likely to drain first so we can plan and allocate equipment based on those studies.

Although some of the same types of debris are removed in flood and non-flood disaster recovery, typically storms with heavy rainfall increase the amount of construction and demolition debris when compared to vegetation. Also, the timeline is longer in flood situations, because standing water takes time to recede. The debris removal may also be more complex as it can involve partial or full demolition of structures. For example, in a post flood situation, a house may have sheetrock walls that must be inspected by an expert who determines that sheetrock must be removed. After removal, the debris may be left on the right-of-way in loose piles. These piles will probably present more difficulty in loading than vegetative debris, or a pile of wind-blown privacy fence, because the waterlogged debris may have no structural integrity and will fall into pieces when picked up. For this reason, the types of equipment may be different in flood situation, with wheel loaders and dump trucks more prevalent and self-loading knucklebooms less prevalent than in a non-flood storm. Ceres owns nearly all types of equipment used in flood recovery, and we have subcontractors who specialize in flood disaster recovery.



Flood debris from 2016 Louisiana Floods

Ceres has a special hazardous materials (HAZMAT) team that specializes in preventing the spread of contamination and infestations of rodents in areas that were flooded. From past experience, Ceres knows that these areas are prone to contamination from sewage, agricultural run-off, mold, and chemicals, they are also prone to rodents. Ceres plans to concentrate heavily on these areas in order to limit the spread of contaminants and to limit the breeding of rodents and pests. Once the determination is made in conjunction with local officials and the EPA, if applicable, Ceres will utilize its special teams to target these areas.

Following Hurricane Katrina, for example, Ceres made weekly passes in some formerly flooded areas, and “mirrored” or “paralleled” the municipal sanitary waste teams. By doing this, neighborhoods were kept clean on a weekly basis so that pests could not be alternately supported by garbage and flood debris—instead all potential habitat or food for pests was removed frequently to ensure a safe neighborhood.

Pathogens are also more of a problem in flooded areas. Water promotes growth of undesirable organisms, and it also facilitates transfer of bacteria that exist in an environment to humans working in that environment. Our corporate health policies address hazards of working in a flooded disaster environment, and Ceres uses procedures including additional immunizations and additional personal protective equipment such as waterproof clothing and footwear, face shields and respirators (air filters) to minimize hazards of flooded areas.

Flood situations may also generate other types of task orders, such as pumping water or clearing catch basins. Ceres is ready for these sorts of eventualities in the City. If a storm leads to flooding, we are prepared to transfer our debris management sites and equipment staging sites to higher ground using identified alternative transportation routes if necessary. Ceres also has several barges, dredging, and water salvage companies on hand as subcontractors if the need arises.

Certification of Maximum Volume Capacity of Hauling Trucks/Trailers

Prior to initial use, authorized Ceres personnel and Central representatives will inspect hauling trucks. Only pre-approved trucks will be received at the DMS. Approval will include documentation of truck identification and insurance, safety requirements, and measured cubic yardage capacity. A unique approval number will be assigned to the truck and posted on the truck along with measured capacity. All units hauling debris are required to be “measured in” prior to commencement of work. The hauling unit/truck/trailer certification procedure is mandatory and will be administered by quality control representatives of Ceres and the City. A Truck Certification Log Sheet will be created for each hauling unit/truck/trailer. Unit specific information along with Year, Make, Model, Address, Photograph, License Plate information, Driver Name, and signatures will be recorded on the log. At this time, a unique identifier will be assigned to the unit. Truck Certification Logs will be maintained by Quality Control Staff. The log will be maintained and available to DMS inspection personnel regarding truck approvals, approval number, capacity, and other pertinent information.



Placarding a truck.

The unique truck/trailer identification number and its maximum carrying capacity are written with permanent marker on Ceres placards that are mounted on both sides of the truck/trailer. Ceres uses pre-printed labels with our name and blocks for the assigned identification number and measured volume. These labels cannot be removed without destroying the label. All equipment is subject to further inspection by the City at any time during the project.

Work Locations

Dispatch records will be maintained for the duration of the project. Records will include date and time of dispatch, crew and unit identifier, and status of assigned section (In Progress, Completed). Typically, one contractor will be assigned to a given section. Sections may be comprised of individual developments or combinations thereof. Accurate and thorough Dispatch Logs enable the identification of any potential issues and the responsible party.

Prior to the assignment of sections to crews, each section/subdivision will be inspected by Ceres Field Personnel to ascertain the optimal crew configuration/type (Self Loader, Wheeled Loader with Dump Trucks, High-Capacity Trailers, or other combinations of equipment). Classification of sections maximizes production and minimizes potential damage to property. Additionally, all supervisors will conduct weekly toolbox meetings and develop activity hazard analyses in compliance with the corporate Health and Safety Plan.

Field Management

Regular and effective communications are critical to the rapid dissemination of appropriate and accurate data to both the City Management Team and the Ceres Management Team. As the project progresses, the needs of the City may change and resource requirements may need to be reassessed. The original plan, therefore, may need to be modified. In order to ensure effective and efficient execution of all field work, the Ceres team, from Site Managers up to the Project Manager, will meet on a daily basis. The Project Manager is responsible for coordinating the daily scheduling and dispatch of cleanup crews with the City and will meet with the designated representative on a daily basis. The Site Manager is responsible for management and operation or a reduction site, loading sites or any other work site. The Site Managers report directly to the Sector Manager, who reports to an Area Manager, who reports to a Project Superintendent, who reports to the Project Manager. Depending on the scale of a disaster, the number of managers assigned to the Ceres Team will vary depending on local conditions. Foremen at the reduction site(s) and for the collection and hauling activities are responsible for crew supervision and report to the Site Manager.

Each Site Manager ensures that their crew operates in an efficient manner and is responsible for documenting and inspecting work performed. Site Managers document safety meetings, equipment safety

inspections, quantity and location of debris hauled, areas completed, and daily time sheets of personnel and equipment. Site Managers also monitor quality control issues such as completeness of cleanup and/or trimming and contract compliance.

The collection crew Foreman will be responsible for scouting future debris removal locations within the daily schedule set by the Program Manager. While scouting the zone, the Foreman's responsibilities include:

- Locating logical trucking routes.
- Identification of Sections by Crew Type/Composition.
- Locating and planning the control or elimination of hazards within the zone (such as high traffic areas). Preference will be given to Self-Loaders to ease traffic congestion and minimize damage.
- Advising the Site Manager of any anticipated difficulties or hazards.
- Determining and obtaining resources necessary to ensure a steady workflow.

At the end of each shift, documentation of work completed will be tabulated by the administrative staff and used to schedule the next day's work activities. At this time, any daily reports required by the City will be produced.

Scheduling Control Debris Collection

During post-award preparation the Project Manager obtains maps detailed enough to provide individual debris collection crews address block information. Maps will be divided and identified according to Districts, Sections, and Developments or Address Blocks. The Master Debris Management Map will be located in the Emergency Response Mobile Command Center. Individual developments or address block maps will be reproduced on 8.5" x 11" paper for use in crew dispatching. Each Site Manager will be provided a binder containing all of the development/address block maps for the event's entire area.

The Project Manager will be responsible for the assignment of Districts, Sections, and Developments or Address blocks to subcontractors and their respective crews. A written master assignment file will be maintained in the Emergency Mobile Command Center and will be updated as changes or additions are made. The dispatcher will be responsible for dispatching crews to their assigned areas utilizing the master assignment file. Subcontractors and their respective crews will not be permitted to have more than two open assigned areas. Communication between the subcontractors, their respective crews and the dispatcher will be via radio or telephone. Upon completion or near completion of an assignment, it is the responsibility of the crew leader or subcontractor to request an inspection. The dispatcher will forward this request to the debris collection superintendent or area manager for action. The debris collection superintendent or area manager will coordinate an inspection with a City designated representative.

Once an assignment has been completed and inspected, a new area will be given to the subcontractor. Depending on the size of the subcontractor and/or crew, areas may be as small as address blocks or developments up to portions or even entire Sections. Crews will not be permitted to leave their assigned area and move to another work area until all work is completed as required and the area inspected, and authorization received from the Site Manager. The dispatcher is responsible for continually updating crew locations. At the end of each shift, the dispatcher will provide the field managers with a list of crews and their current locations. Subcontractors and crews are prohibited from collecting debris from outside of their assigned areas. The City field representatives will be provided updated crew assignments daily.

Project Manager

The Project Manager (PM) will serve as the principal point of contact between Ceres and the City Operations Manager. The assigned PM will be knowledgeable about all facets of Ceres' assigned tasks and will have executive project responsibilities. The PM will have written authority to sign for the corporation in matters relating to this project and the City.

Upon receipt of a Notice to Proceed, the PM will be on call 24 hours per day, seven days per week, and will have electronic linkage capability for transmitting and receiving relevant contractual



information. This linkage will provide immediate contact availability via cell phone and fax machine and have Internet capabilities. The PM will participate in daily After-Action Reviews and disaster exercises, functioning as a source to provide essential element information. The PM will report to the City Operations Manager on an “on call basis” and be capable of responding within one hour of notification.

The PM will ensure that all City event goals and priorities are met and will have authority to make executive decisions regarding the project. The PM will work out of Ceres local disaster office and will meet with his support staff and crew leaders at the end of each day to review progress and set goals and priorities for the following day.

Field Supervisors/Crew Leaders

Ceres Site Managers are responsible for ensuring safe and healthy work environments exist during all operational phases. The Site Manager’s specific daily Health and Safety and Operations responsibilities include:

- Monitoring and Inspecting Heavy Equipment Operators, Truck Drivers, and Traffic Controllers in the safe operation of their specific area of responsibility using the proper tools and in accordance with the safety procedures and guidelines outlined in EM 385-1-1 and CFR 29 Par 1929 and 1910. It is important to note that a debris clean-up operation exposes the general public to the numerous hazards involved in debris collection and removal.
- Enforcing the use of proper guards, controls, and work practices. Monitoring each feature of work for human, situational, and environmental factors that could cause accidents.
- Locating compiling contact information for area medical facilities. Crew Leaders will be equipped with a pager and a cellular phone in case of emergency.
- Supervising and evaluating overall worker performance, including safety.

Crew Leaders document daily production to monitor and ensure the most efficient operations. The information they are to record includes:

- Cycle Times of Trucks
- Loads per Hour
- Production

Crew leaders are also required to make sure that safety gear is provided and that it is adequate for the hazards involved and enforce proper use and wearing of protective gear. Accidents will be recorded and reported on the Supervisor’s Accident/Incident Investigation Report by the Crew Leaders.

Daily records submitted up the chain of command to the Project Manager will include:

- Sub-contractor/Employee Name
- Equipment Number
- Type of Equipment
- Hourly equipment documentation, downtime, lost time, and sick time

All accident/incident reports are forwarded through the Health and Safety Manager to the Health and Safety Officer (HSO). The HSO notifies the PM, who in turn informs the City Operations Manager and implements all procedures as set forth in the Ceres Health and Safety Program.

Description of a Typical Workday

It will be the responsibility of the Sector Manager to schedule and coordinate the location of a particular crew and equipment necessary for its job function to its location through direction to the Field Supervisors. This will take place through schedule planning from the previous day. The Field Supervisor will notify members of the crew of the start time, specific job function, and location where he/she is to report. At the beginning of the day each field employee will sign in a daily time sheet, the location according to zone (if the zone changes during the course of the day the employee will document the new location), the phase of work he/she is performing, and the unit number and beginning hours of the piece of equipment that he/she is operating (if applicable). The employee responsible for loading trucks and truck drivers will keep a running tally of the loads they complete from each particular zone over the course of the day. It is then the responsibility of the field employee to perform an inspection of the piece of equipment and inform the crew Foreman so corrective actions may be taken. The inspection will be documented on a punch-list that is

supplied on the employee's daily report. After inspections and documentation are complete, the crew will begin removing the debris from their zone assigned.

Two flagmen will be placed on each end of the work perimeter to meter the flow of traffic into the work perimeter. If debris is to be moved across the roadway, the flagmen will stop all traffic. When the loading of a truck is completed, the flagmen will also stop traffic while the truck moves out of the controlled area. During the work, the flagmen will be equipped with two-way radios to coordinate the direction of traffic. Additional trucks staged for loading will all be stationed to the side of the roadway from which they will be loaded so they will not obstruct incoming traffic to the work perimeter. When loading is completed, the truck will leave the work area.

The trucks will be placed in single file to the rear of the Knuckleboom loader. As each truck in the queue is loaded and departs for the dumpsite, the next truck in line backs up to the loading perimeter. The Knuckleboom loader will load from piles that are staged by two front-end loaders working ahead of the Knuckleboom loader to limit the amount of movement of the Knuckleboom loader during the course of the day. When self-loading trucks (self-loaders) are in use, those trucks will be directed to an appropriate location within the work perimeter where they can begin loading immediately.



The front-end loaders will stage the material from the area between the sidewalks and the street into staging areas on the side of the street. If the crew is working in a high traffic area, then this method will not be incorporated – rather the staging will be done completely on one side then staged completely on the other side. When the Knuckleboom loader encounters material difficult to handle (such as chunk wood), the Front-end loader will assist in performing the loading.

Two laborers trained in the use of chain saws will assist the Knuckleboom loader. They will rake and clean up the area of the pile. When oversized material is encountered, the laborers will use chainsaws to reduce its size. The laborers will also assist the truck operators in staging for the Knuckleboom loader, notifying when loading is completed and for obstructions to and from the loading area.

The crew Foreman will be responsible for scouting future debris removal locations. He will utilize maps to locate the perimeter of the zone to which he is assigned. While scouting the zone, the Foreman's responsibilities will include:

- Locating logical truck routes.
- Plotting a logical and efficient direction for the crew.
- Locating and planning for hazards within the zone (such as high traffic areas).
- Notifying his Supervisor and Sector or Area Manager of hazards in a timely fashion so the hazard can be avoided if possible or mitigated if necessary.
- Identify plan for and obtain the necessary resources for a steady workflow in future locations of the work zone.

At the end of each shift, crew employees will complete their time sheet by entering in the time the shift ended, the ending hours on the equipment they utilized and the number of loads they either hauled or loaded. They will deliver this timesheet to the Foreman before leaving the shift. The Foreman will compile the labor information to a daily worksheet, along with Purchase Orders, trucking that was utilized and number of loads hauled, equipment utilization, and a briefing of the course of the day describing any problems that arose and solutions implemented, and areas worked. The Foreman will then turn in the reports for the day. The following topics will be discussed with the management team:

- Changes in time for completion
- Changes in cost objectives for the project
- Changes in operating policy
- Changes in the technical specifications for the projects

- Changes in methods
- Changes in needs
- Revised activity plan estimates
- Failure of suppliers or contractors to deliver on time
- Reassessment of resource requirements on individual activities
- Inability to utilize resources as planned
- Unexpected technical difficulties
- Unexpected environmental conditions
- Scheduling needs
- Performance of work per zone or region
- Unplanned costs
- Any problems or future problems pertaining to the project

After the meeting is adjourned, the Project Manager (PM) will collect all the data. The next business day the data received, and the daily reports will be entered into a computerized database. These reports will be evaluated by the Disaster Response Business Unit Director and discussed with the CEO and the PM. The data will be used in weekly reports that itemize costs per region and code and weigh them towards the projected costs and schedules of the project. These reports will be submitted weekly to corresponding company divisions along with reports submitted to the City. It will be the responsibility of the PM to utilize the minutes of the daily meeting and the information from the reports to make daily assessments of the schedules of each individual crew. The PM will also have daily meetings with the City regarding performance and schedule issues of the project. This meeting will cover the customer needs of each zone, projected costs and scheduling of assigned zones, priority of zones, and work to be completed.

Geographic Area Management

Every area has its own unique geographic characteristics that define the parameters of the response. An urban area, smaller municipalities, and rural areas offers different challenges to the successful completion of a disaster recovery mission. Traffic is always an issue that must be addressed especially when working in and around waterways. Bridges are natural bottlenecks, and our experience has taught us, the less they are used during the transportation of the debris, the better. Ceres is always aware that our disaster recovery work is not the only thing utilizing the transportation system. Through the selection of strategically located DMS, our haul trucks should have minimal impact on these areas, as the haul zones are designed to keep the trucks working close to each DMS. In the successful completion of our Hurricane Katrina disaster recovery operation in Louisiana, we worked with all of these geographical characteristics and traffic never became an issue because the zone design and DMS locations worked together as intended. All impact sensitive areas, such as waterways, parks, forest land, and reserves will be dealt with in an environmentally appropriate manner.

Debris Management Sites (DMS)

Ceres will utilize the DMS identified by the City. In the event that additional sites are required, Ceres will work closely with the City to secure leasing agreements and permitting for additional facilities. The state or local environmental authority would be notified, and the required information submitted by Ceres.

Ceres will provide sufficient equipment and personnel to process, by burning (if allowable) or grinding, a minimum of 210 and up to 500 cubic yards of debris per hour per crew. Each DMS would generally include the following equipment:

- One Grinder, either horizontal or tub (depending upon needs/specs), and/or Air Curtain Incinerator
- Two Backhoes with grapples
- One Wheel Loader with rake
- One Wheel Loader with a light materials bucket for loading mulch
- One Maintenance Truck
- One Water Truck
- One Road Grader (optional)
- One Inspection Tower
- One Hazardous Materials Containment Area

During work for the USACE in Louisiana after Hurricane Katrina, we performed debris removal operations in 11 Parishes, and operated 54 DMS/final disposal sites, simultaneously.

- One Foreman with cell phone
- Four walking floor trucks (120cubic yards) for hauling mulch
- Additional Equipment as determined by the Contract and Site Manager

One operator will be assigned site maintenance duties and will operate the Motor Grader, Water Truck, and Low-bed Trailer. This operator's primary duty is to ensure use of the roads by the dump trucks and maintain dust and fire control. The Loader with blade will have intermittent general site maintenance duties and will keep areas around the burn pits, ash storage, and grinding areas clean.

Ceres will construct a hazardous materials containment area at each DMS measuring approximately 30' x 30'. Typically, the perimeter will be lined with hay bales and staked in place. The area will be lined with heavy gauge plastic (10 mil or greater) to provide a waterproof barrier. A plastic cover (10 mil or greater) will be used to prevent rain from entering the containment area. Site run-off is redirected away from the containment area by site grading. Hazardous materials that are encountered during cleanup operations will be staged in this area. Such materials will be properly disposed of in a timely manner.

Inspection

DMSs will be the point of inspection and load volume estimation by the City or their designated representative. Inspection towers will be used to observe and record all trucks entering and leaving the DMS and document their loads. The tower will be 10 feet above the existing ground elevation, with a wooden handrail and steps to provide access and constructed of pressure treated lumber. The floor area will be 8'x8', constructed of 2'x8' joists, 16" O.C. with 3/4" plywood supported by four 6"x6" posts. The perimeter of the floor area will be protected by a 4' high wall constructed of 2'x4" studs and 3/4" plywood. The entire floor area will be covered with a corrugated tin roof. The roof will provide minimum 6' 6" headroom below the support beams. The inspection tower will be large enough to adequately accommodate a minimum of three people simultaneously.

City Monitors/Inspectors will inspect each load to verify that:

- The truck has been pre-approved and measured.
- The load is eligible.
- The 'percentage filled to' figure is determined and noted on each individual load ticket.

The Monitor will determine the capacity of the truck and estimated load volume (percent capacity) and evaluate the load for contaminants requiring separation. The Monitor will instruct the driver regarding the appropriate dump location at the site and will verify the truck is completely empty following dumping. The Monitor will complete the load ticket presented for each load delivered to the site.



After inspection, the material will be forwarded to the tipping area supported by a wheel loader with rake and laborers. The laborers will inspect the debris and remove any contaminants. Contaminants that are hazardous will be handled by the Hazardous Toxic Waste Specialist, staged in the Hazmat containment area, and disposed of in accordance with federal, state, and local requirements. Other contaminants, such as metal, will be separated accordingly.

Load Tickets and Reporting

Ceres uses preprinted, five-part carbonless, color-coded load tickets. The tickets are available for use on this project if approved by the City. Each ticket has a unique serial number and ample space to record information such as: contractor, date, truck number, load size, driver, and type of material, origination, dumpsite, time, GPS Location, and inspector. Ceres uses a custom Access database program to record ticket information. The entry screen follows the format of the load ticket which greatly speeds up data entry. Tickets are easily verified and combined with a truck inspection table contained in the same database. One data entry clerk with minimal training can enter 700 load tickets (the equivalent of about 21,000 cubic yards) per day. Access also contains powerful report features that aid in ticket reconciliation and truck verification. Data is easily converted between Excel and Access for reporting purposes.

Material Separation

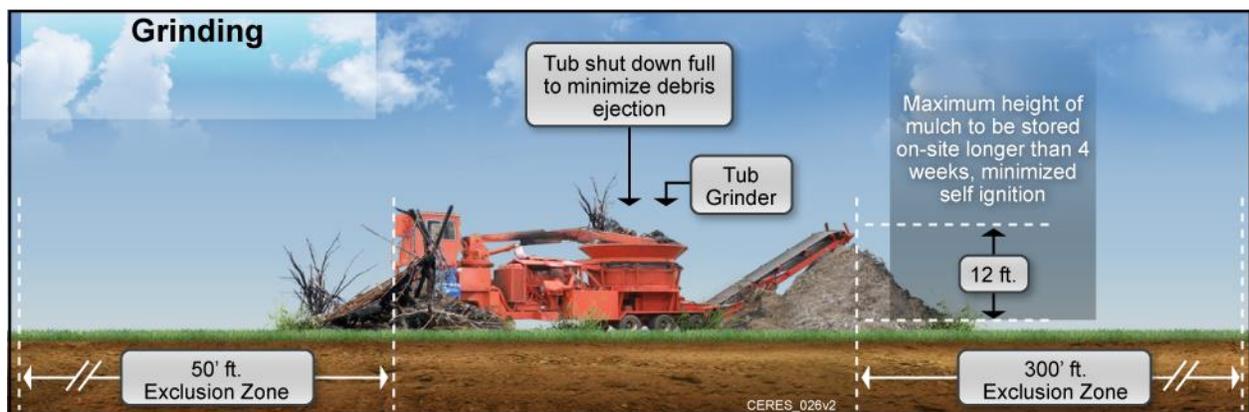
Due to the nature of these operations, material separation is required in order to properly and efficiently process debris. Collection crews will separate non-grindable debris to the maximum extent possible during collection and loading operations. The inspection tower will also assume responsibility for the separation of loads containing contaminants or non-grindables. Those loads, which may contain debris ranging from white goods, household hazardous waste (HHW), e-waste, and other materials, will be separated and sorted either manually or mechanically to remove the contaminants and then dumped in designated and appropriately lined/fenced areas at the DMS until final disposal.

Metal contaminants will be separated and baled or otherwise processed for recycling. Concrete will be separated and transported to a recycling facility and may be crushed prior to transport. Glass, plastic, and other materials will similarly be separated and recycled to the maximum extent possible. Debris that cannot be processed or otherwise recycled will be disposed of at an approved and lawfully permitted construction and demolition final disposal site.

Volume Reduction by Grinding

The wheel loader with rake will push material designated for reduction to the grinder. Great care should be taken to keep the debris free of dirt before processing with a grinder/chipper; this both maintains the value of the product and reduces the cost of grinding. If the mulch produced from grinding is to remain on site for more than four weeks, the mulch piles will then be stacked no higher than 12 feet to minimize the potential for spontaneous combustion.

Horizontal grinders, having a predominately closed grinding chamber, can operate with a minimal exclusion zone projecting out at a 45-degree angle at a distance of 250 feet from each corner of the in-feed conveyor. Tub grinders, if used, will operate with an exclusion zone of 300 feet on the “kick” side of the grinder and 50 feet on the “non-kick” side. Grinders will be shut down in a full tub condition to minimize debris ejection. The Dust Control plan will be implemented to ensure dust from the grinder does not impact the adjacent properties. Lockout/tagout procedures will be used on grinders and strictly enforced. All equipment in the vicinity of the grinders will be equipped with fully enclosed cabs.



Volume Reduction by Burning

The loader/rake will push clean debris in the direction of the burn pit, taking great care to keep the debris free of dirt. Once the debris is piled in the vicinity of the burn pit area, the backhoe with thumb will feed the

Air Curtain Incinerator in such a manner as to promote complete combustion. The backhoe will also set aside any material that would process more efficiently in a chipper/grinder, such as large diameter logs or stumps.



The Air Curtain will be operated at least 100 feet from any stockpile of debris and at least 1,000 feet from any occupied structure. Prior to removal of ash debris from the air curtain incinerator pit, the material will be wetted. Ash stockpiles will be at least 100 feet away from any debris stockpiles.

Final Disposition

Separated, processed non-grindables will be recycled to the maximum extent possible and practicable. Metals and concrete will be baled, crushed, or otherwise processed for transport to recycling facilities. Documentation will be retained regarding total type and amount of materials recycled and each recycling destination.

Clean woody materials will be processed to generate mulch. Live bottom trucks loaded with a rollout bucket-equipped wheel loader will be used to haul mulch to the final disposal site. Mulch hauling will be performed simultaneously with grinding. Mulch will be applied or disposed of at a site(s) approved by the City, as appropriate. The handling of Incinerator Ash Material will comply with all federal, state, and local requirements and the Incinerator Ash Material Management Plan.

Work Hours

Collection crews will typically work up to 12 hours per day, seven days per week unless otherwise specified or limited by contractual requirements. For safety reasons, collection crews will work during daylight hours only. Debris processing sites typically operate 24 hours per day, seven days per week if sufficient lighting is provided during evening hours, unless restricted by the contract.



Traffic Control

As discussed in other sections, Ceres requires and will provide certified traffic control personnel for debris collection, transportation, and processing operations. Competent and qualified personnel will be trained in traffic control procedures and will be provided necessary safety equipment and communication devices. Traffic control personnel will generally be placed at either end of a work zone in order to properly control the flow of traffic into and out of the work zone.

Site Restoration

The Site Restoration and Environmental Survey Plan will ensure that restoration of the site will meet the owner's requirements and local regulations. In addition to site cleanup and removal of all debris, the Restoration Plan will include requirements for achieving ground cover through topsoil and seeding specifications. Other requirements may be mandated by the Erosion Control Plan, such as maintenance of straw bales, retention ponds, or erosion control fencing until ground cover is established. An outside independent party may be employed to conduct a post utilization environmental survey in order to ensure satisfactory site conditions. Site closure is normally accomplished within 30 days of receipt of the last load of disaster related debris.

Demobilization Phase

The PM prepares a demobilization checklist that includes a punch list of items to be completed by staff. The Punch List may include items such as arrangement for future maintenance of erosion control measures. The PM and staff are also responsible for final report to the City which includes lessons learned and results of operations.

Documentation – Field Operations Production Reporting

Ceres has developed specific internal procedures to ensure proper audit-quality documentation of daily project activities is captured and provided to the City. This includes project tracking forms, load tickets, truck certification logs, production logs, shift inspection checklists, safety meeting report forms, daily crew reports, and various equipment usage reports. Other reports are prepared and submitted to document project activities, progress, and quality control.

Quality Control

Daily Contractor Production and Quality Control reports will be completed each day of work and available the following work morning to the City. Original reports are maintained in the Mobile Command Center and daily reconciliation reports are generated to verify information reported on load tickets to information reported on daily production reports. The Project Manager and Project QC Manager will monitor information contained in the Daily Quality Control reports to ensure project activities conform to contractual requirements and that an acceptable level of project quality and workmanship is provided to the City.

Formalized quality control procedures are applied to each project to ensure documentation procedures are properly

Documentation
<ul style="list-style-type: none">• The zone, Section number, and street where debris removal operations were conducted and/or completed.• The total number of personnel engaged in debris management and position or activity• Daily and aggregated man-hours• Then number of loaders and debris hauling vehicles in operation• Hours of use of trucks and equipment• The daily and aggregate volumes of debris, by type, removed and processed• The number, name and location of each debris management site in operation to include numbers and types of reduction equipment in use• Mulching machines in operation• The percent completion of the project• The estimated completion date• Any inspections conducted by federal, state or local government agencies• Any testing performed and/or test results• Quality control phases implemented, as applicable• Any corrective actions implemented• Any damage to private property caused by contractor operations• Any reports of damage or claims made by citizens• Other information as may be required to fully and completely describe the contractor's daily operations• A weekly summary of the information from the daily reports• A final project summary report to describe all debris management activities conducted and conformance to contract specifications• Additional information or reports as necessary to adequately document the conduct of debris management operations.

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and fully implemented and to ensure conformance to project specifications. All personnel, including employees, subcontractors, and suppliers are subject to the provisions of the QC Program. For each project, a Quality Control Plan is specifically developed to detail the QC organization, individual responsibilities, monitoring procedures of activities and subcontractor activities, documentation requirements for Ceres personnel and all subcontractors, control phases or procedures, and identification and correction procedures for non-conforming activities. The remedies for non-conformance include termination. Exceptional quality control of each project promotes efficiency and avoids investigation and other potential losses.

Deployment of ArcGIS/Dropbox System

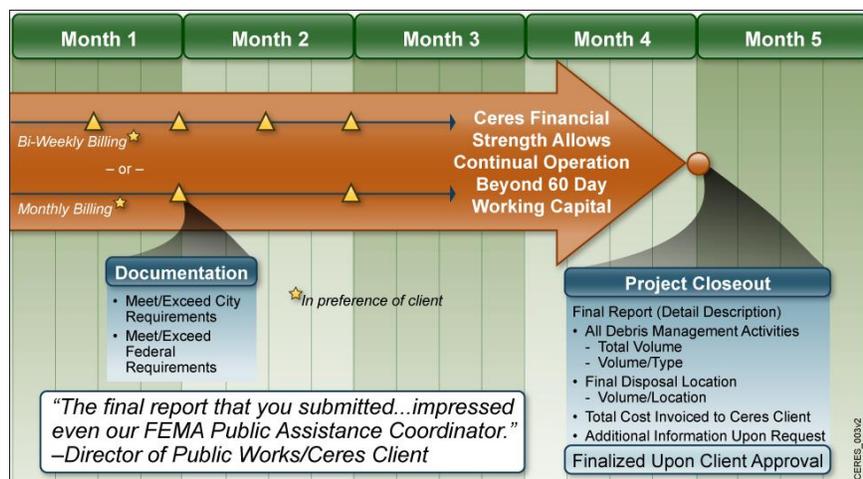
Ceres employs a customized ArcGIS/Dropbox system to assist project management in capturing initial site reconnaissance, develop situational awareness with the City, capture incidents/costs in the field and provide a valuable record to help City construct the administrative record. Field personnel are provided with tablets in the field to file reports through ArcGIS and pull up property data from Dropbox. For example, the Quality Control Form allows Ceres field personnel to document the progress each day on an individual zone. This includes pictures of collection crews work, cleared streets, missed piles and the overall progress of the zone towards completion. Ceres field personnel file various reports including:

- Safety Form
- Quality Control Report
- Zone Progress Report
- Zone Punchlist Form
- Damage Form

Upon submittal of a form through ArcGIS, the form is emailed to the project management staff and auto routed to the appropriate Dropbox folder organized by Zone then Subzone or street. At any time while on in the field, personnel can access the Dropbox to review previous reports or other pertinent information. Simultaneously, planning staff, the Project Manager or designee, can review Damage Claims, Zone Progress Reports and advise the City on zone completion status and offer recommendations on the path through the project.

Invoicing

Ceres can provide invoices to the City on a bi-weekly, semi-monthly, or monthly basis. With each invoice, appropriate documentation will be provided relating to the services provided during the invoice period. Documentation will meet the City requirements and the federal requirements for funding and reimbursement purposes. Ceres will provide technical assistance to the City in the completion of claims filed to FEMA or other agencies for funding and reimbursement. A documentation team will be assembled from representatives of quality control and accounting. This team will assist the City throughout the invoicing and reimbursement process long after the work has been completed.



Reimbursement Assistance

Ceres is trained and experienced in providing the necessary documentation and assistance toward the preparation of reimbursement claims (Project Worksheets) for the City. If needed, Ceres will provide the City with turnkey services or guidance and technical assistance to ensure proper preparation and submittal of claims for reimbursement and other

Throughout Ceres' history, no governing entity has been denied reimbursement for work Ceres has performed.

available funding. Ceres' careful attention to documentation and strict quality control procedures will aid in the acceptance of a claim for reimbursement.

Program Management Assistance

Ceres is experienced and trained to provide all of the following services to the City:

- Project Worksheet (PW) writing
- Assistance with estimating debris volumes for Initial Damage Assessment (IDA) report
- Expenditures eligible for reimbursement
- Recovery Process Documentation
- Recovery Process Oversight
- Review of records system for applicability to federal and state requirements
- Orientation and training of City personnel on documentation requirements
- Claim documentation

Project Closeout

A final report will be submitted to the City upon project closeout. Ceres will prepare and submit a detailed description of all debris management activities including total volume of debris by type, final disposal locations and amounts of debris delivered to each, and total cost of the project invoiced to the City. Ceres will also supply additional information upon request of the City and understands that final project reconciliation must be approved by the City.

Debris Training Program Description

This section discusses the training requirements for all Ceres employees regarding Debris Removal and DMS Management, known as "Debris Training."

The Project Manager or his designee is responsible for the following:

- Implement and administer initial and refresher training programs.
- Determine the appropriate facility-specific training and/or orientation/briefing needed for each employee.
- Ensure employees attend required facility specific training and/or orientation/briefing.
- Ensure employees are assigned positions for which they have received training and/or orientation/briefing.

Project First Line Managers/Foremen are responsible for the following:

- Determine the appropriate facility specific training needed for each employee.
- Ensure employees are only assigned positions for which they have been trained or orientated/briefed, as applicable.

Initial Training Requirements

There are no educational or experience entry requirements for Debris Training. Comprehension of the English language is required to attend the Debris Training. Comprehension is validated by the successful completion of this training program.

The first step in Debris Training is the designation of an employee as a Debris employee.

Training Program Description

The Initial Debris Training Course uses a qualification card that includes a required 90-minute training session that covers review of the FEMA Debris Management training book E/G202, Units 7 and 8 (respectively "Debris Management Site Evaluation and Operation" and "Debris Monitoring") and an initial safety indoctrination.

Debris Training must be completed prior to assignment and at least every two years thereafter. After the initial 90-minute training/orientation, further project-specific training is conducted by the employee's immediate supervisor and is conducted on-the-job.

Facility specific training will be conducted regarding the TDSR Site. Topics will include: Fire Prevention, Spill Prevention, Hazardous Materials Handling, Safe Operation of Heavy Equipment, Personal Protective Equipment, and Activity Hazard Analysis training.

Job Descriptions that require specific training are as follows:

PROJECT SUPERINTENDENT

Trained by the Project Manager:

Additional training includes:

Hazardous Waste

- Identifying household and other hazardous waste
- Segregation and handling of materials in accordance with contract requirements

Documentation (Reports)

- Work location
- Contract information
- Daily & cumulative hours
 - Equipment usage
 - Man-hours
 - Cubic yards collected per assigned area

- Safety
- Traffic Control
- Personnel Management
- Debris Segregation
- Collection
- Grinding and Hauling Operations

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GRINDING/BURNING SITE SUPERINTENDENT

Trained by the Project Manager:

Additional training includes:

Hazardous Waste

- Identifying household and other hazardous waste
- Segregation and handling of materials in accordance with contract requirements

Documentation (Reports)

- Work location
- Contract information
- Daily & cumulative hours
 - Equipment usage
 - Man-hours
 - Cubic yards reduced per assigned area

- Safety
- Traffic Control
- Heavy Equipment Operations
- Personnel Management
- Debris Segregation
- Collection
- Grinding and Hauling Operations

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FOREMAN

Trained by the Project Manager or Site Superintendent:

- Safety
- Traffic Control
- Heavy Equipment Operations
- Personnel Management
- Debris Segregation
- Collection
- Grinding and Hauling Operations

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CREW LEADER, TRUCK DRIVER, OPERATOR, LABORER

Pre-skilled in functional areas, Separate training and evaluation

Additional project specific training includes:

- Safety
- Traffic Control
- Heavy Equipment Operations
- Personnel Management
- Debris Segregation
- Collection
- Grinding and Hauling Operations

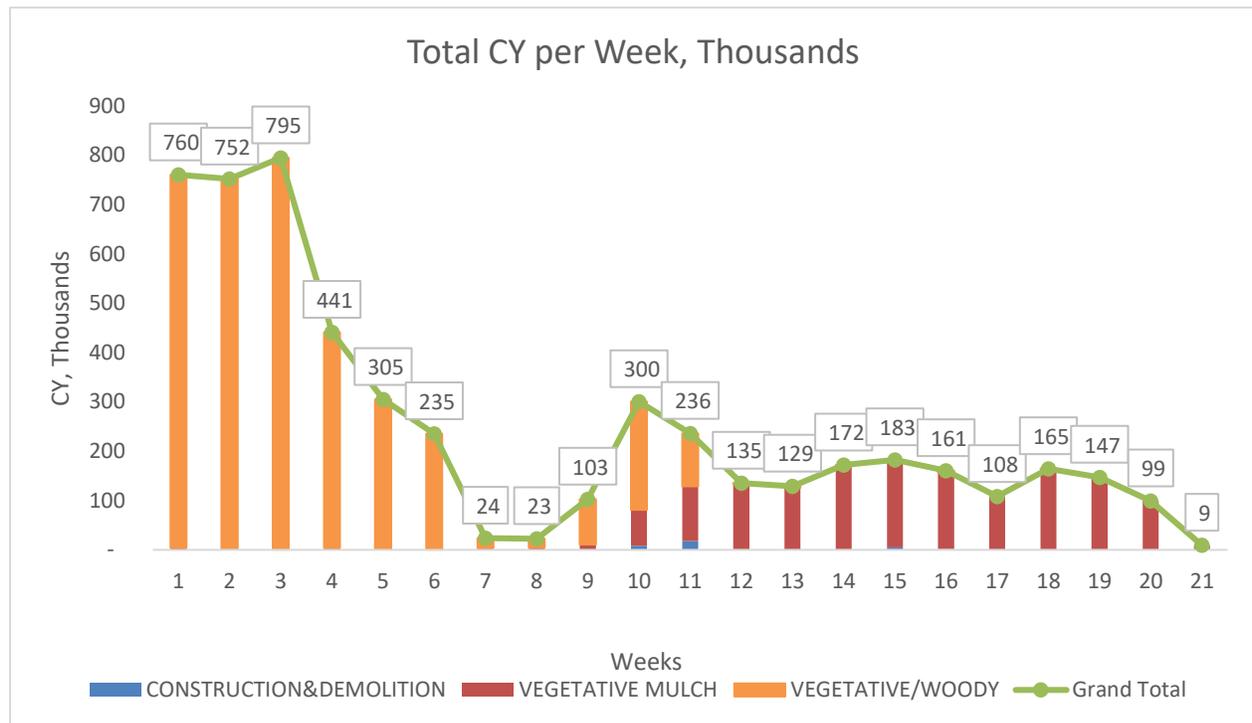
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Potential Scenarios

Ceres is expert in quick-response service, as evidenced in a letter from the Superintendent of Public Works of Elizabethtown, Kentucky following a storm debris removal project:

“...Your representatives and employees were cooperative and responsive to our suggestions and requests regarding the progress of the cleanup. **Our town was cleaned up in an amazingly short time and our residents were very thankful.**”

Ceres is also expert in high-volume projects, as shown by our 2018 Hurricane Michael response in Southwest Georgia, where Ceres was activated by the U.S. Army Corps of Engineers (USACE). At the mission’s peak, Ceres was able to haul 140,000 CYs – 3.3% of the total project – in a single day. This was accomplished by utilizing 1,628 hauling vehicles and managing 144 subcontracts. The consistency of this type of significant progress allowed us to finish on schedule with the USACE staff drawdown plan. Ceres loaded, hauled and disposed of a total of 4.2 million cubic yards of debris.



Ceres Production Curve: Total CY Average per Week

Ceres is accomplished in all aspects of the work described in the RFP. Some of those tasks are performed in every project, while other activities are performed only in worst case scenarios. Whether Ceres is tasked with the smallest event or the most catastrophic, Ceres has experience, and no task is too small nor too large.

As the severity of an event increases, the physical scope of work of a project will grow. A major event will require a wider variety of services, and it will also require a more complex response with a corresponding higher level of management attention. All projects, from an Event Type 1: Spot Job – Localized, or large such as Event Type 7: Catastrophic Event – Total Management –City-wide will require some basic services including debris loading and hauling. The physical actions of loading debris, cutting trees, hauling debris, reducing debris, managing and closing out a site are similar on small and large events. The larger events also may require additional services including life support (water, ice, food), and as mentioned, the logistics and management abilities required on a larger event are at a higher level. Ceres is qualified to handle all events, large and small, as shown by our successful operations in each of the over 300 FEMA-reimbursed projects we have managed, whether Ceres handled over 13 million cubic yards of debris or less than 10,000 cubic yards of debris.

The estimated cubic yards listed below are general estimates. Likewise, **projected mobilization times and equipment usage given are general estimates.** Graphical displays of approximated past performance on similar sized projects are given as a reference.

The following pages describe 7 projected scenarios and detail projected quantities and production rates. Graphs of hauling production in cubic yards on previous projects performed by Ceres illustrate Ceres' ability to perform each scope of work in each scenario. The graphs are rough illustrations of vegetative and construction and demolition debris and may use rounded numbers. The graphs generally do not include stumps, white goods, and other types of materials. Severe one-day drops in production usually indicate a "weather day" of zero hauling for safety reasons.

It is important to note that production rates vary for several reasons. In many cases, the rate of hauling is determined by how quickly citizens bring debris from private property to the curbside. In some cases, such as in Kansas City, the City preferred very quick production. In other cases, the local government wanted Ceres' hauling crews to stay on the job for an extended time even though production was low, because the citizenry needed time to bring debris to the curbside.

Production rates in an event in Central will vary depending on the actual storm event and physical conditions, and also depending on the City's wishes, which may relate to how quickly residents can bring material out of their yards to the curbside. Generally, Ceres has the capacity to perform more rapidly than is preferred by the local government.

Event Type: 1

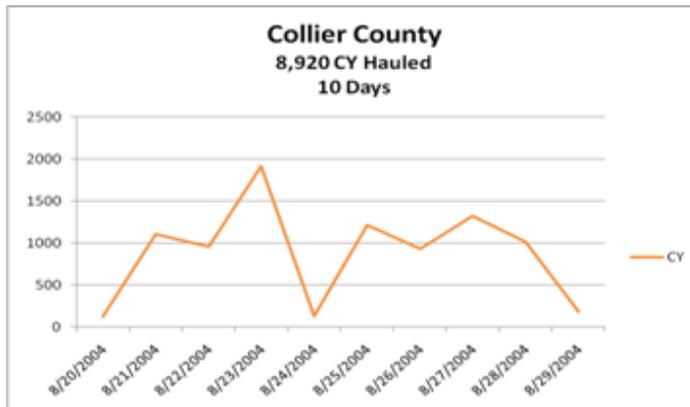
Spot Jobs – Localized

Ceres Headquarters Office Location: Houma, Louisiana permanent office with mobile Central office

Number of TDSR Sites: Maximum of 1, no reduction

Location of TDSR Sites: To be determined

Size of TDSR Sites: 1 acre or more



Type of Hauling Equipment: Knuckleboom self-loading trucks, dump trucks/trailers

Total Expected Cubic Yards of Debris: less than 10,000 CY

Quantity of Hauling Equipment: Ten trucks or less

Time elapsed from Notice to Proceed to first arrival onsite of equipment: 1 hour

Time elapsed from Notice to Proceed to complete mobilization: 100% in 24 hours

Expected Management and Supervision Staff: 1 project manager, 1 or 2 foremen, 1 project accountant

Methodology for Scheduling and Routing

the Removal of Debris: Ceres would provide one or more crews consisting of a chain saw crew with flaggers and self-loading knuckleboom trucks. A bobcat type loader may also be used. The crew would be supervised by a foreman who would interface with the City field representative, and a Ceres project manager would supervise the foreman and interface with the City administrators to assist with FEMA reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.

Ceres will haul the debris to a TDSR site where it will be reduced by compaction ("walking" on the debris with tracked heavy equipment) and then transfer it to a recycling yard for grinding and conversion to mulch for recycling, or other method acceptable to the City.

Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the load ticket. Ceres will use its proprietary load ticket software that has been successfully used for twelve years on FEMA-reimbursed projects.

Daily reports will be issued by Ceres stating the amounts of debris hauled the types of debris, and the zones from which the debris originated. Additional information will be provided by Ceres as requested by the City. Ceres, with the City's prior approval, will make available updates to citizens through internet access, including information on which areas have been cleared, and the proposed schedule for future clearing of debris.

Event Type: 2

Small Event – Widespread or City-wide

Ceres Headquarters Office Location: Houma, Louisiana permanent office with mobile Central office

Number of TDSR Sites: up to 1

Location of TDSR Sites: To be determined

Size of TDSR Sites: 5 to 10 acres

Type of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers

Total Expected Cubic Yards of Debris: up to 30,000 CY

Quantity of Hauling Equipment: up to 3 crews with a total of up to 12 trucks and 2 bobcats

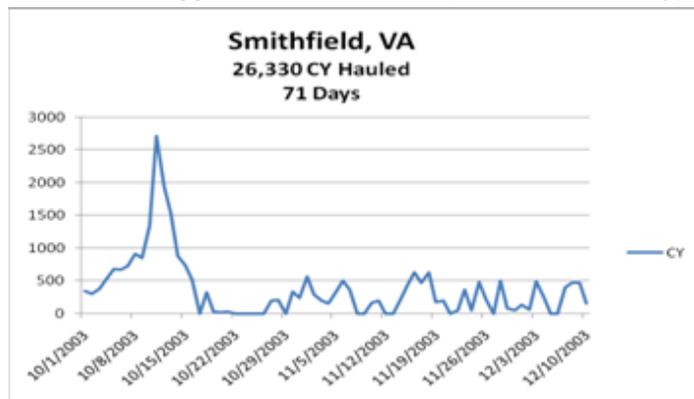
Time elapsed from Notice to Proceed to first arrival onsite of equipment: 1 hour

Time elapsed from Notice to Proceed to complete mobilization: 100% in 24 hours

Expected Management and Supervision Staff: 1 project manager, 1 superintendent, 1 foreman, 1 project accountant

Methodology for Scheduling and Routing the Removal of Debris: Ceres would provide two or three crews consisting of self-loading knuckleboom trucks with flaggers and chain saw operators. Bobcat type

loaders would likely be used to forward material into larger piles for efficient pickup by self-loading knuckleboom trucks. Each crew would be supervised by a lead man, and all crews would be supervised by a superintendent who would interface with the City field representative. A Debris Management Site (DMS) will be established, a Ceres site manager will be installed who will manage the site operations, which would likely include a dozer, an excavator with grapple, a tub grinder or air curtain incinerator and dump trucks to haul out reduced debris (ash or wood chips). A Ceres



project manager would supervise the superintendent and DMS site manager and will supervise site restoration. The Ceres project manager will also interface with the City administrators to assist with FEMA reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.

Ceres will haul the debris to a TDSR site where it will be reduced by grinding and then transferred by "live floor" or "walking floor" trucks with approximately 90 cubic yard capacity to a recycling yard for grinding and conversion to mulch for recycling, or other method acceptable to the City.

Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the load ticket.

Ceres will use its proprietary load ticket software that has been successfully used for twelve years on FEMA-reimbursed projects. Daily reports will be issued by Ceres stating the amounts of debris hauled the types of debris, and the zones from which the debris originated. Additional information will be provided by Ceres as requested by the City. Ceres, with the City's prior approval, will make available updates to citizens through internet access, including information on which areas have been cleared, and the proposed schedule for future clearing of debris.

Event Type: 3

Significant Event – Removal, Reduction, Hauling – Woody Debris Only – Widespread or City-wide

Ceres Headquarters Office Location: Houma, Louisiana permanent office with mobile Central office

Number of TDSR Sites: 2 or 3

Location of TDSR Sites: To be determined

Size of TDSR Sites: 5 to 15 acres

Type of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers, other

Total Expected Cubic Yards of Debris: up to 400,000 CY

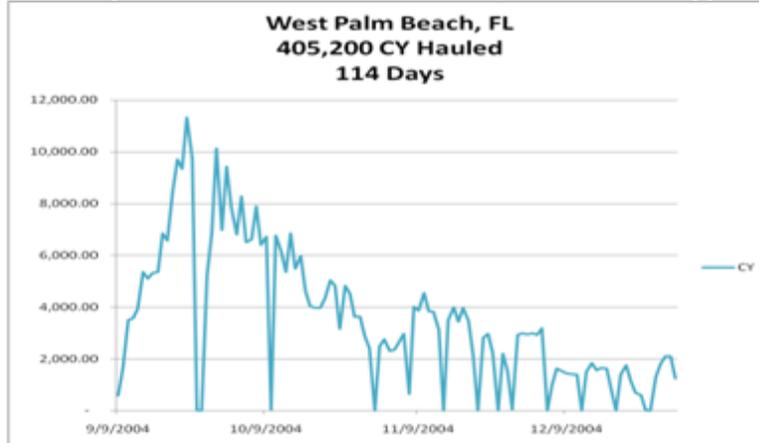
Quantity of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers, approximately 8 crews with approximately 46 trucks total.

Time elapsed from Notice to Proceed to first arrival onsite of equipment: 1 hour

Time elapsed from Notice to Proceed to complete mobilization: 50% in 24 hours, 100% in 48 hours

Expected Management and Supervision Staff: General Management: 1 project manager, 1 site superintendent, 1 project superintendent, 2 foremen, 1 quality control officer, 1 administrator, 1 clerk, 1 subcontracting officer, 1 safety and health officer; plus Expected Personnel per TDSR Site: 1 TDSR Site Manager, 1 foreman with truck and cell phone, 1 assistant foreman, 5 to 8 heavy equipment operators, 2 to 4 flaggers for traffic control, 1 to 5 additional laborers for separation and other material handling

Methodology for Scheduling and Routing the Removal of Debris: Ceres would provide several crews consisting of trucks, loaders, chain saw operators, and flaggers. Trucks and loading equipment would be



provided with each crew, including self-loading knuckleboom trucks and other loading and hauling equipment. Bobcat type loaders would likely be used to forward material into larger piles for efficient pickup by self-loading knuckleboom trucks. Each crew would be supervised by a lead man, and each crew would be supervised by a foreman who would report to the Ceres superintendent who would interface with the City field representative. A Ceres site manager will be installed who will manage the TDSR site operations, which would likely include a

tub grinder or air curtain incinerator, a dozer, an excavator with grapple and dump trucks to load out. A Ceres project manager would supervise the superintendent and DMS site manager and will supervise site restoration. The Ceres project manager will also interface with the City administrators to assist with FEMA reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.

Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the load ticket. Ceres will use its proprietary load ticket software that has been successfully used for twelve years on FEMA-reimbursed projects.

Daily reports will be issued by Ceres stating the amounts of debris hauled, the types of debris, and the zones from which the debris originated. Additional information will be provided by Ceres as requested by the City. Ceres, with the prior approval of the City, will make available updates to citizens through internet access, including information on which areas have been cleared, and the proposed schedule for future clearing of debris.

Event Type: 4

Significant Event – Removal, Reduction, Hauling, and Separating – Mixed Debris – Widespread or City-wide

Ceres Headquarters Office Location: Houma, Louisiana permanent office with mobile Central office

Number of TDSR Sites: 3 to 5

Location of TDSR Sites: To be determined

Size of TDSR Sites: 5 to 20 acres

Type of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers

Total Expected Cubic Yards of Debris: up to 775,000 CY

Quantity of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers, approximately 12 crews with approximately 63 trucks

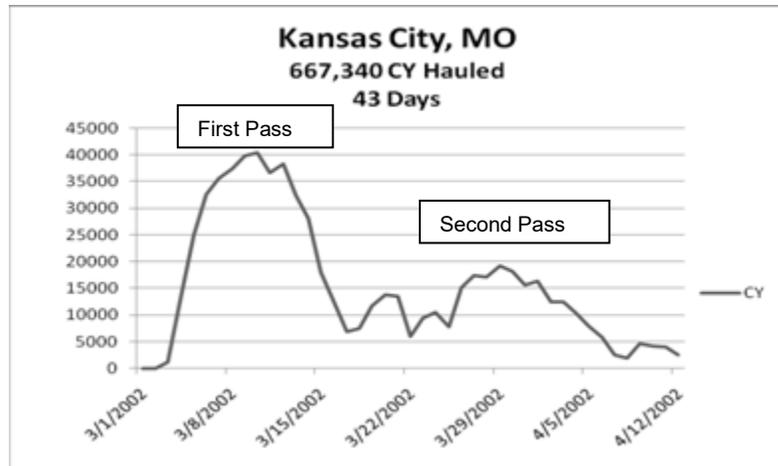
Time elapsed from Notice to Proceed to first arrival onsite of equipment: 1 hour

Time elapsed from Notice to Proceed to complete mobilization: 50% in 24 hours, 100% in 48 hours

Expected Management and Supervision Staff: General Management: 1 project manager, 1 site superintendent(s), 1 project superintendent, 3 zone managers, 5 foremen, 1 administrator, 1 accountant, 1 quality control officer, 1 clerk, 1 subcontracting officer, 1 safety and health officer, 1 public relations officer;

plus Expected Personnel per TDSR Site: 1 TDSR Site Manager, 1 foreman with truck and cell phone, 1 assistant foreman, 5 to 8 heavy equipment operators, 2 to 4 flaggers for traffic control, 1 to 5 additional laborers for separation and other material handling

Methodology for Scheduling and Routing the Removal of Debris: Ceres would provide several crews consisting of trucks, loaders, chain saw operators, and flaggers. Trucks and loading equipment would be provided with each crew, including self-loading knuckleboom trucks and other loading and hauling equipment. Bobcat type loaders would likely be used to forward material into larger piles for efficient pickup by knuckleboom self-loading trucks. Each crew would be supervised by a lead man, and each crew would be supervised by a foreman who would report to the Ceres superintendent who would interface with the City field representative. A Ceres site manager will be installed who will manage the TDSR site operations, which would likely include a tub grinder or air curtain incinerator, a dozer, an excavator with grapple and dump trucks to load out. A Ceres project manager would supervise the superintendent and DMS site manager and will supervise site restoration. The Ceres project manager will also interface with the City administrators to assist with FEMA reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.



The project manager together with the project superintendent would interface daily with City representatives to review the previous day's progress and would assign streets and geographic territories to crews based on previous progress and input from City representatives.

Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the load ticket. Ceres will use its proprietary load ticket software that has been successfully used for twelve years on FEMA-reimbursed projects.

Daily reports will be issued by Ceres stating the amounts of debris hauled, the types of debris, and the zones from which the debris originated. Additional information will be provided by Ceres as requested by the City. Ceres, with the City's prior approval, will make available updates to citizens through internet

access, including information on which areas have been cleared, and the proposed schedule for future clearing of debris.

Event Type: 5

**Catastrophic Event – Removal, Reduction, Hauling, and Separating – Mixed Debris –City-wide
Ceres Headquarters Office Location:** Houma, Louisiana permanent office with mobile Central office

Number of TDSR Sites: 4 to 6

Location of TDSR Sites: To be determined

Size of TDSR Sites: 5 to 20 acres

Type of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers

Total Expected Cubic Yards of Debris: up to 1,500,000 CY

Quantity of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers, approximately 32 crews with approximately 87 trucks

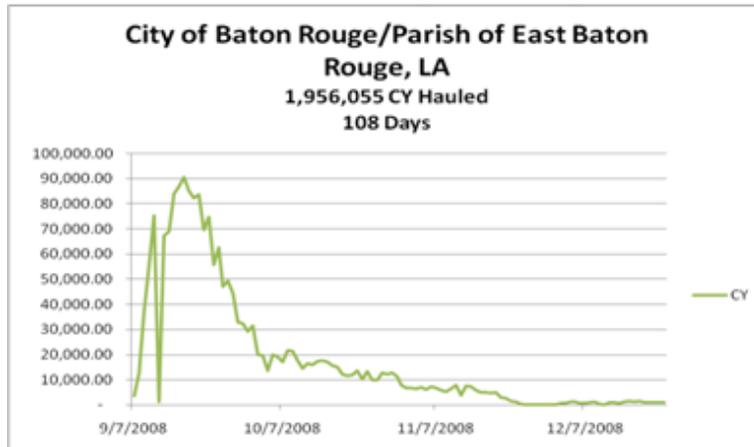
Time elapsed from Notice to Proceed to first arrival onsite of equipment: 1 hour

Time elapsed from Notice to Proceed to complete mobilization: 25% in 24 hours, 50% in 48 hours, 100% in 72 hours

Expected Management and Supervision Staff: General Management: 1 project manager, 1 project superintendent, 4 site superintendents/zone managers, 10 foreman, 1 FEMA/City liaison, 1 quality control officer, 1 administrator with 3 clerks, 1 subcontracting officer, 1 safety and health officer, 1 accountant; **plus**

Expected Personnel per TDSR Site: 1 TDSR Site Manager, 1 foreman with truck and cell phone, 1 assistant foreman, 5 to 8 heavy equipment operators, 2 to 4 flaggers for traffic control, 1 to 5 additional laborers for separation and other material handling

Methodology for Scheduling and Routing the Removal of Debris: Ceres would provide crews consisting of trucks, loaders, chain saw operators, and flaggers. Trucks and loading equipment would be provided with each crew, including self-loading knuckleboom trucks and other loading and hauling



equipment. Bobcat type loaders would likely be used to forward material into larger piles for efficient pickup by self-loading knuckleboom trucks. Each crew would be supervised by a lead man, and each crew would be supervised by a foreman who would report to the Ceres superintendent who would interface with the City field representative. A Ceres site manager will be installed who will manage the TDSR site operations, which would likely include a tub grinder or air curtain incinerator, a dozer, an excavator with grapple and dump trucks to load out. A

Ceres project manager would supervise the superintendent and DMS site manager and will supervise site restoration. The Ceres project manager will also interface with the City administrators to assist with FEMA reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.

The project manager together with the project superintendent would interface daily with City representatives to review the previous day's progress and would assign streets and geographic territories to crews based on previous progress and input from City representatives.

Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the load ticket. Ceres will use its proprietary load ticket software that has been successfully used for twelve years on FEMA-reimbursed projects.

Daily reports will be issued by Ceres stating the amounts of debris hauled, the types of debris, and the zones from which the debris originated. Additional information will be provided by Ceres as requested by

the City. Ceres, with the City's prior approval, will make available updates to citizens through internet access, including information on which areas have been cleared, and the proposed schedule for future clearing of debris.

Event Type: 6

Catastrophic Event – Site Management – City-wide

Ceres Headquarters Office Location: Houma, Louisiana permanent office with mobile Central office

Number of TDSR Sites: 4 to 6

Location of TDSR Sites: To be determined

Size of TDSR Sites: 5 to 20+ acres (possible site layout illustrated below)

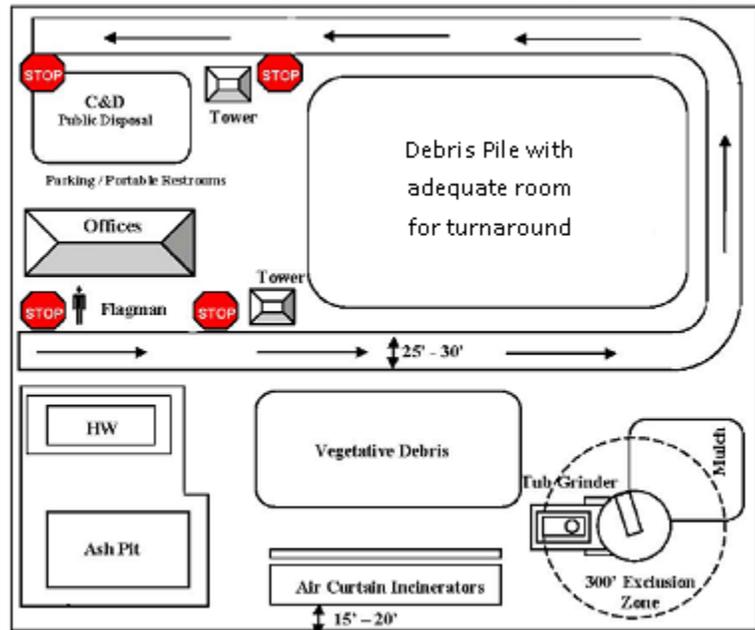
Total expected cubic yards of debris to process and document: up to 1,300,000

Time elapsed from Notice to Proceed to first arrival onsite of equipment: 1 hour

Time elapsed from Notice to Proceed to complete mobilization: 25% in 24 hours, 50% in 48 hours, 75% in 72 hours, 100% in 96 hours

Expected Management and Supervision Staff: General Management personnel: 1 project manager, 1 assistant project manager, 1 project superintendent, 1 assistant project superintendent, 1 FEMA/City liaison, 1 quality control officer, 1 administrator with 1 clerk, 1 subcontracting officer, 1 safety and health officer, 1 accountant with 2 clerks and data entry personnel as required; **Expected personnel per TDSR Site:** 1 TDSR Site Manager, 1 foreman with truck and cell phone, 1 assistant foreman, 7 or 8 heavy equipment operators, 2 to 4 flaggers for traffic control, 3 to 5 additional laborers for separation and other material handling

Quantity of equipment per site: 1 grinder, 2 excavators and/or backhoes with grapples, 1 dozer, 1-wheel loader with rake, 1-wheel loader with bucket, 1 maintenance truck, 1 water truck for fire suppression, 1 to 2 inspection towers, 1 hazardous materials containment area.



Methodology for accepting and measuring of debris: Inspection – From the constructed tower, the City's designated monitor will determine the capacity of the truck and estimated load volume (percent capacity) and evaluate the load for contaminants requiring separation. The monitor will instruct the driver regarding the appropriate dump location at the site and will verify the truck is completely empty following dumping. The monitor will complete the load ticket presented for each load delivered to the site.

Unloading - After inspection, the material will be forwarded to the tipping area supported by a wheel loader with rake and laborers. The laborers will inspect the debris and remove any contaminants. Contaminants that are hazardous will be handled by the hazardous toxic waste specialist, staged in the hazmat containment area, and disposed of in accordance with federal, state, and local requirements. Other contaminants, such as metal, will be separated accordingly.

Separation - While vegetative debris is generally the most voluminous debris stream, due to the nature of the storm, material separation is frequently required in order to properly and efficiently process the debris. Collection crews will separate grindable (vegetative) debris from non-grindable debris to the maximum extent possible during collection and loading operations. These loads, which may contain debris ranging from white goods, household hazardous waste (HHW), e-waste, and other materials, will be separated and sorted either manually or mechanically to remove the contaminants and then moved to the appropriately lined/fenced areas at the DMS.

Reduction - A wheel loader with rake will push material to the excavators and backhoes for loading material into the grinder. If the mulch produced from grinding is to remain on site for more than four weeks, the mulch piles will then be stacked no higher than 12 feet to minimize the potential for spontaneous combustion. Grinders will operate a safe distance from all other areas of the site to eliminate risk of injury from projectile debris from the grinder. The Dust Control plan will be implemented to ensure dust from the grinder does not impact the adjacent properties. All equipment in the vicinity of the grinders will be equipped with fully enclosed cabs. If burning is allowed, the debris, once piled in the vicinity of the burn pit area, will be fed into the Air Curtain Incinerator in such a manner as to promote complete combustion. The backhoe will also set aside for forwarding any material that would process more efficiently in a chipper/grinder, such as large diameter logs or stumps. The Air Curtain will be operated at least 100 feet from any stockpile of debris and at least 1,000 feet from any occupied structure.

Final Disposal – Once debris measurement and processing operations are complete, the separated non-grindables will be recycled to the maximum extent possible. Metals and concrete will be baled, crushed, or otherwise processed for transport to recycling facilities. Clean that has been processed into mulch will be loaded into live bottom or similar hauling vehicles for delivery to the final disposal location. Mulch will be applied or disposed of at a site(s) approved by the City, as appropriate. The handling of incinerator ash material will comply with all federal, state, and local laws and regulations.

Site Closure - The Site Restoration and Environmental Survey Plan will ensure that restoration of the site will meet the owner's requirements and local regulations. In addition to site cleanup and removal of all debris, the site will be returned to its pre-storm condition or better via providing sufficient ground cover, grading, and seeding as necessary. An outside independent party may be employed to conduct a post utilization environmental survey in order to ensure satisfactory site conditions. Site closure is normally accomplished within 30 days of receipt of the last load of disaster related debris.

Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the load ticket. Ceres will use its proprietary load ticket software that has been successfully used for twelve years on FEMA-reimbursed projects.

Daily reports will be issued by Ceres stating the amounts of debris hauled, the types of debris, and the zones from which the debris originated. Additional information will be provided by Ceres as requested by the City. Ceres, with the City's prior approval, will make available updates to citizens through internet access, including information on which areas have been cleared, and the proposed schedule for future clearing of debris.

Event Type: 7

Catastrophic Event – Total Management – City-wide

Ceres Headquarters Office Location: Houma, Louisiana permanent office with mobile Central office

Total management would effectively combine the two above Catastrophic Events Types: 5 – Removal, reduction, hauling, and separating mixed debris along with 6 – Site Management

Number of TDSR Sites: 6 to 8

Location of TDSR Sites: To be determined

Size of TDSR Sites: 5 to 20+ acres

Type of Equipment: Self-loading knuckleboom trucks, dump trucks/trailers for the ROW/ROE loading and hauling to the temporary sites; and grinders, excavators and/or backhoes with grapples, wheel loader with rake, wheel loader with bucket, maintenance truck, water truck for fire suppression, debris inspection towers, and hazardous materials containment area for site management

Total Expected Cubic Yards of Debris: up to 2,300,000 CY

Quantity of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers, approximately 75 crews with approximately 209 trucks

Expected Management and Supervision Staff: General Management: Citywide (per site personnel listed separately below): 1 project manager, 1 assistant project manager, 6 to 8 site superintendent(s), 1 project superintendent, 1 assistant project superintendent, 12 to 18 foreman, 1 FEMA/City liaison, 1 administrator with 4 clerks, 1 quality control officer, 1 safety and health officer, 1 public relations officer, 1 accountant with 1 clerk; **For each TDSR Site, listed as follows:** 1 site manager, 1 assistant site manager,

2 foremen, 1 lead man, 5 to 8 heavy equipment operators, 3 to 6 flaggers for traffic control, 3 to 5 additional laborers for separation and other material handling per each TDSR site.

Methodology for Scheduling and Routing the Removal of Debris: Ceres would provide crews consisting of trucks, loaders, chain saw operators, and flaggers. Trucks and loading equipment would be provided with each crew, including self-loading knuckleboom trucks and other loading and hauling equipment. Bobcat type loaders would likely be used to forward material into larger piles for efficient pickup by knuckleboom self-loading trucks. Each crew would be supervised by a lead man, and each crew would be supervised by a foreman who would report to the Ceres superintendent who would interface with the City field representative. A Ceres site manager will be installed who will manage the TDSR site operations. Operations at the various TDSR sites would be congruent with the method of operations as listed above, from site inception, preparation, debris acceptance, separation, processing, haul out, and site closure. A Ceres project manager would supervise the superintendent and DMS site manager and will supervise site restoration. The Ceres project manager will also interface with the City administrators to assist with FEMA reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.

The project manager together with the project superintendent would interface daily with City representatives to review the previous day's progress and would assign streets and geographic territories to crews based on previous progress and input from City representatives.

Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City authorized monitor and the load call will be recorded on the load ticket. Ceres will use its proprietary load ticket software that has been successfully used for twelve years on FEMA-reimbursed projects.

Daily reports will be issued by Ceres stating the amounts of debris hauled, the types of debris, and the zones from which the debris originated. Additional information will be provided by Ceres as requested by the City. Ceres, with the City's prior approval, will make available updates to citizens through internet access, including information on which areas have been cleared, and the proposed schedule for future clearing of debris.

5.7 References

Ceres Environmental Services, Inc. has a long record of successful contract performance. Many of our customers have provided formal evaluations or letters of recommendation that attest to our strong performance and record of customer service and satisfaction. A selection of references from past project clients are included later in this section.

The following table contains a selection of our references from projects completed in the past ten (10) years.

References

Event	Contract Activity	Government Entity	Amount	Contract Period
Hurricane Ida	Debris Removal & Site Management for Debris Reduction and Emergency Roadway Clearance	Livingston Parish, LA	\$24,632,443 1,322,210 CY	August 2021 – January 2022
	Point of Contact: Mark Harrell, Director of Homeland Security Office, 20355 Government Blvd., Suite D, Livingston, LA 70754; Tel. (225) 686-3066; Fax (225) 686-7280; mh@lpgov.com			
Hurricane Ida	Disaster Debris Removal	Gonzales, LA	\$1,623,500 106,041 CY	September – October 2021
	Point of Contact: Jackie Baumann, City Engineer, 120 S. Irma Blvd., Gonzales, LA 70737; Tel. (225) 647-9589; jackie@gonzalesla.com			
Hurricane Ida	Emergency Debris Removal and Disposal	Mandeville, LA	\$5,576,418 306,702 CY	September-December 2021
	Point of Contact: Keith LaGrange, Director of Public Works, 3101 East Causeway Approach Mandeville, LA 70448; Tel. (985) 624-3169; klagrangecityofmandeville.com			
Hurricane Ida	Disaster Debris Management Services	Thibodaux, LA	\$1,653,961 105,691	August – November 2021
	Jacques Thibodeaux, Special Projects Coordinator, Emergency Preparedness Director; P.O. Box 5418; 310 W. 2nd St; Thibodaux LA, 70301; Tel. 504-915-3120; jacquest@ci.thibodaux.la.us			
Hurricanes Laura and Delta	Debris Clearance and Removal Services	Cameron Parish, LA	\$28,880,677 1,151,056.60 CY	August 2020 – May 2021
	Point of Contact: Katie Armentor, Police Jury Administrator, (337) 540-8617 or (337) 775-2608; 148 Smith Circle, Cameron, LA 70631; karmentor@cameronpj.org			
2016 Floods	Debris Removal & Site Management for Debris Reduction and Emergency Roadway Clearance	Livingston Parish, LA	\$16,339,988.71 1,406,610 CY	August 2016 – August 2017
	Point of Contact: Mark Harrell, Director of Homeland Security Office, 20355 Government Blvd., Suite D, Livingston, LA 70754; Tel. (225) 686-3066; Fax (225) 686-7280; mh@lpgov.com			
2016 Floods	Disaster Debris Removal	Denham Springs, LA	\$4,070,506.96 275,507 CY	August 2016 – August 2017
	Point of Contact: Melvin Womack, Purchasing Agent, 941 Government Street, Denham Springs, LA 70727; Tel. (225) 667-8385; purchasing@cityofdenhamsprings.com			
2018 Waterway Cleanup	Waterway Debris Removal	Livingston Parish, LA	\$35,945,163.56 1,899,448 Linear Feet	May – November 2018; 2019 - Current
	Point of Contact: Mark Harrell, Director of Homeland Security Office, 20355 Government Blvd., Suite D, Livingston, LA 70754; Tel. (225) 686-3066; Fax (225) 686-7280; mh@lpgov.com			
Hurricane Ian	Emergency Disaster Assistance and Debris Removal	Cape Coral, FL	\$64,888,996 2,707,047 CY	October 2022 – May 2023
	Terry B. Schweitzer, Solid Waste Manager; P.O. Box 150027, Cape Coral, Florida 33915-0027, Tel: 239-573-3136; tschweitzer@capecoral.gov			
Hurricane Ian	Disaster Debris Clearance and Removal Services	North Port, FL	\$42,031,396.28 2,446,843 CY	October 2022 – March 2023
	Frank Lama, Solid Waste Manager, 1100 North Chamberlain Blvd., North Port, FL 34286, Tel.: (941) 240-8074; flama@northportfl.gov			

Event	Contract Activity	Government Entity	Amount	Contract Period
Hurricane Ian	Emergency Debris Hauling and Disposal	Mt. Dora, FL	\$77,132 8,774	September – October 2022
	George Marek, Director of Public Works Department, 900 N Donnelly Street, Mount Dora, FL 32757, Tel: (352) 735-7151, marekg@cityofmoundora.com			
Hurricane Ian	Removal of Debris Following Hurricane Ian	Melbourne, FL	\$232,153 25,852 CY	October 2022 – November 2022
	Point of Contact: Jennifer Wilster - Environmental Community Outreach Manager, City of Melbourne ECO Division 2885 Harper Road, Melbourne, FL 32904, Tel: (321) 608-5080, Jennifer.Wilster@mlbfl.org			
Hurricane Ian	Emergency Debris Removal and Disposal Services	Arcadia, FL	\$1,400,512 97,379 CY	September 2022 – November 2022
	Point of Contact: Beth Carsten, Finance Director, City of Arcadia 23 N. Polk Ave, Margaret Way building, Arcadia, FL 34266, Tel. (863) 494-4114, ecarsten@arcadia-fl.gov			
Hurricane Ian	Disaster Debris Hauling	Seminole County, FL	\$2,573,750 182,533 CY	October 2022 – January 2023
	Point of Contact: Hector R. Valle Sr. – Environmental Programs Manager, 1950 State Road 419, Longwood FL 32750, (407) 665-2261, hvalle@seminolecountyfl.gov			
Hurricane Ian	Disaster Debris Removal and Disposal	Indian River County, FL	\$138,002 9,952 CY	October 2022 – November 2022
	Point of Contact: James Ennis, Assistant Public Works Director, 1801 27th Street, Vero Beach 32960, Tel: (772) 226-1221, jennis@ircgov.com			
Hurricane Ian	Disaster Recovery Services	Sarasota County, FL	\$623,932 54,499 CY	September 2022 – January 2023
	Point of Contact: Lois Rose, Manager Landfill Operations, 4000 Knights Trail Road, Nokomis, FL 34275 Tel: (941) 544-2817, lerose@scgov.net			
Hurricane Irma	Disaster Debris Hauling Services	Seminole County, FL	\$13,151,655.57 786,619 CY	September 2017 – January 2018
	Point of Contact: Hector Valle, Manager of Environmental Programs; 1301 East Second Street, Sanford, FL 32771; Tel: (407) 665-2261; Fax: (407) 324-5731; hvalle@seminolecountyfl.gov			
Hurricane Michael	Disaster Recovery Services for Debris and Vegetation Removal from Waterways and Natural Creeks	Leon County, FL	\$2,632,596.05 242,092 CY	October – November 2018
	Point of Contact: Brent Pell, Public Works Director; 2280 Miccosukee Rd. Tallahassee, FL 32308; Tel: (850) 606-1415; pellb@leoncountyfl.gov			
Hurricane Michael	Debris Removal and Disposal Services	Tallahassee, FL	\$1,617,607.86 236,035 CY, including 8,270 trees	October 2018
	Point of Contact: Reginald C. Ofuani, General Manager; 300 S. Adams St., Tallahassee, FL 32301; Tel: (850) 556-7134; reginald.ofuani@talgov.com			
Red Tide Cleanup	Disaster Recovery Services for Debris and Vegetation Removal from Waterways and Natural Creeks	Indian River County, FL	\$116,710.00 160,000 pounds of marine debris	October 2018
	Point of Contact: James Ennis, PE PMP; 1801 27th Street, Vero Beach, FL 32960; Tel: (772) 226-1221; jennis@ircgov.com			
Hurricane Irma	Disaster Debris Removal and Disposal	Indian River County, FL	\$1,327,215.25 101,701 CY	September- December 2017
	Point of Contact: James Ennis, PE PMP; 1801 27th Street, Vero Beach, FL 32960; Tel: (772) 226-1221; jennis@ircgov.com			
Hurricane Irma	Emergency Debris and Disaster Recovery Services	Palm Beach Gardens, FL	\$869,084.75 71,153 CY	September - November 2017
	Point of Contact: David Reyes, Director, Public Services and Emergency Management, 10500 North Military Trail, Palm Beach Gardens, FL 33410; Tel. (561) 804-7015, dreyes@pbgfl.com			

Event	Contract Activity	Government Entity	Amount	Contract Period
Hurricane Michael	ACI Debris removal and services across 13 southwest Georgia counties.	U.S. Army Corps of Engineers, Savannah District	\$134,159,610.00 4,271,053 CY	October 2018- March 2019
	Point of Contact: Tonja Dreke, Contracting Officer, 100 W. Ogelthorpe Ave. Savannah, GA 31401; Tel: (912) 652-6071; Tonja.j.dreke@usace.army.mil			
Hurricane Irma	Debris Removal & Disposal Services	Glynn County, GA	\$6,423,081.22 381,865 CY	September- December 2017
	Point of Contact: Dave Austin, Public Works and Maintenance Director, 4145 Norwich Street Ext, Brunswick, GA 31520; Tel (912) 554-7701; daustin@glynncounty-ga.gov			
Winter Storm Pax	Removal and Disposal of Disaster Debris	Columbia County, GA	\$8,539,038.00 648,444 CY	February – August 2014
	Point of Contact: Suzie Hughes, EMA Specialist VI, 650-B Ronald Reagan Drive, Evans, GA 30809, Tel. (706) 868-3303, Fax (706) 868-3343, shughes@columbiacountyga.gov			
Hurricane Matthew	Debris Removal & Disposal Services	Glynn County, GA	\$7,945,091.78 496,202 CY	October 2016 – March 2017
	Point of Contact: Dave Austin, Director, Public Works & Park Services, 4145 Norwich Street, Brunswick, GA 31520; Tel: (912) 554-7701; Fax (888) 558-1549; daustin@glynncounty-ga.gov			
2023 Winter Storm Mara	Debris Removal Services	Austin, TX	\$2,895,125 235,346 CY	February -March 2023
	Amy Slagle, Litter Abatement Division Manager, Austin Resource Recovery, 1520 Rutherford Ln, Austin, TX 78754, 512-974-4302, Amy.Slagle@austintexas.gov			
2023 Winter Storm Mara	Debris Management Services	Williamson County, TX	\$3,422,753 95,550 CY/ 23,404 trees	March-June 2023
	J Terron Evertson, Project Engineer, 3151 S.E. Inner Loop, Suite B, Georgetown, TX 78626, (512) 943-3330, roadadmin@wilco.org /Lucas Pandikiu, Engineer Associate, (512) 943-3385, lucas.pandikiu@wilco.org			
Hurricane Harvey	Disaster Debris Clearance Contract	Katy, TX	\$599,003.40 29,495 CY	September- November 2017
	Point of Contact: Jason Rivera, Public Works Director, 901 Avenue C, Katy, TX 77493; Tel. (281) 574-8622; Fax. (281) 391-4820; jrivera@cityofkaty.com			
Winter Storm Uri	Debris Management Services	Pearland, TX	\$43,695.90 2,210 CY	February-March 2021
	Point of Contact: Laurie Rodriguez, Environmental Services Superintendent; 3519 Liberty Dr., Pearland, TX 77581; Tel. (281) 652-1813; lrodriguez@pearlandtx.gov			
Hurricane Harvey	Debris Management Services	Pearland, TX	\$1,065,532.89 54,771 CY	September – October 2017
	Point of Contact: Laurie Rodriguez, Environmental Services Superintendent; 3519 Liberty Dr., Pearland, TX 77581; Tel. (281) 652-1813; lrodriguez@pearlandtx.gov			
Tropical Storm Nicholas	Debris Removal and Disposal Services	Richwood, TX	\$140,461' 11,437 CY	September- October 2021
	Point of Contact: Eric Foerster, City Manager, 1800 Brazosport Blvd. Richwood, Texas 77531, Tel. (979) 265-3583; efoerster@richwoodtx.gov			
Winter Storm Uri	Post Disaster Debris Collection, Processing, and Disposal Services	Nacogdoches, TX	\$243,583 Hourly	March – April 2021
	Point of Contact: Cary Walker, Public Works Manager, 202 East Pilar Street Nacogdoches, TX 75961 Tel. (936) 559-2582, walkercl@nactx.us			
Hurricane Harvey	Disaster Debris Clearance & Removal Services	Clear Brook Municipal Utility District, TX	\$841,453.87 46,915	September – October 2017
	Point of Contact: Cecelia Ganje, General Manager, 11911 Blackhawk Blvd., Houston, TX 77089; Tel. (281) 484-1562, F:(281) 484-3533 C: 832-250-6756, cganje@cbc mud.com			
Hurricane Matthew	Storm, Debris Removal, Debris Management Site Operations & Disposal	Beaufort County, SC	\$24,790,569.30 1,630,533 CY	October 2016 – April 2017
	Point of Contact: Pamela Cobb, Public Works, 120 Shanklin Road, PO Drawer 1228, Beaufort, SC 29901; Tel. (843) 255-2721; pcobb@bcgov.net			

Event	Contract Activity	Government Entity	Amount	Contract Period
Winter Storm Pax	Removal and Disposal of Storm-Related Vegetative Debris	NC Department of Transportation (Guildford County)	\$6,816,757.00 417,572 CY	March – October 2014
	Point of Contact: Carolyn T. Huskins, Proposal Engineer, NCDOT, Div. Of Highways, 1584 Yanceyville Street, Greensboro, NC 27415-4996; Phone (336) 487-0075, Fax (336) 334-3637, cthuskins@ncdot.gov			
2013 Windstorm	Debris Removal and Processing	City of Albemarle, NC	\$732,260.92 46,577.95 CY	July-September 2013
	Point of Contact: Nina Underwood, Public Works Director, 704 Arlington Ave., Albemarle, NC 28002, Tel. (704)-984-9667, nunderwood@ci.albemarle.nc.us			
2020 Tornado	Disaster Debris Collection and Disposal Services	Hamilton County, TN	\$5,369,509.79 409,504.30 CY	April – June 2020
	Point of Contact: John Agan, Director of Engineering & Facilities Maintenance, 4005 Cromwell Road, Chattanooga, TN 37421; Tel. (423) 315-3840; johna@hamiltontn.gov			



City of Cape Coral
Public Works Department

April 27, 2023

Bryan Fike
Regional Client Services Director
Ceres Environmental Services, Inc.
6968 Professional Parkway East
Sarasota, FL, 34240

Re: City of Cape Coral Hurricane Ian Debris Removal Project

Dear Bryan Fike:

I am writing to acknowledge and commend CERES Environmental Operations for the excellent performance related to disaster debris removal following Hurricane Ian's landfall in Cape Coral.

I offer sincere appreciation for their rapid recovery services during one of the most powerful and destructive storms to ever hit the United States. The project scope included over 127 square miles of land and 1,500 miles of roadway. Ever since we signed our contract, they have provided the highest quality of communications and responsiveness with even better customer service. Our deadlines were met earlier than expected, and they quickly resolved any issues that arose without reservation. Our recovery could not have been successful without them. The professional leadership of the field team to rapidly mobilize and ramp up with full-time personnel and numerous subcontractors is a testimony to the dedication of their staff. A positive relationship was built with all levels of the city's government, making them a reliable partner to us.

Immediately after the storm passed, CERES mobilized a large volume of equipment and personnel to conduct first push operation, began vegetative debris removal, set up and operated four separate debris management sites within city limits. The CERES team and their sub-contractors, were well equipped to, not only, meet the physical demand, but also, extremely familiar with the tedious requirements related to federal funding.

Key staff within the CERES organization provided excellent customer service and addressed all citizen concerns with a sense of urgency and professionalism. While Cape Coral's debris removal activities were being well maintained by CERES, City of Cape Coral Public Works staff were able to focus on different infrastructure recovery efforts.

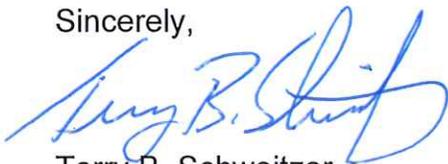
At the 60-day mark of the declared disaster, Ceres had removed over 1,800,00 cubic yards of vegetation and C&D from city streets. At project completion, CERES collected, chipped, and disposed of 1,510,773 cubic yards of vegetative debris; and collected, staged and disposed of 454,308 cubic yards C&D both, in only 4 months. This included two weeklong holiday breaks.

In addition to the right-of-way removal, a unique facet to the recovery was Ceres also planned and successfully conducted both land-based and water-based debris removal of vegetation knocked down by Ian, and non-vegetative debris blown into the canals or damaged by the storm surge.

The scope of this project included collecting, chipping, and disposing of 750,000 cubic yards of vegetative debris and 800 cubic yards of C&D from over 400 miles of both saltwater and freshwater canals, while supporting the City's efforts in protecting waterfowl, wading birds, migrant songbirds, gopher tortoises, and dolphins and reptiles. Cape Coral is home to the largest population of burrowing owls in Florida, and the canal system is so extensive that local ecology and tides have been affected. The system provides many residents with waterfront living access to the Gulf of Mexico via the broad Caloosahatchee River and Matlacha Pass.

The City of Cape Coral is honored to have completed a successful FEMA funded project with CERES, and I would whole-heartedly recommend the CERES team for emergency debris removal activities.

Sincerely,



Terry B. Schweitzer
Solid Waste Manager
City of Cape Coral

TS:jr



City of North Port
DEPARTMENT OF PUBLIC WORKS
Office: 941.240.8050
Fax: 941.240.8063



MEMORANDUM

TO: Mike Beavers
Karl Dix

FROM: Frank Lama, Solid Waste Manager

SUBJECT: Hurricane IAN Cleanup Recommendation Letter

DATE: April 21, 2023

Dear Mr. Beevers,

It is my pleasure to recommend Ceres Environmental Services, Inc. for their exceptional work in the City of North Port in the aftermath of Hurricane Ian. North Port was among the hardest-hit areas of Florida experiencing significant flooding and strong sustained winds for hours. The hurricane produced millions of cubic yards of vegetative and C&D debris. Your team at Ceres made the completion of this complex, large-scale debris removal project seem easy.

Ultimately, your team collected, hauled, processed, and disposed of over 2.4 million cubic yards of debris, which enabled a faster than anticipated restoration of the North Port community. At the project's peak, 47,000 cubic yards of debris was hauled in a single day. The City especially appreciated that Ceres owned all the reduction equipment mobilized to quickly reduce the incredible amounts of debris. This helped reduce the overall processing times and propel the project forward ahead of other jurisdictions in the area. Due to the quick response and the expedited project, the City was able to maximize FEMA reimbursement with the increased federal cost share granted by FEMA.

Ceres was also able to help us return an essential aspect of our economy back to normal. As you know, each year between February and March, tens of thousands of avid baseball fans visit North Port during MLB spring training to enjoy the weather and watch the Atlanta Braves play. Spring Training is a key economic driver for the City. Each year, Spring Training pumps millions of dollars into our City. Ceres set an ambitious goal to complete the debris cleanup process before the start of spring training, and I'm proud to say that this goal was successfully achieved.

I highly recommend Ceres Environmental Services, Inc. for any future disaster debris management projects. They are a reliable and professional company that exceeded our expectations during our disaster response efforts. Please, feel free to show this letter to potential clients. I would be happy to answer any questions or supply additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Frank Lama".

Frank Lama

City of North Port, FL

*City of
Arcadia*



P. O. Drawer 1000 • Arcadia, Florida 34265

To Whom It May Concern:

I am writing this letter to recommend Ceres Environmental Services, Inc. as a debris removal contractor. I had the opportunity to work with Ceres during the aftermath of Hurricane Ian that hit Southwest and Central Florida, causing significant damage to Arcadia. Ceres provided exceptional debris removal services that were crucial to our community's recovery efforts.

Hurricane Ian caused extensive flooding in the City of Arcadia. Many main roads in the area were completely submerged and cut off emergency response personnel from getting in the City. Additionally, a major fuel shortage affected Southwest Florida. Despite these challenges, the Ceres team found a suitable route on the east side of the City for their equipment. Ceres personnel commuted to and from Central Florida with fuel transfer tanks, which allowed them to keep their crews working seven days a week, ensuring that the cleanup effort continued without interruption.

Ceres collected, hauled, and disposed of 97,379 cubic yards of debris. Their service was prompt and efficient, their team of professionals are highly skilled in removing hurricane and flood-generated debris. Their ability to handle a significant amount of debris in a safe and timely manner was critical to the community's recovery efforts. They completed the project in less than 60 days, which allowed the City to receive maximum FEMA reimbursement.

Overall, I highly recommend Ceres Environmental Services, Inc. for any future debris removal projects. Their reliability, efficiency, and dedication to this project was unmatched, and I am confident that they will provide exceptional service and exceed your expectations.

Please do not hesitate to contact me if you require any additional information regarding their work.

Sincerely,

A handwritten signature in blue ink that reads "Mark Steu Underwood Jr." The signature is written in a cursive style and is positioned above a horizontal line.

Director of Public Works

City of Arcadia



**CITY OF
MOUNT
DORA**

PUBLIC WORKS AND UTILITIES

City Hall
510 N. Baker St.
Mount Dora, FL 32757

Office of the City Manager
352-735-7126
Fax: 352-383-4801

Customer Service
352-735-7105
Fax: 352-735-2892

Finance Department
352-735-7118
Fax: 352-735-1406

Human Resources
352-735-7106
Fax: 352-735-9457

Planning and Development
352-735-7112
Fax: 352-735-7191

City Hall Annex
900 N. Donnelly St.
Mount Dora, FL 32757

Parks and Recreation
352-735-7183
Fax: 352-735-3681

Public Safety Complex
1300 N. Donnelly St.
Mount Dora, FL 32757

Police Department
352-735-7130
Fax: 352-383-4623

Fire Department
352-735-7140
Fax: 352-383-0881

Public Works Complex
1501 Robie Ave.
Mount Dora, FL 32757
352-735-7151
Fax: 352-735-1539

W. T. Bland Public Library
1995 N. Donnelly St.
Mount Dora, FL 32757
352-735-7180
Fax: 352-735-0074

Website:
www.cityofmountdora.com

February 9, 2023

Tia Laurie, Director of Administration
Ceres Environmental Services, Inc.
6968 Professional Parkway East
Sarasota, Florida 34240

Re: Hurricane Ian and Hurricane Nicole Debris Removal

Dear Tia;

Please accept my profound appreciation for all the hard work your team did for the City of Mount Dora as we recovered from these two back-to-back storm events.

Hurricane Ian was a first-time experience for some of us in this community and we are very grateful for the expeditious debris removal service Ceres was able to provide from the days leading up to the storm, and days and weeks after the storm. Ceres brought experience and confidence that made the situation easier than it might have otherwise been for us.

The staff we interacted with were always considerate and understanding of our situations. We had two key events during this debris clean up -- a bike rally one weekend and craft fair the following week. The advanced preparation by your team produced immediate results within a remarkably short time, allowing success for both weekends. The responsiveness to specific situations was greatly appreciated by all the concerned organizations here at Mount Dora.

Thank you for the quality of services the CERES provided to this community. May I especially recognize the continuous communication and care that I received from Don Stubblefield as he strove daily to keep us on target and satisfy the needs of our entire community.

Sincerely,

George
Marek

George Marek
Director of Public Works
City of Mount Dora

Digitally signed by George
Marek
Date: 2023.02.09
12:42:15 -05'00'



Mark R. Johnson
Mayor

March 23, 2022

To Whom It May Concern,

It is my great pleasure to recommend Ceres Environmental Services Inc. to any organization in need of debris removal services. The City of Covington, located in southeast Louisiana, completed an RFP for a standing debris removal service contract over the summer of 2021 and executed a contract in early August 2021. Less than one month later Hurricane Ida formed in the Gulf of Mexico and was projected to impact the City of Covington. Within hours of being notified of the possible strength of the storm, Ceres contacted our staff to provide assurance they were ready to respond if needed. The City pre-emptively issued a purchase order one day ahead of the projected impacts to enable Ceres to activate immediately if necessary.

Weather bands from Hurricane Ida started rolling in the evening of Sunday, August 29th, 2021. Severe weather conditions continued throughout that evening until approximately 6:00 AM Monday morning, at which point the City's Public Works Director determined roads were impassable and we needed to activate Ceres. By 7:00 AM I made direct contact with our Ceres representative and a crew was mobilized. By 11:00 AM our assigned Project Manager arrived in town and a kickoff meeting was held. By 1:00 PM the city was divided into response zones and several debris crews were in route to our area. Debris push efforts on City roads began the following morning at sunrise.

The immediate response by Ceres within hours of activation was the key component to the City being able to clear roads for emergency response and reentry. Not only were the crews able to move quickly and efficiently, our Project Manager had a strong understanding of FEMA regulations. It was immediately clear that the City's ability to seek FEMA reimbursement based on eligibility was a priority for Ceres.

Our Project Manager and debris crews were in Covington working nearly 7 days a week from August 30th through mid-December. During this time, Ceres demonstrated their ability to operate independently, which allowed the City's leadership to focus on re-establishing City operations. Our Project Manager maintained on-going coordination with the staff, provided notifications of time-sensitive matters, and kept a sharp focus on the community's need to recover and return to daily life as quickly as possible. Meanwhile, he continued to prioritize the City's eligibility for FEMA reimbursement.

I can confidently say the City of Covington's speedy and successful recovery in the wake of Hurricane Ida is in large part due to the excellent planning and execution of our Ceres team.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Erin Bivona', with a stylized, cursive flourish at the end.

Erin Bivona

Chief Administrative Officer

City of Covington, LA

City of Thibodaux- Office of Emergency Preparedness

310 North Canal Blvd. P.O. Box 5418

Thibodaux, La. 70302



January 7, 2022

David McIntyre
Ceres Environmental

I would like to offer my personal thanks to you for the efforts of Karl Dix, Mike Beevers and Mike Dillard for their work in support of the City of Thibodaux in response to Hurricane Ida.

I would like to preface my gratitude with some of my personal background. I am currently serving with the City of Thibodaux as the Special Projects Coordinator, as well as the Emergency Preparedness Director. I started this position in 2019 having just retired from the U.S. Marshals. I had a total of 28 years in service, serving as a supervisory federal law enforcement agent for 17 years of those 28 years. In addition, I also served as a leader in the U.S. Army- Louisiana National Guard for 31 years (retiring as a Colonel in 2015). Of my 31 years, I served 19 years in eight different command assignments. Between these two careers, I have supervised over 100 emergency management events (including a tour in Iraq as the Commander of Security Forces in the Green Zone). These events spanned the elected terms of 6 U.S. Presidents and 7 Louisiana Governors.

Karl, Mike B. and Mike D. are some of the best leaders I have ever seen in this line of work. Their ability to take strategic concepts and turn them into operational programs is outstanding. There are three things that set these leaders above their peers in this industry: their problem solving, their ability to interact with others and their decision making. I have personally watched them interact with residents, politicians and governmental leaders in the past 5 months. Their ability to move through issues to solutions is a testament to their ability as leaders. They see problems and solve them before progression migrates to major events.

These three leaders have established a level of production that is rarely seen in debris management. They have represented Ceres Environmental in a dynamic fashion and are a testament to the ability of your team. I know that you are well aware of their value as leaders and I want to thank you for allowing them to help us get through this tough time. Leadership is not about personal achievement, leadership is about impact to those around us. Karl, Mike B. and Mike D. have truly made an impact here and we thank you as well for effort: Job well done!


Jacques Thibodeaux
Special Projects Coordinator
Emergency Preparedness Director
City of Thibodaux



City of Gonzales

120 SOUTH IRMA BOULEVARD • GONZALES, LOUISIANA 70737 • PHONE (225) 647-2841 • FAX (225) 647-9557

BARNEY D. ARCENEUX
MAYOR/ADMINISTRATOR

TIMOTHY R. RILEY-Division A
COUNCILMAN
DRAINAGE
MAYOR'S YOUTH COUNCIL

KIRK J. BOUDREAUX-Division B
COUNCILMAN
MAYOR PRO-TEMPORE
TREASURER/FINANCE
STREETS
AEDC LIAISON

HAROLD L. STEWART-Division C
COUNCILMAN
SANITATION
TOURISM

TYLER J. TURNER-Division D
COUNCILMAN
ASSISTANT TREASURER
UTILITIES
ORDINANCE

JOHNNY A. BERTHELOT-Division E
COUNCILMAN
RECREATION
ENGINEERING
PUBLIC SAFETY

SHERMAN D. JACKSON
CHIEF OF POLICE

TRACEY N. NORMAND
FIRE CHIEF

SCOT BYRD
CITY CLERK / CAO

MATTHEW I. PERCY
CITY ATTORNEY

October 25, 2021

Mr. Karl Dix
Director of Client Services
CERES Environmental Operations
6968 Professional Parkway
Sarasota, FL 34240

RE: Debris Removal Hurricane Ida

Dear Mr. Dix:

I am writing to acknowledge and commend CERES Environmental Operations for the excellent performance related to disaster debris removal following Hurricane Ida's landfall in Gonzales. Immediately after the storm passed, CERES mobilized with a large volume of equipment and personnel to begin vegetative debris removal. The CERES team, and their sub-contractor, was well equipped to, not only, meet the physical demand, but also extremely familiar with the tedious requirements related to federal funding.

Key staff within the CERES organization provided excellent customer service and addressed all citizen concerns with a sense of urgency and professionalism. While Gonzales' debris removal activities were being well maintained by CERES, City of Gonzales DPW staff was able to focus on alternate infrastructure recovery efforts. At project completion, CERES hauled, chipped and disposed of 91,230 cubic yards vegetative debris and disposed 14,811 cubic yards C&D in only 40 days.

The City of Gonzales is honored to have completed a successful FEMA funded project with CERES, and I would whole-heartedly recommend the CERES team for emergency debris removal activities.

Sincerely,

Jackie Baumann, P.E.
City Engineer

CC: Mayor Barney Arceneaux

*Jambalaya Capital of the World
We've Got it All!!*



December 13th, 2021

Subject: Contractor Reference Letter – CTL Forest Management, Inc.
Camp Fire State Hazard Tree Removal Program

To Whom it May Concern:

This letter is to commend C.T.L. Forest Management, Inc. dba Ceres Forestry (CTL) on their exceptional performance during the performance of their \$243,000,000 hazard tree removal contract in support of the Camp Fire State Hazard Tree Removal Program. The California Governor's Office of Emergency Services (Cal OES) oversaw this program in partnership with the California Environmental Protection Agency's Department of Resources Recycling and Recovery (CalRecycle) as part of the State of California's overall response and recovery to the 2018 Camp Fire in Butte County, the deadliest and most destructive wildland fire in state history. For the full duration of heavy field operations, I served as the State's Incident Commander for the Program. From my perspective as the senior government project manager, CTL met the challenging demands of the project with strong, capable leadership and a team of professionals possessing a "can do" attitude. CTL partnered with us every step of the way and exceeded our expectations in many respects, allowing the affected residents and communities back to normal faster than anticipated.

The CTL Incident Management Team, who served alongside my team throughout the 12-month project, brought commitment, continuity, and competency to the response. I specifically appreciated the CTL Incident Commander's consistent attention to any concern I raised and his commitment to resolving any problem quickly and effectively. CTL's management team remained tirelessly devoted to this mission, removing just over 59 thousand hazard trees across over 2,500 enrolled private parcels ahead of schedule while consistently exceeding our standards. CTL started and finished operations on individual parcels quickly, as they had a solid methodology of safe and rapid clean up once tree felling was complete. This is of key importance to us, as it limits the length of time during which our operation affects the disaster survivor and potentially limits their ability to reside or rebuild on their property. Chiefly, CTL did not leave properties with trees cut and logs/slash waiting for collection.



Since the conclusion of the Program, Cal OES has adopted many of the best practices demonstrated by CTL as standard expectations.

CTL's Operational Team is also deserving of our recognition and its accomplishments are quite noteworthy. They include:

- CTL deployed cutting-edge forestry resources and efficient industry work methods, including completing 52 percent of the work with its own forces.
- CTL introduced forestry and tree removal practices not anticipated in the original contract, providing cost savings while consistently protecting areas containing sensitive cultural and environmental resources.
- CTL brought deep experience from other disaster recovery projects to provided valuable lessons learned and insight to help Cal OES and CalRecycle enhance the effectiveness of the planning process while increasing operational efficiencies.
- CTL played a critical role in devising and implementing the Hazard Tree Steep Slope Plan. CTL's Steep Slope Plan reduced the risks associated with cutting hazard trees on rugged terrain and improved the performance and safety of everyone involved in these critical operations.
- CTL led the multidisciplinary planning and execution process to ensure that biological and archaeological resources were protected while efficiently removing the hazard trees in these sensitive project areas. This is particularly evident in Honey Run and Concow where extensive cultural and environmental resources required intensive coordination and specialized operations.

From my personal experience, CTL remained considerate and understanding of the challenges experienced by each stakeholder on the project and demonstrated considerable flexibility and diversified experience, consistently exceeding our high expectations. It was a pleasure working with CTL throughout this project, and I am happy to recommend them to any other disaster management agencies who may require similar services.

Sincerely,

**Cole
Glenwright**

Digitally signed by
Cole Glenwright
Date: 2021.12.13
15:11:58 -08'00'

Cole Glenwright

Incident Commander, Camp Fire State Hazard Tree Removal Program
California Governor's Office of Emergency Services



City of Pearland

3501 E. Orange St
Pearland, Texas 77581
Tel: 281.652.1900
pearlandtx.gov

March 17, 2021

Tia Laurie
Director of Administration
Ceres Environmental Services, Inc.
6968 Professional Parkway East
Sarasota, FL 34240

RE: Recommendation

Dear Ms. Laurie

In response to Winter Storm Uri, the City of Pearland formally activated Ceres Environmental Services, Inc. for Debris Management Services. Chad Dorsey and Mike Beevers were assigned to coordinate the debris removal for our City. They both were very professional, friendly, and informative while on the ground. They worked with our City staff to ensure seamless removal of residential debris timely. Our City staff appreciate the guidance they were able to provide and would recommend them for future projects.

Thank you for your service to the City and its residents.

Sincerely,

A handwritten signature in blue ink that reads "Laurie Rodriguez".

Laurie Rodriguez



HAMILTON COUNTY, TENNESSEE

Tia Laurie, Director of Administration
Ceres Environmental Services, Inc.
6968 Professional Parkway East
Sarasota, Florida 34240

Subj: Letter of Recommendation

Dear Ms. Laurie,

As director of Engineering and Facilities Maintenance for Hamilton County, I was assigned to coordinate and manage the debris removal contract with your firm after Hamilton County sustained an EF-3 Tornado disaster on April 11, 2020. At the onset of the contract initiation with Ceres, your team immediately contacted us and commenced planning to be onsite within 24 hours. The dedication, determination, and professional performance by all the Ceres team members and sub-contractors started with resilience and maintained so until project completion.

The debris removal effort included a total of 408,475 cubic yards (376,043 cubic yards were vegetative, and 32,432 cubic yards were C&D material). The debris removal effort was completed safely and efficiently in the 45 day period required by FEMA guidelines. The contract amount was \$5,369,509.80.

The project management team provided daily information on the removal process along with detailed and coordinated weekly meetings. The Ceres project management team worked to ensure compliance with all FEMA guidelines, and USACE recommendations, ensuring that Hamilton County reimbursement was not jeopardized.

Ceres displayed an outstanding team attitude in the interaction between Hamilton County officials, the debris monitoring firm, and the FEMA assigned USACE subject matter expert team. Ceres' professionalism and debris removal expertise was critical in the timely restoration of our community, and allowed for a quicker return to normalcy for our residents.

Ceres is highly recommended for any future debris removal projects. Please feel free to forward this letter to agencies requiring a recommendation, and let them know that they can contact me.

Sincerely,

A handwritten signature in blue ink that reads "John A. Agan".

John A. Agan, PE
Director
Engineering & Facilities Maintenance
Hamilton County, Tennessee
(423) 209-7840



TOWN OF ST. JAMES

October 22, 2018

Mr. Karl Dix
Director of Client Services
CERES Environmental Services
3825 85th Avenue N
Brooklyn Park, MD 55443

Dear Karl;

This letter is in reference to the recovery work that CERES provided to the Town of St. James because of Hurricane Florence.

Hurricane Florence was a first time experience for many of us here in this community and we are very grateful to the assistance that CERES was able to give us from the days leading up to the storm, during the storm and the days and weeks after the storm.

CERES brought experience and confidence that made the situation easier than it might otherwise have been for us. The staff that was here, as well as the staff that we interacted with were always considerate and understanding of our situations. The advance preparation by your team produced immediate results that facilitated our ability and desire to get the recovery underway within a remarkably short time. The responsiveness to specific situations was greatly appreciated by all of the concerned organizations here at St. James.

Thank you for the quality of services that CERES provided to this community.

Sincerely;

A handwritten signature in blue ink that reads "Gary Brown". The signature is written in a cursive, flowing style.

Gary Brown
Town Manager



Livingston Parish

Office of Homeland Security and Emergency Preparedness

MARK HARRELL
Director

BRANDI JANES
Deputy Director



18 September 2018
LOHSEP/MH/BJ/185

David Preus
Senior Vice President
Disaster Recovery Division
Ceres Environmental Services, Inc.
6968 Professional Pkwy East
Sarasota FL 34240

Ref: Debris Removal for the Great Flood of August 2016

Dear Mr. Preus,

It is my pleasure to offer this letter of recommendation for Ceres Environmental to any area that is unfortunately affected by a natural disaster.

The lives of many Livingston Parish residents were changed forever beginning August 11, 2016, when heavy rains and extensive flooding ripped through our parish and surrounding areas. The Parish had a pre-event contract with Ceres Environmental and immediately hired Ceres Environmental to remove, process and dispose of approximately 1,348,249 cubic yards of debris for \$16,399,988.71 once the flood waters receded and residents were able to get back into the area.

Ceres Environmental was on the ground within 72 hours. They showed extreme reliability and dedication in the midst of chaos. They educated staff on federal requirements and strictly adhered to FEMA debris removal guidelines to achieve greater reimbursement rates for the project. Organized and diligent, their team quickly adapted to meet our needs.

Ceres Environmental helped to organize and utilize local contractors, allowing local people to heal by doing something to help in their own backyards. After witnessing the success and partnership of Livingston Parish, its other contractors and Ceres Environmental, we have elected to continue to use Ceres for debris cleanup for an NRCS Emergency Watershed Protection project.

Ceres Environmental has my highest recommendation, and I am happy to furnish more details if you would like additional information.

P.O. Box 1060, Livingston, LA 70754
225-686-3066 225-686-7280 Fax

18 September 2018
LOHSEP/MH/BJ/00185

Please feel free to contact my office to discuss this request. Your assistance in this matter is greatly appreciated.

Respectfully,



Mark Harrell, LOHSEP Director
P.O. Box 1060
Livingston, LA 70754
lohsep1@lpgov.com
Telephone: (225) 686-3066

September 6, 2018

RE: LETTER OF RECOMMENDATION

Dear David Preus,

The City of Miami Beach Public Works Sanitation Division would like to congratulate Ceres Environmental Services, Inc. on the highly successful operations in debris recovery in the aftermath of Hurricane Irma.

As we are all aware of the difficult challenges that the 2017 hurricane season brought to many parts of the country, Hurricane Ira was especially unkind to the State of Florida in particularly Miami Beach. Although Ceres Environmental was not the city's primary contractor, once contact was made your company mobilized and responded to the city's needs. Being a top world destination and our busy season was approaching, it was crucial that the City return to normal and time was of the essence. Approximately 150,000 cubic yards of debris were collected, processed and disposed of within a 50 day time frame. Ceres Environmental was instrumental in helping our residents and business owners limit the amount of hardships and financial losses that play an important factor on how well a community rebounds form a natural disaster.

I would highly recommend Ceres Environmental to other municipalities in times of crises. My experience with this firm is that they are true professionals with a focus on the need of their customers and the community they serve regardless of the circumstances.

Respectfully,



Alberto Zamora, Sanitation Division Director
City of Miami Beach

City of

Jacksonville Beach

City Hall

11 North Third Street

Jacksonville Beach

FL 32250

[P] 904.247.6268

[P] 904.247.6276

www.jacksonvillebeach.org

August 23, 2018

David Preus
Senior Vice President
Disaster Recovery Division
Ceres Environmental Services, Inc.
6968 Professional Pkwy East
Sarasota, FL 34240

Dear Mr. Preus,

On behalf of the City of Jacksonville Beach, I would like to commend Ceres Environmental Services, Inc. and your subcontractor (Arbor Masters) on the debris management, recovery and response services put forth during the Hurricane Irma event.

The lives of many Florida residents were changed forever on September 10th 2017, when Hurricane Irma ripped through our state. The City of Jacksonville Beach, located on the Northeast Coast of Florida was one of the areas impacted by Hurricane Irma. The City authorized its Debris Contractor Ceres Environmental Services, Inc. at a cost of \$ 1,130,639.50 to remove, process and dispose of 68,076.93 cubic yards of vegetative and construction and demolition (C&D) debris.

Ceres Environmental Services, Inc. was on the ground within 72 hours. They exhibited great reliability and dedication during the entire process. Ceres strictly adhered to the established unit prices in the contract and FEMA debris removal guidelines to achieve the reimbursement rates for the City. Their team was organized and worked diligently to meet the City's needs.

For the reasons stated above, I highly recommend Ceres Environmental Services, Inc. as a disaster debris contractor.

Sincerely,



Ty Edwards, P.E.
Director of Public Works
City of Jacksonville Beach
1460A-Shetter Ave.
Jacksonville Beach, Fl. 32250





BOARD OF COMMISSIONERS
DOUGHERTY COUNTY
ALBANY, GEORGIA

COUNTY COMMISSION:

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CLINTON JOHNSON, VICE CHAIR
GLORIA GAINES
JOHN HAYES
LAMAR HUDGINS
ANTHONY JONES
EWELL LYLE

COUNTY ADMINISTRATOR
RICHARD CROWDIS

David Preus
Senior Vice President
Disaster Recovery Division
Ceres Environmental Services, Inc.
6968 Professional Pkwy East
Sarasota FL 34240

Ref: Dougherty County Debris Removal

Dear Mr. Preus,

It is my pleasure to offer this letter of recommendation for Ceres Environmental to any area that is unfortunately affected by a natural disaster.

The lives of many Dougherty County residents were changed forever on January 22, 2017, when a tornado ripped through our community. Dougherty County, which is located in Southwest Georgia procured the services of Ceres Environmental to remove, process and dispose of approximately 950,000 cubic yards of debris for \$9.5 million.

Ceres Environmental was on the ground within 72 hours. They showed extreme reliability and dedication in the midst of chaos. They educated staff on federal requirements and strictly adhered to FEMA debris removal guidelines to achieve greater reimbursement rates for the Dougherty County. Organized and diligent, their team quickly adapted to meet our needs.

Ceres Environmental helped to organize and utilize local contractors, allowing local people to heal by doing something to help in their own backyards. After witnessing the success and partnership of the County and Ceres Environmental, we have elected to continue to use Ceres for debris cleanup for Private Property Debris Removal.

Ceres Environmental has my highest recommendation, and I am happy to furnish more details if you would like additional information.

Sincerely,

Michael McCoy
Interim County Administrator



"A City for All Ages"

PUBLIC WORKS DEPARTMENT

City of Port St. Lucie

Accredited Agency – American Public Works Association

To: David Preus, Ceres Senior Vice President, Disaster Recovery Division

From: Joe Mercurio – City of Port St Lucie Emergency Manager

Date: July 10, 2018

Re: PSL Debris Management _ Letter of Recommendation

The City of Port St Lucie Debris Management Team seeks to congratulate Ceres Environmental Services, Inc. on the highly successful operations in debris recovery in the aftermath of Hurricane Irma.

As the lore of Hurricane Irma passes into the record books, it was Ceres Environmental who served as the City of Port St Lucie Prime Debris Hauler Contractor to this devastating storm event. As well-known throughout Florida, the direct impact of Hurricane Irma played a significant role in the response and recovery efforts of the entire debris haul industry and how the logistical response was to be met. Ceres Environmental was instrumental in first response to initiate "First Push" to clear main roads throughout the City. A detailed analysis was presented for clean-up actions with an expected time-line that had to work with the given City Debris Management Plan.

The City of Port St Lucie was aggressive in time constraints to service the community and we worked well with Ceres to promote effective and efficient debris collections strategies to ensure safety, proper mobilization, and economic securities for the general population as well as the company. Their efforts were directly responsible to the collection of over 86,000 CY of vegetative material with billing receipts totaling over \$1.25 million. Ceres Environmental remained committed as well as loyal to the City as stronger incentives offered by affected communities lured other companies away from promised commitments. Ceres stood by Port St Lucie, and for that we are indebted.

As communities seek to incorporate the benefit of a defined and organized emergency debris haul contract, we would promote and recommend that Ceres Environmental be at the forefront of consideration. The company is committed to purpose, responsive to action, and sets the standard of industry excellence.

Respectfully,

Joe Mercurio

Project Manager, Emergency Management

City of Port St. Lucie

(772) 871-5175 - W

(772) 618-5093 - C

jmercurio@cityofpsl.com

121 S.W. Port St. Lucie Boulevard • Port St. Lucie, FL 34984-5099 • 772/871-5177 • 772/871-5100
Fax 772/871-5289

TDD Line • 772/344-4222

Ceres Environmental Services, Inc.



CITY OF WINTER PARK

401 Park Avenue South

Winter Park, Florida

32789-4386

June 21, 2018

David Preus
Senior Vice President
Disaster Recovery Division
Ceres Environmental Services, Inc.

Dear Mr. Preus,

It is my pleasure to offer this letter of recommendation for Ceres Environmental to any area that is unfortunately affected by a natural disaster.

The City of Winter Park experienced significant damage on September 11, 2017 when Hurricane Irma impacted most of the State of Florida. The City of Winter Park immediately went to work, hiring Ceres Environmental at a cost of \$880,653.53 to assist in removing in excess of 55,000 cubic yards of debris.

Ceres Environmental was on the ground within 72 hours. They showed extreme reliability and dedication in the midst of chaos. They educated staff on federal requirements and strictly adhered to FEMA debris removal guidelines to achieve greater reimbursement rates for the City. Organized and diligent, their team quickly learned our people, our systems and our area. Ceres Environmental helped to organize and utilize Florida contractors, allowing local people to heal by doing something to help in their own backyards. Ceres assistance allowed residents in Winter Park to return to normal after only two months. After witnessing the profound success and partnership of Winter Park and Ceres Environmental, Winter Park again, after formal solicitation, selected Ceres to assist should another storm arise anytime in the next five years.

Ceres Environmental has my highest recommendation, and I am happy to furnish more details if you would like additional information.

Sincerely,

Keri Martin
Debris Project Manager



David Preus
Senior Vice President
Disaster Recovery Division
Ceres Environmental Services, Inc.
6968 Professional Pkwy East
Sarasota, Florida 34240

June 18, 2018

Dear Mr. Preus,

I am writing this letter on behalf of the City of Sarasota to both thank you and your staff, along with offering this letter as a recommendation for Ceres Environmental to any agency that may need recovery assistance following a disaster.

On September 10th, the City of Sarasota was impacted by Hurricane Irma making its pass through our City as a Category 1 storm. Days prior to its impact, Ceres's staff were in constant communications with the City assessing our potential needs based on at that time, prior to landfall, was expected to be a Category 3 to 4 storm. As this was the first time we needed to activate a contract in over 15 years, your staff showed extreme reliability and professionalism in working with myself and other emergency management staff of the City both prior to and immediately following its impact on us.

Ceres met its contractual obligations to be on site within 72 hours to remove, process and dispose of approximately 60,000 cubic yards of debris. The staff's extensive knowledge of the public assistance program and strict adherence to FEMA's debris removal guidelines is expected to result in complete reimbursement of approximately \$950,000 in expenditures.

In recognition of Ceres performance and its ongoing commitment to our area, Ceres again was awarded a three-year contract as the top ranked proposer to our recent request for proposals for recovery services. We look forward to our continued relationship.

Sincerely,

Doug Jeffcoat
Public Works Director
City of Sarasota
Douglas.Jeffcoat@Sarasotafl.gov

1761 12th Street Sarasota, Florida 34236



David Preus
Senior Vice President
Disaster Recovery Division
Ceres Environmental Services, Inc.
6968 Professional Pkwy East
Sarasota FL 34240

Dear Mr. Preus,

It is my pleasure to offer this letter of recommendation for Ceres Environmental to any area that is unfortunately affected by a natural disaster.

The lives of many Florida residents were changed forever on September 10th 2017, when Hurricane Irma ripped through our state. The City of Palm Bay, located on the East Coast of Florida was one of the areas affected by Hurricane Irma. The City's leadership team immediately went to work, hiring Ceres Environmental at an approximate cost of \$2 Million +/- to remove, process and dispose of approximately 110,000 +/- cubic yards of debris.

Ceres Environmental was on the ground within 72 hours. They showed extreme reliability and dedication in the midst of chaos. They educated staff on federal requirements and strictly adhered to FEMA debris removal guidelines to achieve greater reimbursement rates for the City. Organized and diligent, their team quickly adapted to meet the City's needs.

After witnessing the success and partnership of the City of Palm Bay and Ceres Environmental Services Inc, the City went ahead and renewed their contract with Ceres for another year.

Ceres Environmental Services Inc has my highest recommendation, and I am happy to furnish more details if you would like additional information.

Sincerely,

Barney Weiss
Asst. Public Works Director
City of Palm Bay



Solid Waste Management
2525 NW 62nd Street • Suite 5100
Miami, Florida 33147
T 305-514-6666

111 NW 1st Street • Suite 1610
Miami, Florida 33128
T 305-514-6666

miamidade.gov

November 3, 2017

Mr. Jamie Triplett
Area Manager
Ceres Environmental
3825 85th Avenue North
Brooklyn Park, MN 55443

Dear Mr. Triplett:

On behalf of the Miami-Dade County Department of Solid Waste Management, I would like to thank Ceres Environmental for your participation in the Hurricane Irma debris removal effort as one of six prime contractors. The quality and quantity of work performed by Ceres Environmental during this emergency response has met our expectations. Further, your firm's responsiveness and focus on customer service have been very helpful to the Department.

Again, thank you for your service to Miami-Dade County.

Sincerely,

A handwritten signature in blue ink that reads "Paul Mauriello".

Paul Mauriello
Deputy Director for Operations
Miami-Dade County
Department of Solid Waste Management



BEAUFORT COUNTY PUBLIC WORKS
Solid Waste and Recycling
120 Shanklin Road
Beaufort, South Carolina 29906
Voice (843) 255-2800 Facsimile (843) 255-9435

Mr. David Preus
Ceres Environmental Services Inc.

Dear Mr. Preus:

I am writing to express my appreciation for the performance of the entire team from Ceres in the debris operations for Hurricane Matthew. As our debris removal firm the level of support and professional performance provided has been exceptional in all regards. My direct point of contact with your firm was Project manager Mike Beevers. Mike supported the County in an outstanding manner and his counsel was invaluable throughout this operation. He is a professional in all respects and helped to establish a high standard for compliance. On a personal level, Mike was extremely responsive to answer any questions and provide the assistance I required. As the Debris Manager I am not exaggerating when I state that without his diligence, knowledge, and ability to gain the cooperation within the team we would not have been as effective. Mike is a "machine". As a team we moved 72% of all ROW debris into the DMS sites in the first 90 days of operation; over 90% of hangers and leaners were addressed in the same period. FEMA and SCEMD officials remarked that "Beaufort County had their operation together". Mike played a huge part in making that happen. If I ever had to do this again I would want Mike as my Project Manager.

Providing Karl Dix to assist with the process allowed the County to get a jump on a difficult task. Without his vital help we would have been overwhelmed with obtaining PPDR approval from FEMA and removing debris from 83 individual private communities. Karl provided essential high level technical support and coordination for the debris removal operation. He is a treasure trove of knowledge and expertise that worked seamlessly with the entire County staff. Ralph Sosabe is the most effective problem solver I have ever worked with. His professionalism, personality and ability to communicate with our citizens kept things moving smoothly. Ralph handled the most difficult situations with ease which I sincerely appreciated. His ability "To Make the Noise Stop" was nothing short of incredible.

Bottom line, Ceres did an exceptional job and I am thankful for each member of your team. You exceeded expectations in every area and continue to provide us with excellent customer service. I am forwarding a copy of this letter to our Administration and Purchasing Department for future reference.

Regards

JAMES S. MINOR, JR
SOLID WASTE / DEBRIS MANAGER



LETTER OF RECOMMENDATION

February 9, 2015

To Whom It May Concern:

As the Debris Management Services Contract Manager, please accept this letter as my official recommendation for CERES Environmental Services, Inc.

Columbia County has maintained a pre-event debris management contract with CERES since 2008 and activated the contract when Ice Storm Pax deposited one inch of ice on our trees/vegetation and overhead utilities in February 2014. CERES immediately responded, mobilized their workforce and started the task of removing over 535,000 cubic yards of debris from our right of ways.

CERES was professional in every aspect of this operation, from removing the debris to transporting it to final destinations. During the debris removal operations, CERES provided me with a "zone map" of the county and provided daily information so that I could let our citizens know when they should have their debris out on the public right of way for pick up. They cleaned the areas following the pick-ups, which made our citizens very happy.

Additionally, CERES assisted us with FEMA documentation all along the way to assure that we received the maximum amount of State and Federal reimbursement possible, resulting in a 92% cost recovery for our County.

In summary, I can attest to the fact that CERES has years of experience – and from the first day to the last day of our project – they performed their work in an admirable and cooperative manner. They did everything expected – and even exceeded our expectations in getting our community back to normal as quickly as possible.

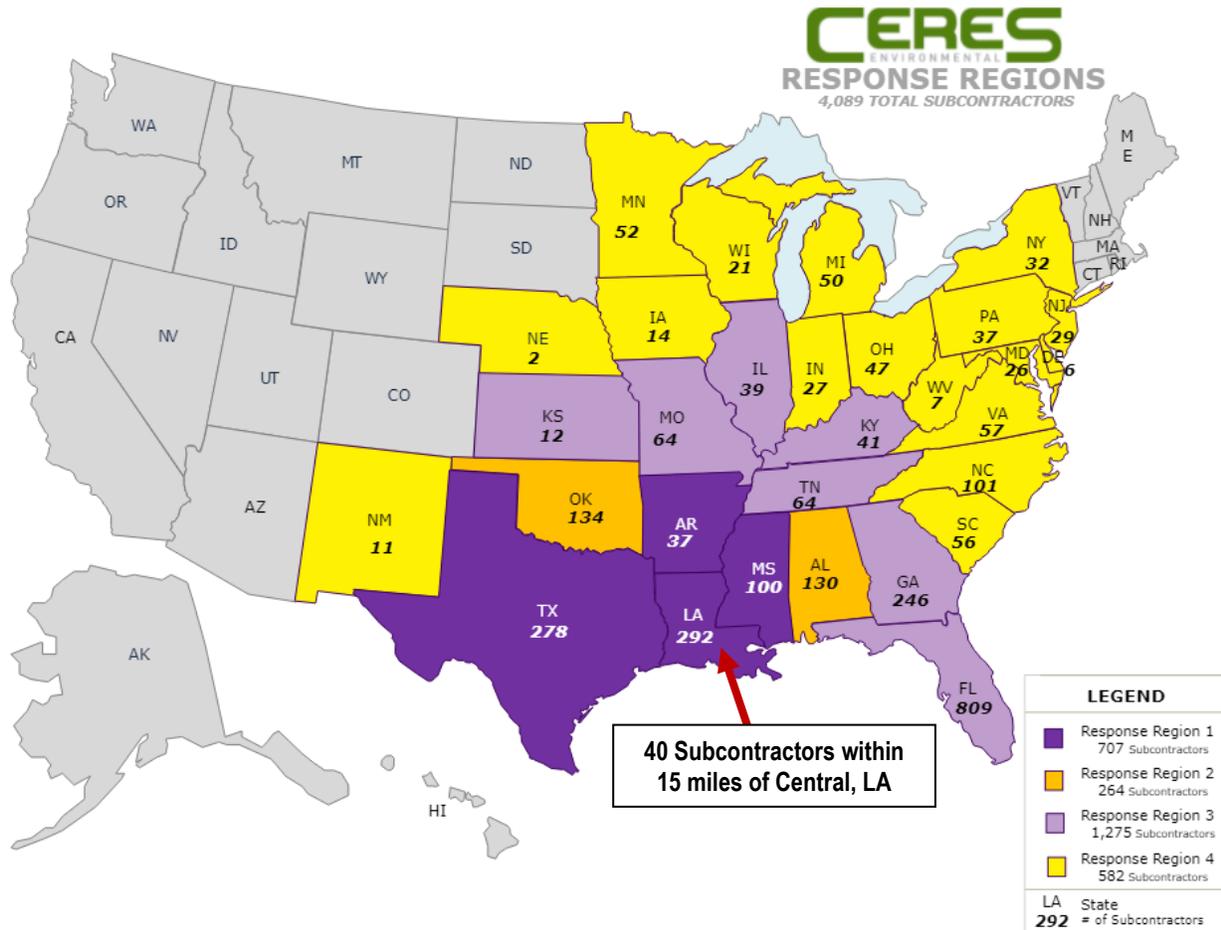
Please feel free to contact me if you have any questions or need more information in this regard.

Sincerely,

Pamela P. Tucker
Director

A Community of Pride • A County of Vision • Endless Opportunities

5.8 Subcontractor Participation Plan



Introduction

Our objective at Ceres Environmental Services, Inc. is to perform all work associated with this contract in an efficient and safe manner through the effective administration and management of our equipment, personnel, subcontractors, and suppliers. In accordance with Ceres' policies and programs, the work plan for this contract will be developed and executed assisting, counseling, advising, and utilizing, to the maximum extent possible and to the extent consistent with City of Central's interest, Local and other Small Businesses (SB) as well as Small Disadvantaged Businesses (SDB) such as HUBZone, Veteran-owned (VO), Service Disabled Veteran-Owned (SDVO), Woman-Owned (WOSB) for the provision of equipment, labor, services and supplies.

It is important for Ceres to provide opportunities for local companies and their employees to work on any project that may result from this contract. Additionally, Ceres may directly employ individuals to work for Ceres on a project. Ceres has a very well developed subcontracting plan, and Ceres also has a stellar record of implementing our plan and making payments to local subcontractors on past projects performed when Ceres is the prime contractor.

During our Hurricane Katrina response, Ceres was very successful in subcontracting with local companies. Our first priority is to give opportunities to local firms and it is our commitment to meet or exceed other small business and minority hiring goals of the City. We recognize the importance of bringing in local companies and thereby further assisting in the economic recovery of the local area.

Ceres paid local subcontractors 59.5% of subcontracted dollars during our response to Hurricanes Katrina and Rita in Louisiana, and successfully subcontracted to Small Disadvantaged Businesses (10.77%), Women Owned Businesses (18.25%) and Veteran Owned Businesses (8.38%).

Additionally, over the 2011 Alabama tornado season, Ceres paid 80% of subcontracting dollars to Alabama businesses. Ceres employs a Subcontract Manager who is dedicated to soliciting and involving local businesses with our projects. We look forward to using our subcontracting plan to further involve local businesses with work opportunities with Ceres.

Subcontracting To Firms within the Area of the Project

It is the intention, policy and practice of Ceres to utilize local subcontract services in the performance of the proposed contract to the maximum extent possible as consistent, within the requirements of the Stafford Act, Sec. 307, Use of Local Firms and Individuals (42 U.S.C. 5150), the prime contract and sound business practices and management policies. In General - In the expenditure of Federal funds for debris clearance, distribution of supplies, reconstruction, and other major disaster or emergency assistance activities which may be carried out by contract or agreement with private organizations, firms, or individuals, preference will be given, to the extent feasible and practicable, to those organizations, firms, and individuals residing or doing business primarily in the area affected by such major disaster or emergency. We recognize the advantages obtainable by utilizing other responsible and experienced firms who are capable of furnishing specialty services and products of high quality. First priority will be given to those subcontractors who are from or do business in the surrounding area.

A separate program will be included for local contractors that do not necessarily have goals established under the contract requirements. Ceres' internal subcontractor databases, on-line databases, online local business directories, and local government offices will be used to identify contractors in the immediate area. This is the process used quite successfully by Ceres on previous projects. The search and identification will validate the speed and performance level to mobilize contractors on site and begin the physical work. Our internal subcontractor database includes subcontractors who have expressed an interest in or assisted our firm in the successful completion of emergency response contracts. All efforts will be made to also procure supplies, materials and labor from local vendors.

Ceres has and will continue to communicate with local authorities, elected officials, and community organizations, its desire to hire local and small business enterprises and subcategory businesses to meet the requirements of FAR 19.704(a) and 52.219-9(d), DFARS Subpart 219.5, 219.704(a)(1), 219.705 and 252.219-7003 and meet specified goals for hiring SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZones. Copies of the contract will be sent to Plan Rooms servicing the particular region in addition to our office in the project area. The contract will also be posted to a web site and potential subcontractor registration will also be available via web, FAX, direct contact (1-877-STORM12). A dedicated toll-free telephone service will be established specifically for subcontractors interested in contracting with Ceres. Ceres has made as many resources available to subcontractors as possible in order to initiate and facilitate communication.

The Manager of Administration and the Subcontract Manager will notify regionally based subcontractors of the issuance of a notice to proceed. Ceres' subcontractor database currently contains more than 2,500 disaster debris management prospective subcontractors who have contacted Ceres with an interest in subcontracting. More than 1,100 of these subcontractors have worked on Ceres' disaster projects, providing, along with Ceres' owned fleet, more than 7,000 pieces of loading and hauling equipment. While our database of qualified subcontractors is very large, it is our intention to select from a more regionally based group and have established for the City of Central four unique response regions. These are based on relative distance from your area and use straight-line miles and/or drive time to establish which region each state of potential subcontractors belongs in.

The following table contains information taken directly from our subcontractor database, showing the home state of operation and numbers of subcontractors, by the approximate drive times to the City. Also shown is the number of subcontractors in each state. A list of prospective Louisiana subcontractors is included in this proposal. Should you desire a listing of the Region 1-4 subcontractors by name and location; Ceres can provide such a list upon request.

Response Region 1: 240 straight-line miles or 6-8 hours driving time			
Arkansas	37	Louisiana	292
Mississippi	100	Texas	278
Subtotal of firms within 6-8 hours driving time = 707			
Response Region 2: 360 straight-line miles or 8-10 hours driving time			
Alabama	130	Oklahoma	134
Subtotal of firms within 8-10 hours driving time = 264			
Response Region 3: 600 straight-line miles or 10-14 hours driving time			
Florida	809	Georgia	246
Illinois	39	Kansas	12
Kentucky	41	Missouri	100
Tennessee	64		
Subtotal of firms within 10-14 hours driving time = 1,311			
Total Number of Subcontractors Within One Days Driving Time = 2,282			
Response Region 4: greater than 600 straight-line miles or more than 14 hours driving time			
Delaware	6	Indiana	27
Iowa	14	Maryland	26
Michigan	50	Minnesota	52
Nebraska	2	New Jersey	29
New Mexico	11	New York	32
North Carolina	101	Ohio	47
Pennsylvania	37	South Carolina	56
Virginia	57	West Virginia	7
Wisconsin	21		
Subtotal of firms greater than 14 hours driving time = 575			
Total Number of Subcontractors Within Two Days Driving Time = 2,857			

Ceres Subcontract Manager and Duties

The Ceres Subcontract Manager is:

Tia Laurie
 Subcontract Manager
 Ceres Environmental Services, Inc.
 6968 Professional Parkway E
 Sarasota, FL 34240
 (800) 218-4424
tia.laurie@ceresenv.com

Ms. Laurie's responsibilities include:

- Identification, development, and maintenance of source lists of small, small disadvantaged, and women-owned small business concerns. Verifying the list of subcontract entities, or database, is properly maintained.
- Develop outreach programs through advertising; broadcast fax solicitations; networking with local and national organizations such as AGC, applicable trade unions, Chambers of Commerce etc.
- Ensuring the inclusion of targeted business concerns in all solicitations for services or products; and ensuring that all solicitations are structured to permit the maximum possible participation by targeted concerns.
- Ensuring that certain solicitations or sources sought are restricted to SDB concerns (competitive basis).
- Ensuring the establishment and maintenance of records of all subcontract awards to ensure appropriate documentation of non-selection of bids submitted by targeted enterprises.
- Ensuring the preparation and submittal of all compliance reports.
- Maintaining records and measuring performance against established goals.

- Advise, train, and foster project management personnel on the purposes of the SB Subcontracting Program.
- To ensure any provided study or reports are formatted in a manner compliant with the contract or otherwise acceptable to the City.
- Encouraging all employees and subcontractors to attend off-site training courses offered by public and private entities in small business development and small business program goals. Arranging for the conduct of training for purchasing personnel regarding the intent and impact of Public Law 99-661, Section 1207 and Public Law 100-180, Section 806 on purchasing procedures.
- Participate in voluntary federal programs which encourage the private sector to utilize SDBs, SBs, WOSBs, VOs, SDVOs, and HUBZone subcontractors.
- Ensuring periodic rotation of potential subcontractors on bidder's lists.
- Identification of other SB concerns when the number of prospective sources is not adequate using the internet or other mass media as a resource.
- Review and approval of SB subcontracting plans submitted by large businesses.
- Maintaining requirements of the prime contract in subcontract agreements. Verification that subcontract agreements contain flowdown clauses.
- Prepare and submit semi-annual and annual subcontracting reports.
- Reporting progress in achieving goals under this program to senior level management.
- Implementation of an "in-reach" program that provides targeted businesses access to project managers and key personnel.

Methods Utilized To Develop and Achieve Subcontracting Goals

Ceres will utilize a minimum of one Subcontract Manager and/or specialists in the execution of this contract. All personnel are familiar with and recognize Ceres' commitment to Public Law 99-661, Section 1207 and Public Law 100-180, Section 806 and the Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707 and Public Law. Ceres will conduct internal training seminars and workshops to assure staff compliance with requirements of FAR 19.704(a) and 52.219-9(d), DFARS Subpart 219.5, 219.704(a)(1), 219.705 and 252.219-7003 and meet specified goals for hiring SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZone subcontractors.

In addition to technical and field work subcontracted in association with this contract, buyers will make every effort to identify and utilize SBs & SDBs for supplies and services including but not limited to the following: Office and temporary housing service, Cleaning and supplies, Housekeeping Services, Laboratory Supplies and Services, Safeguarding and Security Services, and other supplies and services not typically identified for subcontract opportunities to targeted firms. Additionally, large business subcontractors will be counseled on the identification, evaluation, solicitation, and utilization of targeted businesses within their scope of services. Historically, principal items or areas we have identified for subcontract opportunities to SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZones under these similar contracts include:

- Trucking and Hauling
- POL Products
- Nursery and Landscape Products and Services
- Sand and Aggregate
- Field vehicle supply, parts and service/maintenance
- Labor housing (tent and food service supply)
- Portable Toilet supply and service
- Office and temporary housing service, cleaning and supplies
- Office and clerical support staff
- General Laborers
- Parts, fuel, maintenance, and related equipment service
- Heavy Equipment Rental/Lease concerns
- Specialty services such as, but not limited to: sewer cleaning services, solid waste hauling, and recycling, tree removal and trimming, and demolition.

Through the application of Ceres' proven capabilities relative to technical performance and contract administration, it is our intent that the Owner be provided with the highest level of performance while still achieving our participation goals and capturing opportunities for these businesses while acquiring an expanded base of qualified small businesses; obtaining more competitive pricing on procurement opportunities resulting in cost savings; and achieving an increase in small business program goal accomplishments. Achievement of these goals will be realized through the application of the following functions and activities:

- Identification and maintenance of a qualified potential Internal Subcontractor Database, which includes business status within each level of government.
- Developing and maintaining bidder's lists for each new project of SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZones from all possible resources to include but certainly not limited to the Internal Database.
- Identification of all federal, state, and local government and private associations/coalitions for targeted businesses.
- Solicit, counsel, and discuss subcontracting opportunities with representatives of targeted business firms, and encourage certification of these firms prior to commencement of work.
- Provide assistance to business concerns by arranging solicitations, time for the preparation of bids, quantities, specifications, and delivery schedules so as to facilitate the participation by such concerns. Ensuring that procurement packages are designed to permit the maximum possible participation.
- Ensure that SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZones concerns have an equitable opportunity to compete for subcontracts, and that other subcontracts and services are identified that will be restricted to competitive SDB bids. Identification of subcontracts for restricted competitive bid should consider all potential services and supplies and not only those traditionally awarded to SB or SDB firms. See also DFARS 219.705-4(d).
- Provide internal motivational training to encourage purchasing and contract administration personnel to meet or exceed these goals.
- Provide assistance to potential subcontractors in completing the Central Contractor Registration
- Provide notice to subcontractors concerning penalties and remedies for misrepresentations of business status for the purpose of obtaining a subcontract intended to be included as part or all of a goal contained within this subcontracting plan.
- Conduct reviews of subcontractor performance, providing feedback to SB and SDB firms relative to competency, abilities, experience and capacity and provide technical assistance to any firms as appropriate, based on the outcome of the review. This review may be done prior to award or at any time post-award, but must be completed prior to completion of any awarded work. Reviews may not be conducted for those firms with whom Ceres has had a prior working relationship and who have already demonstrated appropriate competency, ability and capacity to perform the required work or service. Ceres also makes every effort to establish long-term working relationships with SBs and SDBs to include long-range project plans (e.g. joint ventures, teaming agreements, etc).
- Submit the required reports and documentation of all efforts used to identify and solicit targeted business concerns.
- Participate and cooperate in any studies or surveys that may be requested by the Owner or other agencies.

Utilization of Small Business Concerns and Small Disadvantaged Business Concerns

It is the policy of Ceres and its agents, hereinafter referred to as "contractor" or "contractor plan," to hire small business concerns and small business concerns owned and controlled by socially and economically disadvantaged individuals. Ceres agrees to carry out this policy in awarding to subcontractors, to the fullest extent possible, consistent with the efficient performance of this agreement and its options. Ceres agrees to cooperate in any studies or surveys that may be conducted by the City as may be necessary to determine the extent of Ceres' compliance with this clause.

As used in this plan, the term "small business concern" (SB) will mean a small business as defined pursuant to Section 3 of the Small Business Act and relevant regulations. The term "small business concern owned

and controlled by socially and economically disadvantaged individuals” (SDB) will mean a business concern:

- (1) Which is at least 51 percent owned by one or more socially and economically disadvantaged individuals; or in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more socially or economically disadvantaged individuals; and
- (2) Whose management and daily business operations are controlled by one or more such individuals.

Ceres will presume that socially and economically disadvantaged individuals include Black-Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Asian-Indian Americans and other minorities, or any individual found to be disadvantaged by the Administration pursuant to 8(a) of the Small Business Act.

Utilization of Service Disabled-Veteran, Veteran-Owned and Women-Owned Small Business Concerns

It is the policy of Ceres to hire small business concerns and small business concerns owned and controlled by service-disabled veterans, veterans, and women. Service disabled veteran and women owned, as used in this clause, means businesses that are at least 51 percent owned by veterans, service disabled veterans or women who are United States citizens and who also control and operate the business. Ceres agrees to use its best efforts to give veteran, service disabled veteran, and women-owned small businesses the maximum practical opportunity to participate in subcontract awards to the fullest extent consistent with the efficient performance of this contract plan.

Utilization of HUBZone Small Business Concerns

It is the policy of Ceres to hire HUBZone small business concerns. HUBZone small business concern means a small business concern that appears on the List of Qualified HUBZone Small Business Concerns Maintained by the SBA.

Description of Efforts to Ensure That SBs, Service Disabled Veteran Businesses, Woman-Owned Businesses, HUBZone Businesses, and SDBs Have an Equitable Opportunity to Participate In the Acquisition

Ceres agrees to use its best efforts to give targeted business the maximum practical opportunity to participate in subcontract awards to the fullest extent consistent with the efficient performance of this contract plan. Ceres will assist small business and small disadvantaged concerns by arranging solicitations, time for the preparation of bids, quantities, specifications, and delivery schedules so as to facilitate the participation by such concerns. Payment schedules will be adjusted to allow for participation of all firms with cash flow concerns. Materials, Supplies, Equipment and Services will be identified and discussed with these concerns. These items include POL products, Parts and Equipment, and Services (Equipment rental, equipment subcontracting, etc.).

Records and Source Documents

The types of records maintained and procedures adopted to demonstrate compliance with the requirements and goals of the Small Business Subcontracting Plan include the following:

1. Source Lists (The following source lists for targeted firms are representative and are not intended to be construed as sole sources of this information. Ceres is making every effort to identify, log, and procure the necessary contractor data to allow for the fair and equitable participation in this contract. The following listings are provided as an immediate source of contractors that qualify as SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZones:

- SBA Dynamic Small Business Search (CCR)
- List of Federally Registered Contractors for Contractor Compliance
- American Business Information Business USA
- List of Minority Businesses Councils
- Business Development Agencies
- DOD Subcontracting Directory
- Department of the Treasury, Small Business Subcontracting Opportunities
- Small Business Administration, Subcontracting Opportunities Directory
- State and Regional Small Business Administration (SBA) Resources

- National Minority Purchasing Council Vendor Information Service
- Research and Information Division of the Minority Business Development Agency in the Department of Commerce
- Trade Associations for SB, VO, SDVO, HUBZone SB, SDB, and WOSB Concerns.
- Dun and Bradstreet Procurement Planning Directory
- Participation in various local, regional, and national SB trade associations and conferences
- Membership in SB organizations, development organizations, and various government organizations
- SBA Commercial Market Representative (CMR)

Additionally Ceres has contacted city, county and municipal minority business development offices as additional resources to identify SB and SDB firms.

2. For each subcontract solicitation resulting in an award of more than \$ 10,000.00, Ceres will retain documentation to indicate:

- Whether small business concerns were solicited and if not, why not
- Whether small disadvantaged business concerns were solicited and if not, why not
- Whether women owned small business concerns were solicited and if not, why not
- The reason award was not made to a small business concern
- Records of outreach efforts to contact:
 - Trade Associations
 - Business Development Organizations
 - Conferences and Trade Fairs
 - Records of Internal Guidance
 - Records of Subcontractors Award Data

3. Ceres Subcontractor Database Management

Ceres' existing subcontractor database has been developed through out-reach efforts including, but not limited to: advertising; broadcast fax solicitations; networking with local and national organizations such as the AGC, applicable trade unions, and Chambers of Commerce, etc. This database contains thousands of subcontractors who have registered with us on-line at www.ceresenvironmental.com. This registration process requires potential subcontractors to indicate their small business subcategory status. The database is continually updated and used by Ceres in recruiting and hiring appropriate subcontractors to meet the requirements of FAR 19.704(a) and 52.219-9(d), DFARS Subpart 219.5, 219.704(a)(1), 219.705 and 252.219-7003 and meet specified goals for hiring SDBs, SBs, WOSBs, VOs, SDVOs, and HUBZone subcontractors.

The Subcontract Manager will ensure that the subcontractor database modified for this project is appropriate for the type of information required to be retained and suitable in terms of generating utilization data and contract information for bid solicitations. Specific elements of the management of this system include:

Addition and Deletion from Master List of Subcontractors including the following:

- Contact Person
- Company
- Address
- Telephone
- Email if available
- Equipment Available
- Labor Available
- Time Needed to Mobilize
- Status, Category

Additional Requirements of Contractors when Added to Master List

- Annual business updates, faxed or mailed

- Request to be maintained on Ceres qualified subcontractor list
- Insurance Capability
- Bonding Capability
- Subcontract Package to Include Subcontract Forms and Standard Government Contract Clauses

Addition and Deletion of Resource Centers such as:

- Contractor Associations
- State, Federal, and Local Subcontractor Management
- Procurement Automated Source System
- National Minority Purchasing Council Vendor Information Service
- Council Vendor Information Service
- Research and Information Division of the Minority Business Development Agency
- Sources used are the SBA's procurement automated source system (PASS)
- National Purchasing Council Vendor Information Service
- Minority Business Development Agency
- U.S. Department of Commerce
- Local Minority Business Development Centers
- Economic Development Centers
- National American Indian Enterprise Development

At present, Ceres' subcontractor database includes SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZones utilized by Ceres on past projects totaling in excess of 500 Million Dollars, those who have responded to a solicitation by Ceres by means of a letter of interest inquiry executed by a company representative having signatory authority, and those who have been otherwise identified as a potential subcontractor by the Subcontract Manager through various means mentioned herein.

In addition, Ceres modified the corporate website (www.ceresenvironmental.com) to include an electronic means of potential subcontractor registration with our firm. This website provides potential subcontractors the opportunity to register with Ceres their pertinent company information, current business status, and capabilities. This information is linked to upload into our database facilitating more ready access by means of database inquiry to locate specific types of contractors, specific types of business concerns, and/or specific locations. The information required to be submitted by each potential subcontractor, which is retained in the database, includes:

Information provided by the subcontractors in the registration includes the following:

- Contractor Name
- Address
- Phone/Fax Number
- Email address
- Business Type (SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZones)
- Ownership Information
- Years in Business
- Insurance Information
- Equipment Available (type and quantity)

All potential vendors and subcontractors will be integrated into the Ceres Subcontractor Database modified specifically for this project. This (Access) database retains basic subcontractor information (name, address, and contact information), types of equipment or services provided, any pricing agreement, and business status. In addition, this system tracks work or services provided by each organization, amounts invoiced, and goals. This active vendor base will continue to be broadened throughout the performance of this contract as additional potential vendors and subcontractors are identified and/or as additional needs/solicitations arise. Efforts to broaden this vendor database will also be in conformance to those requirements of FAR 19.704(a) and 52.219-9(d), DFARS Subpart 219.5, 219.704(a)(1), 219.705 and 252.219-7003. The provision of certain services or materials sought in support of this contract may be restricted to competitive

bids received from only SDBs. Such restrictions will be identified by the Project Manager and communicated to the appropriate buyer(s) or contract administrator assisting in solicitation of competitive bids.

Ceres is able to utilize the information in this database, then, to contact potential subcontractors who may be interested and capable of providing specific services to our company. By identifying any parameters, such as service type or business location, Ceres can quickly generate an extensive list of potential subcontractors, meeting the criteria of a disadvantaged business as discussed in this plan, for the purposes of soliciting a competitive bid for such services.

Award to any given subcontractor will be contingent upon the provision of basic company information, current licensing, as required, and the verification of current insurance information (general liability, automobile, and workers compensation). Other factors may include capacity, capability, experience, and abilities of the firm. The Subcontract Manager can provide direction and assistance to any such firms not readily meeting all of the required or desired business elements in an effort to assist the firm in overcoming such obstacles.

4. Records of internal guidance and encouragement provided to acquisition personnel through workshops, seminars, training programs, incentive awards, and monitoring to evaluate compliance with the programs requirements.

Past Performance

In 2018, Ceres responded to the USACE Debris Mission in the U.S. Virgin Islands. Ceres was very successful in subcontracting with local companies, with 72% of the money spent to complete the contract staying within the U.S. Virgin Islands; 100% of the subcontractors used on this project were small businesses. Ceres responded to the USACE, Lake, Mendocino, and Napa County Fire project in 2018 as well. More than half of the subcontractors were considered small businesses and all the subcontractors were from California. Ceres made a huge effort to involve as many Native American tribes from the fire affected areas. Additionally, on USACE projects performed in Louisiana in response to Hurricanes Katrina and Rita in 2005-2006, 59.5% of subcontracted dollars went to local businesses and 76.1% of the dollars subcontracted to small business went to local small businesses.

On USACE projects performed by Ceres, in Puerto Rico during the 1998 and 1999 hurricane seasons (Hurricane George), 100% of all subcontracting dollars went to locally-based Small and various Disadvantaged Business concerns. Additionally, on USACE projects performed in Louisiana in response to Hurricanes Katrina and Rita, 59.5% of subcontracted dollars went to local businesses and 76.1% of the dollars subcontracted to small business went to local small businesses. While utilizing 1,619 vendors and subcontractors, Ceres exceeded all of its subcontracting goals of USACE contract number W912P8-D-05-0024. During Ceres' Hurricane Ike response in 2008, Ceres used over 60% local and minority subcontractors to complete various projects. Last year during the 2011 tornado response to Alabama, Ceres 80% of the subcontractors were from Alabama.

During the performance of the above mentioned contracts Ceres successfully utilized several hundred local SB and SDB firms, and was able to exceed the proposed award goals for SB, SDB, WOSB, VO, SDVO, and HUBZone firms. Numerous other government projects have been completed by Ceres over the course of the past 25 years with successful utilization (meeting or exceeding established goals) of local and other Small Businesses, SDBs, WOSBs, VOs, SDVOs and HUBZone small businesses.

Based on our historically successful contract performance and utilization goals, Ceres anticipates that the completion of work under this contract for City of Central will also be successful in meeting, minimally, the stated goals contained within this plan.

Potential Subcontractors

Category Key: SB = Small Business; SBE = Small Business Enterprise; WO = Woman-Owned; WOSB = Woman Owned Small Business; VO = Veteran-Owned; SDVO = Service-Disabled Veteran Owned; SLDBE = State Local Disadvantage Business Enterprise; 8a = Currently 8a Certified; SDB = Small Disadvantaged Business; SDBE = Small Disadvantaged Business Enterprise; HUB = HUB Certified; ESB = Emerging Small Business; MBE = Minority Business Enterprise;

Subcontractors within 15 miles of Central, LA

Company	City	State	Scope of Work	Certs
Air Environmental Service, Inc.	Baton Rouge	LA	Environmental Testing, Asbestos & Mold Remediation	
B and D Mats	Denham Springs	LA	Waterway Equipment & Rentals	
B and D Services	DENHAM SPRINGS	LA	Debris Removal	
Bailey Construction	Baton Rouge	LA	Debris Removal	
Basic Disaster Recovery	Denham Springs	LA	Debris Removal, Tree Trimming & Removal, Stump Removal, Grinding, Emergency Road Clearance	SB
BEK Enterprises, Inc.	Watson	LA	Debris Removal	SB, WO
Big Spoon Construction	Baton Rouge	LA	Debris Removal, Construction	SB
BR Group, LLC	Baton Rouge	LA	Debris Removal, Construction and other services	SB, SDB
Cc Construction Of Baton Rouge LLC	Baton Rouge	LA	Construction	SB
CLM Construction LLC	Baton Rouge	LA	Disaster Recovery	
ComNet LLC	Baton Rouge	LA	Emergency Road Clearance, Tree Trimming and Removal, Stump Removal, Sand Screening, HHW Removal, Grinding	
Deep South Communications, LLC	Baton Rouge	LA	Debris Removal	
Diamond N Truck & Equip., LLC	Denham Springs	LA	Demoliton, Excavation	
Drew Concrete Works Llc	Denham Springs	LA	Debris Removal, Construction	SB, SDB, VO
Dynamic Construction Group, LLC	Baton Rouge	LA	Debris Removal	
Expert Maintenance & Construction LLC	Prairieville	LA	Debris Removal	
Five S Group	Baton Rouge	LA	Emergency Road Clearance, Debris Removal - Land, Tree Trimming and Removal, Stump Removal, Sand Screening, Mulch Haul Out, Grinding	
Go Vapor	Baton Rouge	LA	Debris Removal	SB
Haynes & Martin Solutions	Baton Rouge	LA	Debris Removal	SB
Hunt, Guillot & Associates	Baton Rouge	LA	Monitoring Firm/ Engineering Firm	
Iron Horse Construction LLC	Denham Springs	LA	Construction, Debris Removal	
Johnson's Equipment Service	Walker	LA	Debris removal	SB
MEL, Inc.	Baton Rouge	LA	Disaster Recovery	SDB
Mike Frederick	Walker	LA	Debris Removal	SB
Mr Mikey Trucking LLC	Baton Rouge	LA	Suppliers and Material Providers	SB
Neighborhood Restoration	Baton Rouge	LA	Debris Removal, Construction	8a, SDB
Nelson Residential Group LLC	Denham Springs	LA	Debris Removal	

Company	City	State	Scope of Work	Certs
Northgate Land Development	Baton Rouge	LA	Construction	SB, SDB, VO
Nothing But Love (NBL)	Baton Rouge	LA	Debris Removal	
Omega Foundation Services	Slaughter	LA	Emergency Road Clearance, Tree Trimming & Removal, Stump Removal, Levee Work, Pile Driving	
Phalanx, LLC	Baton Rouge	LA	Civil	DBE, HUB, SB, SDB, SDVO
Pinnacle Exterior Construction LLC	Baton Rouge	LA	Debris Removal, Construction	SB
Providence Engineering and Franklin Associates	Baton Rouge	LA	Debris Removal	
Record & Associates Construction Co, LLC	Baton Rouge	LA	Debris Removal	
SEMS, Inc.	Baton Rouge	LA	Debris Removal	SB
Sky Group Construction And Hauling, LLC	Zachary	LA	Debris Removal, Construction	SB, SDB, WO
Task Force LLC	Luisiana	LA	Staffing	HUB, SB
Twenty-Seven Raports, LLC	Baton Rouge	LA	Debris Removal, Construction	SB, WO
Vantage Contractors LLC	Baton Rouge	LA	Debris Removal, Tree Trimming, Emergency Road Clearance	SB
Yellow Iron	Watson	LA	River/Reach Work	

Louisiana Subcontractors

Company	City	State	Scope of Work	Certs
360 trucking llc	New Orleans	LA		DBE, SBE, SDB, SDBE, SLDBE, WOSB
7th Generation Recovery	Marksville	LA	Debris Removal	
A D Boudreaux Trucking	Carencro	LA	Debris Removal	SB
A&J Enterprises	Franklinton	LA	Debris Removal, Blue Roof, Construction	SB
A&M Tree Service Llc	Slidell	LA	Debris Removal, Construction,	SB
Acadian International	Slidell	LA	Hauling	VO
Ackel Construction Company	Elmwood	LA	Debris Removal	SB
Advanced Home Construction	Houma	LA	Debris Removal	
Affordable Residential Modifications LLC	Sorrento	LA	Debris Removal - Land, Roofing - Temporary (Blue Roof), Decontamination - Asbestos/Lead	DBE
Air Environmental Service, Inc.	Baton Rouge	LA	Environmental Testing, Asbestos & Mold Remediation	
Airboat Specialists	Broussard	LA	Boat Rentals	SB
Alfaro Bros Concrete Construction	Gonzales	LA	Construction, Debris Removal	DBE
All South Consulting Engineers, LLC	Metairie	LA	Environmental Consulting	
All The Way Group LLC	Gonzales	LA	Emergency Road Clearance, Debris Removal, Tree Trimming and Removal, Stump Removal, HHW Removal, Mulch Haul Out, Grinding	SB

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Company	City	State	Scope of Work	Certs
Alvin Noel	Amaudville	LA	Emergency Road Clearance, Debris Removal - Land, Roofing - Temporary (Blue Roof)	
American Tree Service LLC	Addis	LA	Debris Removal	
Ardco Equipment	New Iberia	LA	Equipment	
Ariel's Trucking Services LLC	Shreveport	LA	Debris Removal	
ATCO Services, LLC	New Orleans	LA	Debris Removal	DBE, SDB
B and D Mats	Denham Springs	LA	Waterway Equipment & Rentals	
B and D Services	DENHAM SPRINGS	LA	Debris Removal	
B&A Disaster Recovery LLC	St Amant	LA	Debris Removal	
BAB Logistics LLC	Grand Cane	LA	Mulch Haul Out	SB
Bailey Construction	Baton Rouge	LA	Debris Removal	
Basic Disaster Recovery	Denham Springs	LA	Debris Removal, Tree Trimming & Removal, Stump Removal, Grinding, Emergency Road Clearance	SB
Bayhi Construction Services	Springfield	LA	Hauling, Construction	WO
Bayou Construction Group and Cherokee Native Services, LLC	New Orleans	LA	Disaster Recovery	WOSB
Bayou Construction Group, LLC	New Orleans	LA	Debris Removal	SB, SDB, SLDDBE
Bayou Debris Removal	New Orleans	LA	Debris Removal	SB, SDB, WO
Bayou Heavy Construction	Madisonville	LA	Debris Removal	DBE
BCM Contractors LLC	Gray	LA	Debris Removal	8a, DBE, SB, SDVO, VO
BEK Enterprises, Inc.	Watson	LA	Debris Removal	SB, WO
Ben Gordon Enterprises	Slidell	LA	Debris Removal	WOSB
Benchmark Construction	Sterlington	LA	Debris Removal	
Bertucci Contracting Company, LLC	Jefferson	LA	Construction, Debris Removal	
Beulah	New Orleans	LA	Debris Removal	SDVO
Big Gator Construction, LLC	Saint Amant	LA	Emergency Road Clearance, Debris Removal - Land, Debris Removal - Marine, Tree Trimming and Removal, Stump Removal, Mulch Haul Out, Grinding, Incineration, Site Management, Equipment Only, Personnel - Field Management, Personnel - Field Quality Control, Personnel - Field Admin	
Big Spoon Construction	Baton Rouge	LA	Debris Removal, Construction	SB
Big Will's Lawn Care and Pressure Washing	Baton Rouge	LA	Debris Removal	
Blue Lizard Services	Covington	LA	Debris Removal, Construction	SB, VO
Boaz Construction Services	Shreveport	LA	Construction	SB
Boudreaux & Company (FKA AB Trucking)	Carencro	LA	Debris Removal	
BR Group, LLC	Baton Rouge	LA	Debris Removal, Construction and other services	SB, SDB

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Company	City	State	Scope of Work	Certs
Butch Gruben Inc.	Forest Hill	LA	Debris Removal	
C&R Contracting Services, LLC	Chalmette	LA	Debris Removal	SB, SDB, WO
C.A.M.O (Crisis Assistance Management Operations)	Jefferson	LA	Debris Removal, Tree Trimming & Removal, Mulch Haul Out	SB, WO
Cajun Construction	Ville Platte	LA	Debris Removal, Emergency Road Clearance, Tree Trimming	SB
Cavalry LLC	Cecilia	LA	Debris Removal, Construction	VO
Cc Construction Of Baton Rouge LLC	Baton Rouge	LA	Construction	SB
Chem Spray South, Inc.	Gonzales	LA	Vegetation Management	SB
Cheniere Construction	Mandeville	LA	Debris Removal, Construction	SB, SDB, WO
CKW Construction LLC	Springfield	LA	Debris Removal, Emergency Road Clearance, Tree Trimming & Removal, Stump Removal, Marine Debris, Grinding, Site Management, Demolition	
Clark's Enterprise	Mount Hemon	LA	Debris Removal	
Clean Harbors Environmental	Baton Rouge	LA	Hazardous Waste, Recycling, Waste Disposal	
Clearworld	Metairie	LA	Solar Led Technology	
CLM Construction LLC	Baton Rouge	LA	Disaster Recovery	
CMS Consultants LLC (1st Global Group)	New Orleans	LA	Construction	SB, SDB, WO
Coastal Relief Services	Slidell	LA	Debris Removal, Demolition, Construction	SB
Coastland Trucking LLC	Covington	LA	Debris Removal, Construction	SB, WO
ComNet LLC	Baton Rouge	LA	Emergency Road Clearance, Tree Trimming and Removal, Stump Removal, Sand Screening, HHW Removal, Grinding, Site Management, Personnel - Field Management, Personnel - Field Quality Control, Personnel - Field Admin, Roofing - Temporary (Blue Roof), Decontamination - Asbestos/Lead	
Concrete Pavers Inc	Kenner	LA	Debris Removal	SDB
Condall Consulting Group	New Orleans	LA	Debris Removal	WOSB
Coopland Enterprises	LaPlace	LA	Debris Removal	SB, VO, WO
Covenant Restoration Environmental Services	Meraux	LA	Debris Removal, Other Services	SB
Creative Edge, LLC	Jennings	LA	Debris Removal	
Creel Brothers Inc	Franklinton	LA	Debris Removal	
Crews Contracting Services, LLC	Belle Rose	LA	Debris Removal, Construction	
Crowley Holdings LLC	New Orleans	LA	Debris Removal, Hauling	HUB, SB
Cuzan Services, LLC	Empire	LA	Debris Removal	SDB
D. Hayes Enterprise, LLC	Oak Grove	LA	Construction, Debris Removal	SDVO
D.M. Bass, Inc	Bogalusa	LA	Debris Removal	
D1 Contracting Services LLC	Deville	LA	Debris Removal, Construction	SB, WO

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Company	City	State	Scope of Work	Certs
Dale Trahan Trackhoe & Dozer Service, LLC	Rayne	LA	Debris Removal	SB
David F Suffy	Gretna	LA	Hauling	SB
Dean Construction (Shreveport)	Shreveport	LA	Debris Removal, Construction	SB
Debris And Structural Hauling LLC	New Orleans	LA	Debris Removal	SB, SDB
Deep South Communications, LLC	Baton Rouge	LA	Debris Removal	
Del-Con, LLC	Berwick	LA	Emergency Road Clearance, Debris Removal - Land, Debris Removal - Marine, Tree Trimming and Removal, Stump Removal, Site Management, Personnel - Field Management, Personnel - Field Quality Control, Personnel - Field Admin	
Delta Personnel, Inc.	Metairie	LA	Debris Removal	MBE, SDB, SLDBE, WO
Demohogs of New Orleans LLC	New Orleans	LA	Debris Removal - Land	
Diamond N Truck & Equip., LLC	Denham Springs	LA	Demoliton, Excavation	
Diesel, LLC	Metairie	LA	Debris Removal	
DII, LLC	Lafayette	LA	Emergency Response Division	
Disaster Dasher's LLC	Sorrento	LA	Debris Removal, Tree Trimming & Removal, Stump Removal, Personnel, Demolition	SB, SDBE, WO
Disposal Services, Inc.	New Orleans	LA	Debris Removal, Demolition	SLDBE
DLS, LLC	Franklin	LA	Debris Removal, Marine Debris, Mulch Haul Out, Site Management, Personnel, Asbestos Abatement, Demolition	SB
DNR Group	St. Rose	LA	Debris Removal	
Doeboy Trucking Enterprise LLC	New Orleans	LA	Debris Removal	SDB, WO
Donny Landry	Pierre Part	LA	Debris Removal, Personnel, Demolition, Equipment Hauling	
Double A Construction	Maurepas	LA	Marine Debris Removal, Disaster Recovery, Construction	SB
Double R & J Trucking	Kenner	LA	Debris Removal	SB
Doug Selman Builders LLC	Woodworth	LA	Debris Removal, Construction	
Drew Concrete Works Llc	Denham Springs	LA	Debris Removal, Construction	SB, SDB, VO
Dwaine Horton	Pitkin	LA	Land Owner	
Dynamic Construction Group, LLC	Baton Rouge	LA	Debris Removal	
E&E HomeImprovement LLC	New Orleans	LA	Debris Removal, Blue Roof	
E.J Milligan Construction Company	Slidell	LA	Blue Roof	
Eagle Industries LLC	Shreveport	LA	Debris Removal, Tree Trimming & Removal, Tree Trimming and Removal, Stump Removal, Mulch Haul Out, Grinding, Site Management, Asbestos Abatement, Demolition	Asbestos Contractor Supervisor License
EGen, LLC	Calhoun	LA	Other services	SB, VO
Elite Service Recovery & Towing LLC	Lake Charles	LA	Towing	

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Company	City	State	Scope of Work	Certs
Elite Yard Services dba GEH	Covington	LA	Debris Removal, Tree Trimming & Removal	SB
ELOS Environmental, LLC	Hammond	LA	Environmental Remediation	
Emergency Site Protection	Broussard	LA	Debris Removal	SB
Environmental Safety & Health Consulting Services, Inc.	Houma	LA	Debris Removal	
EPM Disaster Recovery	New Orleans	LA	Debris Removal	
EPM Disaster Recovery Team, LLC	New Orleans	LA	Debris Removal	
Expert Maintenance & Construction LLC	Prairieville	LA	Debris Removal	
Family Land and Tree Service	Deridder	LA	Debris Removal, Tree Trimming & Removal, Emergency Road Clearance	SB, SDVO
FCA Construction LLC	Harahan	LA	Debris Removal, Snow Removal, Construction	
Five S Group	Baton Rouge	LA	Emergency Road Clearance, Debris Removal - Land, Tree Trimming and Removal, Stump Removal, Sand Screening, Mulch Haul Out, Grinding, Site Management, Equipment Only, Personnel - Field Management, Personnel - Field Quality Control, Personnel - Field Admin	
Fontenot Construction	Westlake	LA	Debris Removal, Blue Roof	SB
Gary Matte Builders, Inc	Rayne	LA	Debris Removal, Tree Trimming & Removal, Emergency Road Clearance	
GCM Construction	Madisonville	LA	Debris Removal, Tree Trimming & Removal, Stump Removal, Sand Screening, Mulch Haul Out, Site Management	WO, WOB, WOSB
Genesis Venture Logistics	Covington	LA	Debris Removal	WOB
Gentilly Automotive dba Gentilly Debris Removal	Marrero	LA	Debris Removal	SLDBE
Global Construction & Disposal LLC	New Orleans	LA	Debris Removal	SDB, WO
Global Group Holding LLC	Shreveport	LA	Debris Removal, Tree Trimming & Removal	
Go Vapor	Baton Rouge	LA	Debris Removal	SB
Goasap Towing & Recovery	Kenner	LA	Debris Removal, Construction	
Gonzales Construction	Bourg	LA	Debris Removal, Construction	
Graham Construction	Haughton	LA	Debris Removal	
Green Scapes of Louisiana Inc	Raceland	LA	Debris Removal	
Grillo Services, LLC	Belle Chasse	LA	Debris Removal	SBE
Gulf Coast Contractors Group LLC	Hammond	LA	Debris Removal, Blue Roof, Construction	SB
H&H Transportation Of New Orleans LLC	New Orleans	LA	Debris Removal, Construction	SB
H3 Construction / Daystar Builders Inc.	Pearl River	LA	Emergency Road Clearance, Debris Removal, Tree Trimming & Removal, Stump Removal	
Halley Construction LLC	Farmerville	LA	Construction, Debris Removal	SB
Hatfield Development	Shreveport	LA	Debris Removal	

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Company	City	State	Scope of Work	Certs
Haynes & Martin Solutions	Baton Rouge	LA	Debris Removal	SB
HD Truck & Tractor, LLC	Lake Charles	LA	Debris Removal	
Hill Farms Trucking, LLC	Holden	LA	Debris Removal	
Honey-Do-Lawn	Labadieville	LA	Emergency Road Clearance, Debris Removal, Tree Trimming & Removal	SB
Hoover Tree Experts	Kenner	LA	Debris Removal, Tree Trimming	VO
Howard Pile Driving Co., Inc	Mandeville	LA	Debris Removal, Tree Trimming & Removal, Stump Removal, Marine Debris	SB
Hunt, Guillot & Associates	Baton Rouge	LA	Monitoring Firm/ Engineering Firm	
Hurricane Work LLC	Zwolle	LA	Debris Removal, Tree Trimming	SB
IMC Transportation & Logistics	Harvey	LA	Debris Removal, Construction	VO
Infinity Construction and Trucking	New Orleans	LA	Debris Removal	SLDBE
Intuitive Management & Consulting Firm LLC	Harvey	LA	Emergency Road Clearance, Debris Removal, Tree trim and removal, Stump removal, Marine Debris, Mulch Haul Out, Site Management, Demolition	SBA, SDB, SDVOSB, VO
Iron Horse Construction LLC	Denham Springs	LA	Construction, Debris Removal	
James Bourgeois	Raceland	LA	Debris Removal	
JBUDETH Construction Site Cleanup Services,LLC	Bunkie	LA	Debris Removal, Tree Trimming	HUB, SB, SDB, WO
Jefferson Appliance Inc.	Harahan	LA	White Good Reduction, Removal	SB
Jerry Lander Thomas	Franklinton	LA	Debris Removal	
Jesco	Jennings	LA	Disaster Management, Environmental Services, Engineering, Construction	
JL's Service	Duson	LA	Debris Removal	SB
JOBS Construction Company/Remodel	Woodworth	LA	Debris Removal	SB
Johnson's Equipment Service	Walker	LA	Debris removal	SB
Joker's Wyld, LLC	New Orleans	LA	Debris Removal	SB, SDB
Justin J. Reeves, LLC	Houma	LA	Debris Removal, Construction	8a, HUB, SB, SDB
Kaizen Restaurant Group Catering	Covington	LA	Catering Meals	
KCL Industrial Solutions, LLC	Pierre Part	LA	Debris Removal, Blue Roof, Construction	WO
Kingrey Dirt Work Inc.	Kinder	LA	Excavation	
L.v. Inkenbrandt, Llc	Hammond	LA	Other Services	SB
LA M&V Group	Broussard	LA	Debris Removal	SB
Lake City Trucking	Lake Charles	LA	Debris Removal	SDB
Lawson Environmental Services	Houma	LA	Debris Removal	HUB, SB
LEI a MAX Holdings Company	Independence	LA	Recycling & Hazardous Waste Management	

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Company	City	State	Scope of Work	Certs
Leonard Enterprise Llc	Violet	LA	Debris Removal, Tree Trimming	
Levy's Tree Service	Abbeville	LA	Debris Removal	
LL&E Services	Morgan City	LA	Debris Removal	SB
LLJ Environmental Construction	Belle Chasse	LA	Asbestos Removal, Demolition	SDBE, SLDBE
Log Construction LA	Covington	LA	Land	
M8 Resources	Metairie	LA	Debris Removal	
Madinvader Concrete Construction	Winnsboro	LA	Debris Removal	SB
Magnate Industrial Contracting, LLC	Abbeville	LA	Debris Removal, Construction	SB
Marshland Equipment Rentals LLC	Bell City	LA	Equipment	
Mass Blackwell Construction	Pearl River	LA	Debris Removal	
MDL Enterprises, LLC.	New Orleans	LA	Emergency Road Clearance, Debris Removal - Land, Debris Removal - Marine, Tree Trimming and Removal, Stump Removal, HHW Removal, Grinding, Site Management, Personnel - Field Management, Personnel - Field Quality Control, Roofing - Temporary (Blue Roof), Decontamination - Asbestos/Lead	SDB, SLDBE
MEL, Inc.	Baton Rouge	LA	Disaster Recovery	SDB
Metro Service Group inc	New Orleans	LA	Debris Removal	
Micon Services Inc.	Bogalusa	LA	Emergency Road Clearance, Debris Removal, Stump Removal, HHW Removal, Mulch Haul Out, Site Management, Personnel, Blue Roof	SB
Mike Frederick	Walker	LA	Debris Removal	SB
Military Express LLC	Mandeville	LA	Construction	SDVO, VO
Molinere Enterprise LLC	Lourg	LA	Debris Removal, Emergency Road Clearance, Tree Trimming & Removal, Stump Removal, Marine Debris	SB
Monk Farm	Oakdale	LA	Debris Removal	SB
Moore Dozer, LLC.	Amite	LA	Debris Removal	
Moreau Construction Company LLC	New Roads	LA	Construction, Debris Removal	
Moxy Rentals LLC	Gray	LA	Debris Removal, Rentals	SB
MPC Corporation	Maurice	LA	Debris Removal, Blue Roof, Construction	WO
Mr Mikey Trucking Llc	Baton Rouge	LA	Suppliers and Material Providers	SB
MSM Services	Bogalusa	LA	Debris Removal	
Mullin Landscape Associates	St. Rose	LA	Debris Removal, Tree Trimming	
Myers & Sons Enterprises, Inc	New Orleans	LA	Debris Removal, Construction	
Myers Trucking & Equipment LLC	Grand Lake	LA	Debris Removal	
Native Engineers LLC	Mandeville	LA	Engineering	SB
Neal Construction Company	Morganza	LA	Debris Removal, Construction	

Company	City	State	Scope of Work	Certs
Necessities Concierge Service Llc	Sunshine	LA	Debris Removal	8a, SB, SDB, WO
Neighborhood Restoration	Baton Rouge	LA	Debris Removal, Construction	8a, SDB
Nelson Residential Group LLC	Denham Springs	LA	Debris Removal	
Nikkis Etc LLC	New Orleans	LA	Debris Removal	
Ninja Remodeling Company	Shreveport	LA	Emergency Road Clearance, Debris Removal, Tree Trimming & Removal, Stump Removal, HHW Removal, Mulch Haul Out, Grinding, Site Management, Personnel, Asbestos Abatement, Demolition	
Nonk Chris LLC	Raceland	LA	Debris Removal	
Northgate Land Development	Baton Rouge	LA	Construction	SB, SDB, VO
Northshore General Contractors LLC	Covington	LA	Emergency Road Clearance, Debris Removal, Tree Trimming & Removal, Stump Removal, Marine Debris, Mulch Haul Out, Site Management	SB
Nothing But Love (NBL)	Baton Rouge	LA	Debris Removal	
Oakdale Transit Mix Inc	Oakdale	LA	Debris Removal	SB
Omega Foundation Services	Slaughter	LA	Emergency Road Clearance, Tree Trimming & Removal, Stump Removal, Levee Work, Pile Driving	
Omni Construction, Inc.	Pearl River	LA	Disaster Recovery	WO
Parish Disposal Industries (PDI)	Lake Charles	LA	Debris Removal	
Parish Refrigeration	Bogalusa	LA	Debris Removal	
Pathway Construction	New Orleans	LA	Construction, Blue Roof	SB
Pelican International Resources, LLC	Berwick	LA	Debris Removal	SB
People Ready	New Orleans	LA	Staffing	
Pete's Disposal LLC	New Orleans	LA	Demolition, Roll Offs, Porty Potty	
Phalanx, LLC	Baton Rouge	LA	Civil	DBE, HUB, SB, SDB, SDVO
Phoenix Alternative Energy	Metairie	LA	Safety Support Staff	
Pinnacle Exterior Construction LLC	Baton Rouge	LA	Debris Removal, Construction	SB
Pointe-One Property Preservation, LLC	LaRanger	LA	Debris Removal, Construction	
Pontchartrain Partners, LLC	New Orleans	LA	Construction/Demolition	
Precision Crane & Hydraulics, LLC	Larose	LA	Other services	WO
President	Elmerl	LA	Debris Removal	
Preventive Maintenance Company, LLC	Port Allen	LA	Debris Removal	SB, WO
Professional Grounds Maintenance	Metairie	LA	Debris Removal	SB
Providence Engineering and Franklin Associates	Baton Rouge	LA	Debris Removal	

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Company	City	State	Scope of Work	Certs
Quality First Construction	Covington	LA	Emergency Road Clearance, Debris Removal, Tree Trimming and Removal, Marine Debris, Mulch Haul Out, Grinding, Site Management, Personnel,	8a, HUB, SB, SDB, WO
Quality First Marine	Covington	LA	Marine Debris	8a, DBE, SB, WO
Quality Home Construction LLC	Keithville	LA	Debris Removal, Construction	SB, VO
Rage Logistics Llc	Broussard	LA	Debris Removal, Construction	SB
Record & Associates Construction Co, LLC	Baton Rouge	LA	Debris Removal	
ResponsAble Safety Staffing	Baton Rouge	LA	Safety	
RICHARDSON Builders II	Plaquemine	LA	Debris Removal, Construction	
Ride Rite Automotive Center LLC	New Orleans	LA	Debris Removal	
Ridgeback LLC	Franklinton	LA	Debris Removal	
Rigid Constructors LLC	Lafayette	LA	Emergency Road Clearance, Debris Removal, Tree Trimming & Removal, Stump Removal, Marine Debris, Sand Screening, Mulch Haul Out, Grinding, Site Management, Personnel	
River Ridge Electric Inc.	Jefferson	LA	Construction, Electrical	
Rohoe Land Clearing And Forestry Mulching	Franklinton	LA	Debris Removal, Tree Trimming	SB
Rory O'Keith Holley	Pearl River	LA	Snow Removal, Debris Removal, Blue Roof	
Ross Couvillions Lawn Maintenance L.L.C.	Belle Chasse	LA	Debris removal	SB
Russell Jones Tree Removal	Pearl River	LA	Debris Removal, Tree Trimming	SB
S&K Rome LLC	Bogalusa	LA	Debris Removal, Tree Trimming, Arborist	
S&R Environmental, LLC	Metairie	LA	Debris Removal	SB
S2 Management Group, LLC	Gretna	LA	Debris Removal	DBE, HUB, WO
Sal Cardinale Enterprises	Destrehan	LA	Debris Removal	SB
SamMackCo, LLC	Livingston	LA	Debris Removal	
Savant Properties, LLC	Kinder	LA	Debris Removal, Land Owner	
SEMS, Inc.	Baton Rouge	LA	Debris Removal	SB
Severn River Group	New Orleans	LA	Debris Removal, Emergency Road Clearance, Security	SDVO
SHAW Oilfield Service LLC	Jena	LA	Debris Removal	SB
Shoreline Construction Services	Covington	LA	Construction	SB, WO
Shredhedz, LLC	Ethel	LA	Debris Removal	
Since 96 Llc.	New Orleans	LA	Debris Removal, Construction	SB
Sky Group Construction And Hauling, LLC	Zachary	LA	Debris Removal, Construction	SB, SDB, WO
Southern Coastal Services, LLC	Braithwaite	LA	Debris Removal	
St. Bernard	Chalmette	LA	Debris Removal	
Steel Pelican Trucking LLC	Metairie	LA	Debris Removal	SB

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Company	City	State	Scope of Work	Certs
Sungear Technologies, LLC	Libuse	LA	Suppliers and Material Providers	VO
Superior Response Group LLC	Lafayette	LA	Disaster Recovery	
Supreme7 Construction LLC	New Orleans	LA	Debris Removal	
T.I Contracting LLC dba Trucking Innovation	New Orleans	LA	Emergency Road Clearance, Debris Removal - Land, Tree Trimming and Removal, Mulch Haul Out, Personnel - Field Management, Personnel - Field Admin	DBE, HUB, SBA, SLDBE
Task Force LLC	Luisiana	LA	Staffing	HUB, SB
Tbr, Inc	Folsom	LA	Debris Removal, Construction	SB
Teche Construction Co., Inc.	Broussard	LA	Debris Removal	
Teronn	Houma	LA	Other Services	SB
Terry R Ellis Jr Construction	Chauvin	LA	Debris Removal, Construction	SB
The Galla Group	Covington	LA	Debris Removal, Construction	
The Toulouse Group	Amite	LA	Debris Removal	SDB
Thomco Enterprises		LA	Debris Removal	
Tidewater Constructors LLC	Covington	LA	Emergency Road Clearance, Debris Removal, Tree Trimming & Removal, Marine Debris, Mulch Haul Out, Site Management	
Tiger Bayou	Port Allen	LA	Debris Removal	
Tiger Safety	Broussard	LA	Rental, Sales, and Service	
Timberwolves USA Disaster Assistance Company	Carencro	LA	Debris Removal, Tree Trimming	WO
TMG Industrial Inc.	Metairie	LA	Debris Removal, Marine Debris, Emergency Road Clearance	SB, SDB, VO
Tomahawk LLC	Pearl River	LA	Debris Removal, Emergency Road Clearance, Tree Trimming & Removal, Stump Removal, Marine Debris, Grinding, Site Management, Demolition	SDB, WO
Tree Guardian USA	Rayne	LA	Emergency Road Clearance, Debris Removal - Land, Tree Trimming and Removal, Stump Removal, Mulch Haul Out, Grinding, Site Management, Equipment Only, Personnel - Field Management, Personnel - Field Quality Control, Personnel - Field Admin, Snow Removal	
Trucking Innovation, LLC	New Orleans	LA	Hauling, Construction	HUB, SB, SDB, SDVO
TSG Services	New Orleans	LA	Construction	DBE, HUB, SB
Twenty-Seven Raports, LLC	Baton Rouge	LA	Debris Removal, Construction	SB, WO
Union Construction & Dirt LLC	Farmerville	LA	Debris Removal, Emergency Road Clearance, Tree Trimming & Removal, Mulch Haul Out	SB, WO
Universal Constructions LLC	Houma	LA	Debris Removal, Emergency Road Clearance, Tree Trimming & Removal, Marine Debris, Mulch Haul Out	SB

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Company	City	State	Scope of Work	Certs
Vantage Contractors LLC	Baton Rouge	LA	Debris Removal, Tree Trimming, Emergency Road Clearance	SB
Veterans Staffing and Recruiting Services LLC (VSRS)	Harvey	LA	Staffing Agency, Debris Removal, Blue Roof	SB, SLDBE
Vision Building And Development	Sulphur	LA	Debris Removal, Construction, Blue Roof	SB
W.R.Rogge, Inc	Kenner	LA	Other Services	SB
Wades Tree Care	Minden	LA	Tree Trimming, Debris Removal	
Weber Trucking, LLC, DBA Weber Trucking LLC	New Orleans	LA	Debris Removal	SLDBE
West Bank Lawns	Westwego	LA	Debris Removal	
Westbank Lawns Inc	Belle Chasse	LA	Debris Removal	SB
Wilkerson Transportation / WTJ Enterprises	Cameron	LA	Land	
Willson Construction	Jonesville	LA	Debris Removal, Construction	
Work Boat Electrical Services	Houma	LA	Debris Removal, Construction	SB
WR Contractors	St Francisville	LA	Debris Removal	
Yellow Iron	Watson	LA	River/Reach Work	
Zee Consulting, Inc.	Thibodaux	LA	Construction	SB, SDB, WOB

6 ADDITIONAL INFORMATION

6.1 Key Personnel Experience

Ceres Environmental Services, Inc. has over 200 employees, many of whom are professional staff. Our staff hold degrees in areas such as Structural and Civil Engineering, Business Administration, Forestry, Geology, Science, and Accounting. As part of the Company's dedication to quality and safety, many of Ceres' management staff are U.S. Army Corps of Engineers-certified in Construction Quality Management; are FEMA-certified in NIMS; are Red Cross-certified in first aid; and have completed OSHA's 40-hour safety training course. Ceres' management has worked extensively on FEMA-reimbursed contracts and has demonstrated its ability to respond to large-scale events.

For City of Central, Ceres will provide exceptionally qualified personnel to lead the efforts for any event occurring for which our services are required. The following core team will be assigned to Central for the life of the contract. Additional personnel will be assigned based on the size and severity of an event affecting Central.

Mr. Stanley Bloodworth is our **Director of Operations**. Mr. Bloodworth has almost 40 years of Project Management experience in the construction and disaster recovery industry. His professional career includes a 25-year tenure with the U.S. Army Corps of Engineers, where he held a variety of construction planning and management roles. After leaving the Corps, he entered the private disaster recovery industry serving as a project/program manager, senior project manager, operations manager and director of operations. He is a highly skilled, boots-on-the-ground manager of disaster recovery projects, specifically those requiring expertise related to removal, reduction and final disposition of vegetative, construction, demolition and hazardous debris.

Mr. Karl Dix will be the **FEMA Reimbursement Specialist** assigned to Central. Mr. Dix experience includes project management; quality control of operational and administrative functions to ensure FEMA eligibility, compliance with State regulations and adherence to contract specifications; review of FEMA eligibility and processing of FEMA paperwork; training sessions with clients; and development of new record-keeping systems. His responsibilities include developing business relationships with current and potential clients; development of strategic plans; and management of assigned projects. Mr. Dix holds a bachelor's degree in business administration from Emory University.

Ms. Tia Laurie, a West Point graduate, is our **Contract/Subcontractor Manager**. She is responsible for the overall administrative response to all disaster response and recovery missions, including contracting and subcontracting. Ms. Laurie provides a background in several fields including quality control, construction, logistics, management, and contracting. She is adept at ensuring that our subcontractors and equipment are in place and ready to work when needed. She keeps an extensive list of subcontracts, both local and throughout the country, in case specialty work is required. Ms. Laurie understands the importance of local recovery and knows that it means more than just clearing debris – it means providing jobs in the area. She is expert at finding qualified personnel in any area throughout the United States. Ms. Laurie also provides management in the areas of maintaining and upgrading the subcontractor database, registration process, and evaluation criteria, as well as creating and executing applicable training programs for subcontractors. Ms. Laurie will be immediately available to locate and check the credentials of all required subcontractors and to pre-stage necessary equipment, ensuring that City of Central efforts are well under way within the time frames required.

Ceres' personnel are trained in FEMA regulations and are schooled in the use of FEMA Public Assistance Debris Management Guide FEMA 325, as well as additional resource books Public Assistance Guide FEMA 322 and Public Assistance Policy Digest 321.

For more extensive information on the qualifications of Ceres project management team, please see their resumes within this section. Resumes of the additional key personnel that will be made available depending on the size and severity of the event are included as well.

If for any reason key personnel named in this proposal are not available for a City of Central event, or are not acceptable to the City, personnel with equivalent or better backgrounds and skills will be made available and will be presented for approval.

Personnel Resumes

Management Oversight

David A. McIntyre, Sole Shareholder and President

David McIntyre is the founder and sole shareholder of Ceres Environmental Services, Inc. and affiliated companies. He created the company in 1976 and has personally managed or supervised over 300 FEMA-reimbursed contracts, including over 250 disaster debris-related projects. He has performed superbly in hiring, training and supervising an excellent team of personnel, resulting in Ceres' extensive list of satisfied customers. Mr. McIntyre's history includes his on-the-ground, on-site management of debris contracts during Ceres' large-scale response to several major disasters. The disaster debris projects include major projects for the USACE, including Ceres' 2018 ACI SAD Contract activation in the State of Georgia following Hurricane Michael; USACE work in response to the Northern California Wildfires in 2018; Alabama 2011 tornadoes response; 2008 Hurricane Ike USACE ACI response; 2005 Hurricane Katrina USACE and local jurisdiction debris management projects; and the Hurricane Georges USACE response in 1998.

Mr. McIntyre has been Project Manager of many the debris projects for Ceres and has been Operations Manager of many of them as outlined below. He has also presided over the performance of over 95 additional contracts with branches of the U.S. federal government regarding demolition, grinding, abatement, clearing, and other work. These government branches include the U.S. Army Corps of Engineers; U.S. Navy, Army, and Air Force; U.S. Department of the Interior; and the U.S. Department of Agriculture.

PROFESSIONAL EXPERIENCE

- **Hurricanes Ian and Nicole 2022.** Management oversight for 27 contract activations in Florida. Two of these projects surpassed 2 million cubic yards of debris each.
- **Hurricane Ida 2021.** Management oversight for debris removal in 14 Louisiana jurisdictions.
- **Oregon Wildfire Recovery 2020-2022.** Management Oversight for Oregon Department of Transportation providing Hazard Tree Removal Services for Operational Branch 1: Archie Creek Fire, Douglas County, Operational Branch 5: Thielson Fire, Douglas County and Operational Branch 6: Two Four Two Fire, Klamath County.
- **Oklahoma Ice Storm 2020.** Management oversight for debris removal in 5 cities following an ice storm.
- **Hurricanes Laura, Hanna, Sally, Delta, and Zeta 2020.** Provided management oversight for 13 individual contract activations across Louisiana, Texas, and Florida.
- **Linn County, IA Derecho 2020.** Management oversight for removal, reduction, and disposal of derecho generated debris.
- **California Wildfires – Camp Fire, Butte County 2020 – 2021.** Project Manager for the CalRecycle removal of hazardous trees generated by the Camp Fire wildfire in North-Central California in 2017.
- **Hamilton County, TN Tornado 2020.** Provided management oversight for removal and disposal of tornado generated debris in Hamilton County.
- **Jones County, MS Tornado 2020.** Provided management oversight for removal and disposal of tornado generated debris in Jones County.
- **California Wildfires – Camp Fire, Butte County 2019.** Project Manager for the CalRecycle clean-up project for hauling and disposal of debris generated by the Camp Fire wildfire in North-Central California in 2019, which is the largest debris mission in California in more than 100 years.
- **Northern California Wildfire Debris Removal 2018.** Provided management oversight for the USACE debris removal project in Lake, Mendocino and Napa Counties, CA following the fires between October and December of 2017.
- **Hurricane Michael USACE Response 2019.** Project Manager/Operations Manager for work in 13 Georgia Counties.
- **Hurricanes Michael and Florence 2018 – 2019.** Provided management oversight for 13 individual contract activations in jurisdictions across North Carolina, South Carolina, Florida and Georgia
- **Hurricanes Irma and Harvey 2017.** Provided management oversight for more than 45 disaster recovery projects in Florida and Texas.
- **Southeast Tornadoes 2017.** Provided management oversight for disaster recovery projects in Georgia and Louisiana following early tornadoes.

- **Hurricanes Hermine and Matthew 2016.** Provided management oversight for over 20 individual projects following Hurricane Hermine in September and Hurricane Matthew in October.
- **Louisiana Flooding 2016.** Provided management oversight for Ceres response to Louisiana floods in August following heavy rains.
- **Oklahoma Storms 2015.** Provided management oversight to Ceres response to Winter Storms Cara and Goliath. Ceres responded to six different jurisdictions in Oklahoma.
- **Livingston Parish Waterway Cleanup 2015.** Management oversight for Ceres response during the removal of vegetative, C&D and white goods debris removal in Louisiana.
- **Alabama Tornadoes 2014.** Management oversight for Ceres response in several Alabama cities damaged by May tornadoes. Ceres provided removal and disposal services for eligible debris.
- **Winter Storm Pax 2014.** Management oversight for Ceres response in Georgia and North Carolina. Ceres provided removal and disposal of storm-related debris in both states.
- **Winter Storm 2013.** Management oversight for early winter storm in October 2013. Ceres provided removal and disposal of disaster-related vegetative debris in South Dakota.
- **Upper Midwest Ice Storm 2013.** Management oversight for Ceres' response to spring ice storms in South Dakota and Minnesota, including work in rights of way, parks and waterways.
- **Hurricane Sandy 2012-2013.** Management oversight for Ceres response in New York and New Jersey. Ceres performed multiple projects in New York and New Jersey.
- **Hurricane Isaac 2012.** Management oversight of five separate contracts in response to Hurricane Isaac. Ceres provided recovery services to Jefferson Parish, Kenner, Livingston Parish, Denham Springs and St. Bernard Parish.
- **Winter Storm Alfred 2011.** Provided management oversight for response to unseasonal snowstorm in the Northeast. Ceres managed over 320,000 CY of debris in two locations.
- **North Dakota Flooding 2011.** Provided management oversight for emergency levee removal and repair projects after historic flooding in spring of 2011 near Minot, North Dakota. Ceres removed emergency levees and repaired damage to existing levees.
- **Hurricane Irene 2011.** Provided management oversight for response to Hurricane Irene's impact on the Atlantic coast. Ceres managed 120,000 CY of debris in two locations.
- **Alabama Tornadoes 2011.** Provided management oversight for response to record-setting tornadoes that hit the Southeast. Presided over four contracts in Alabama, including management of over 1 million CY of debris in Jefferson County.
- **New Zealand Earthquake 2011.** Oversight of response to Christchurch earthquake. Established a New Zealand branch office of Ceres to work in conjunction with the Canterbury Earthquake Recovery Authority (CERA) to provide extensive disaster response services including debris management, design-build seismic stabilization, demolition/deconstruction/implosion services and large-scale materials recycling operations. Working as a capital partner, developer and construction manager in the country to help salvage and repair damaged buildings.
- **Haiti 2010-2013.** Oversight of response to the devastating earthquake that hit Haiti in January 2010. Provided management oversight of a survey contract for the International Office on Migration, an \$11M landfill management and debris reduction site contract for the Haitian Ministry of Public Works and Communications (MTPTC) and The World Bank, environmental remediation projects for World Vision and new construction in the country.
- **Hurricane Ike 2008.** Presided over debris collection, transportation, and disposal on 11 different contract locations in Texas and Louisiana
- **Hurricane Gustav 2008.** Oversight of collection, transportation, processing, and disposal of over 1.9 million cubic yards of debris; Trimming and removal of hazardous trees in Louisiana
- **Hurricane Dolly 2008.** Provided oversight and management guidance in debris collection, transportation, recycling, and disposal in Texas
- **Hurricane Wilma & Rita 2005.** Directed debris collection, transportation, and disposal, Emergency temporary roofing installation in Florida
- **Hurricane Katrina 2005.** Lead Project Manager for collection, transportation, processing, and disposal of over 13 million cubic yards of debris; Trimming and removal of over 165,000 hazardous trees; Asbestos abatement and demolition of 916 buildings; Decontamination and disposal of over 315,000 white goods in 11 Louisiana Parishes; Emergency temporary roofing installation of over 21,000 buildings in 32 Mississippi counties

- **Hurricane Ivan 2004.** Project Manager in collection, transportation, and disposal of over 680,000 cubic yards of debris including the processing of over 505,000 cubic yards of debris in Florida
- **Hurricane Jeanne & Frances 2004.** Managed the collection, transportation, and disposal of over 404,000 cubic yards of debris in 13 Florida counties
- **Hurricane Charley 2004.** Directed Debris collection, transportation, and disposal; Emergency temporary roofing installation in 4 Florida counties
- **Hurricane Isabel 2003.** Project Management to debris removal and disposal in Virginia
- **Hurricane Floyd 1999.** Lead Project Manager to debris removal and disposal in North Carolina
- **Oklahoma City Tornadoes 1999.** Lead project manager for USACE contract providing debris removal, managing multiple debris sites, and demolishing damaged residential structures.
- **Hurricane Georges 1998.** Presided over collection and disposal of over 2.3 million cubic yards of debris; Management of 17 TDSR sites; Emergency temporary roofing installation on over 3,000 buildings in Puerto Rico.
- **Hurricane Fran 1996.** Project management for USACE contract providing debris removal, reduction and site management.
- **Hurricane Andrew 1992.** Lead Project Manager to debris collection, transportation, and disposal; Provided USACE with 25 new chippers/grinders with 48 hours in Florida

EDUCATION/CERTIFICATIONS

- Graduate coursework in Physics, Chemistry, and Mathematics from the University of Minnesota Institute of Technology and University of Minnesota
- Licensed Florida General Contractor
- Recognized as a Patriotic Employer by the Office of the Secretary of Defense

John Ulschmid, Senior Vice President

Mr. Ulschmid has more than 34 years of experience with Ceres Environmental Services, Inc. including project management of multiple FEMA-reimbursed contracts. Mr. Ulschmid manages the company's Construction and Demolition Division as well as various operational aspects of the Emergency Management Services Division, concurrently with the company's Public Affairs and Logistics Management. Mr. Ulschmid has also worked on a variety of other emergency response projects including emergency building demolitions due to floods, Emergency Bank Stabilization of the Mississippi River Lock and Dam 8, and multiple floodway and water control and mitigation construction projects. He has provided project management, supervision, and administration to several federal government clients including the U.S. Army Corps of Engineers, U.S. Air Force, U.S. Navy, U.S. Army, CAL OES, LA DOTD, and TX DOT along with multiple projects with cities, counties, municipalities, and other public agencies with revenues totaling in excess of \$1 Billion. Mr. Ulschmid attended the University of Minnesota, Carlson School of Management where he holds a bachelor's degree in Management Information Systems.

PROFESSIONAL EXPERIENCE

- **Archie Creek Fire Tree Removal 2020 – 2022.** Senior Director for the Oregon Department of Transportation hazardous tree removal project following the Archie Creek Fire in Oregon.
- **California Wildfires – Camp Fire, Butte County 2019-2020.** Senior Director for the CalRecycle clean-up project for hauling and disposal of debris generated by the Camp Fire wildfire in North-Central California in 2018, which is the largest debris mission in California in more than 100 years.
- **Hurricane Michael- SW Georgia 2018.** Deputy Operations Manager for USACE debris removal operation in 13 SW Georgia counties.
- **U. S. Virgin Islands Hurricane Recovery 2017-2019.** Project Manager for response to Hurricanes Irma and Maria on St. Croix, St. Thomas and St. John for debris removal and processing, marine vessel processing, and off-island disposal of 600K CY. C&D Debris was disposed of in CONUS requiring federal and state approvals and permitting.
- **Alabama Tornadoes 2011.** Management oversight for response to record-setting tornadoes that hit the Southeast, including management of over 1 million CY of debris in Jefferson County.
- **Emergency Levee Removal- Minot ND 2011.** Project Manager for emergency levee removal post Souris River flooding (a greater than 100-year flood event).
- **Hurricane Ike 2008.** Project management, logistics management, and contract administration of operations in Texas.
- **Hurricane Gustav 2008.** Supervision and contract administration of company operations for debris removal and disposal; Project Manager of HVAC project and LA DOTD roadway drainage repairs and improvements project in Louisiana
- **Hurricane Rita 2005.** Project management for debris removal and disposal of over 4.5 million cubic yards; Reduction of over 1.1 million cubic yards of debris; Removal and disposal of e-waste; demolition of approximately 253 storm damaged buildings in Terrebonne and Calcasieu Parishes, Louisiana
- **Hurricane Katrina 2005.** Project Manager for debris removal operations including 13 million cubic yards of hurricane debris in 11 Louisiana parishes; trimming and removal of over 165,000 hazardous trees; supervised over 12 miles of emergency levee repair & stabilization projects in St. Bernard and Plaquemines Parishes, Louisiana
- **Hurricanes Jeanne & Frances 2004.** Operations Manager in the collection and disposal of over 404,000 cubic yards of debris in Florida
- **Ice Storm 2002.** Safety Officer and Contract Administrator for operations which hauled more than 510,000 cubic yards of debris in Kansas City, Missouri

CERTIFICATIONS/TRAINING

- USACE CQM certified
- First Aid/CPR certified

Key Project Team

Stanley D. Bloodworth, Director of Operations

Mr. Bloodworth has almost 40 years of Project Management experience in the construction and disaster recovery industry. His professional career includes a 25-year tenure with the U.S. Army Corps of Engineers, where he held a variety of construction planning and management roles. After leaving the Corps, he entered the private disaster recovery industry serving as a project/program manager, senior project manager, operations manager, and vice president of operations. He is a highly skilled, boots-on-the-ground manager of disaster recovery projects, specifically those requiring expertise related to removal, reduction and final disposition of vegetative, construction, demolition and hazardous debris.

PROFESSIONAL EXPERIENCE

- **Hurricanes Ian and Nicole 2022.** Director of Operations for 27 contact activations in Florida. Two of the projects surpassed 2 million cubic yards of debris each.
- **Livingston Parish Emergency Channel Debris Removal 2019 – Current.** Operations manager for debris removal from waterways. To date, Ceres has completed over 1,600,000 linear feet of waterways, reducing flooding and removing obstructions from 304 miles of bayous, creeks, rivers, and ditches.
- **Hurricane Ida 2021.** Project Manager for 6 Louisiana jurisdictions, removing over 2 million CY of debris: Denham Springs, Gonzales, Covington, Mandeville, Livingston Parish, and St. Helena Parish.
- **Poudre Canyon Mudslide and Flood 2021.** Project Manager for debris management services in Larimer County, CO.
- **Sabine River Authority 2021.** Project Manager for debris removal services.
- **Oklahoma Ice Storm 2020.** Project Manager for debris removal in 5 cities following an ice storm.
- **Hurricane Sally 2020.** Performed as Project Manager for Santa Rosa County, FL and Escambia County School Board as a result of Hurricane Sally. Over 600,000 CY of debris was removed for these projects.
- **Hamilton County, TN 2020.** Project Manager for collection, reduction, and disposal of over 400,000 CY of tornado generated debris in Hamilton County, TN.
- **Emergency Watershed Protection August 2019.** Performed dual roles as Senior Project Manager/Operations Planner for emergency channel debris removal for Livingston Parish, LA.
- **Hurricane Michael 2018 – 2019.** Senior Project Manager in Dougherty County and City of Albany, GA for clean-up after Hurricane Michael. This project was eventually overtaken by the USACE ACI SAD Region Restricted contract activation, at which time Mr. Bloodworth maintained an oversight role until the USACE ACI project was completed in early 2019. Ceres was reactivated at that time in order to complete the clean-up and disposal work for the County and the City; Mr. Bloodworth maintained his position and participation through the entire project.
- **Hurricane Maria 2017.** Project Manager/Operations Planner for the Puerto Rico Department of Transportation (DTOP) Disaster Recovery Project. Mr. Bloodworth worked closely day to day with DTOP Representatives ranging from the Secretary of Transportation to local Municipal Mayors and District Managers. Mr. Bloodworth prepared and implemented a successful Operations Plan that provided an operations solution expediting a re-establishment of adequate transportation routes for such activities as emergency services, utility repairs, reopening schools, citizen access and a very important return of commerce. The Operations Plan included accurate scheduling of all activities related to debris removal and disposal and provided successful tool for budgeting public fund expenditures for DTOP disaster recovery.
- **Hurricane Irma 2017.** Project Manager in Tampa City, FL clean-up following the heavy destruction caused by Hurricane Irma.
- **Louisiana Floods 2016.** Project Manager and Planner for Livingston Parish project involving clean-up following heavy rains and flooding in Louisiana in August 2016. Mr. Bloodworth expertly organized over 20 different subcontractors with more than 100 debris removal trucks for this project. Mr. Bloodworth provided these subcontractors with a detailed operations plan to begin concurrent debris removal efforts in all areas affected by the flood. Mr. Bloodworth ensured proper removal and disposal/recycling of many different classifications of flood related debris, including C&D, Household Hazardous Waste, E-waste, and White Goods. Total debris removed: over 1,000,000 CY.

- **Texas Floods 2016.** Project Manager in Bastrop County following flooding in the county.
- **Winter Storm Goliath 2015.** Project Manager for clean-up of several cities and counties under the Oklahoma Emergency Management Authority following Winter Storm Goliath over Christmas 2015.
- **Winter Storm Pax 2014.** Operations Manager for Columbia County clean up after Winter Storm Pax. Managed removal and disposal of over 500,000 CY of debris.
- **June Microburst Storm 2013.** Project Manager for cleanup project of debris and tree removal in Albemarle, NC following a summer microburst storm.
- **U.S. Army Corps of Engineers 2006-2011.** Numerous large-scale U.S Army Corps of Engineers, multiple state DOT and municipality debris removal and heavy construction contracts. Specifically, two debris removal and one heavy construction contract with the Minneapolis-St. Paul District Army Corps of Engineers. These USACE contracts were part of the recovery effort following the Mouse River Flood of Spring 2011 in Minot, North Dakota Duties required and successfully completed, included constant, 24/7 communication and availability with the Minot, USACE Disaster Recovery field office. Possessed complete knowledge and responsibility of all contract operation management functions. Retained full authority as company officer to commit to any/all requirements of the contracts including preparation, negotiation and execution of any additional contracts or change order/ modifications. Managed preparation and implementation of all aspects of Quality Control, Accident Prevention, Regulatory and Operation Planning. Worked closely with local and state officials to ensure compliance with permits and licensing. Supervised subordinate managers.
- **2004 – 2008: Program/Project Manager** for Disaster Recovery Operations where he served on numerous disaster recovery contracts including:
 - 2004 Hurricane Charley Tampa, Orlando, Deltona, Daytona, Florida
 - 2004 Hurricane Frances, Tampa, Daytona, Jacksonville, FL
 - 2004 Jeanne, Daytona, FL
 - 2004 Tropical Storm Ivan, Perdido Key, FL/Pensacola Beach, FL
 - 2004 Tropical Storm Dennis,
 - 2005 Hurricane Katrina, Louisiana
 - 2005 Hurricane Wilma, Miami
 - 2008 Hurricane Ike, Galveston, TX

EDUCATION/CERTIFICATIONS

- USACE certifications including: CQM, materials laboratory technician, flexible pavement and concrete inspection, nuclear density operator, civil engineering technician
- OSHA 30
- CPR/First Aid
- Coursework, University of Mississippi
- FEMA IS 100, 700

Karl A. Dix, III, FEMA Reimbursement Specialist/Operations Planner

Mr. Dix's experience includes Project Management; Quality Control of operational and administrative functions to ensure FEMA eligibility, compliance with State regulations and adherence to contract specifications; review of FEMA eligibility and processing of FEMA paperwork; training sessions with clients; and development of new record-keeping systems. His responsibilities include developing business relationships with current and potential clients; development of strategic plans; and management of assigned projects.

PROFESSIONAL EXPERIENCE

- **Hurricanes Ian and Nicole 2022.** Operations Planner and FEMA Liaison for 27 contract activations in Florida. Two of the projects surpassed 2 million cubic yards of debris each.
- **Hurricane Ida 2021.** Operations Planner and FEMA Liaison for 14 Louisiana projects.
- **Oregon Wildfire Recovery 2020 – 2022.** Operations Planner for Oregon Department of Transportation providing Hazard Tree Removal Services for Operational Branch 1: Archie Creek Fire, Douglas County, Operational Branch 5: Thielson Fire, Douglas County and Operational Branch 6: Two Four Two Fire, Klamath County.
- **Oklahoma Ice Storm 2020.** Provided operational oversight for debris removal in 5 cities following an ice storm.
- **Hurricanes Laura, Hanna, Sally, Delta, and Zeta 2020.** Provided operational oversight for 13 individual contract activations across Louisiana, Texas, and Florida.
- **Linn County, IA Derecho 2020.** Operations Planner for removal, reduction, and disposal of derecho generated debris.
- **California Wildfires 2019 – 2020.** Operations Planner for the CalRecycle clean-up project for hauling and disposal of debris generated by the Camp Fire wildfire in North-Central California in 2018, which is the largest debris mission in California in more than 100 years.
- **Hurricane Michael 2018.** Operations Planner for the USACE ACI Restricted SAD Region activation in 13 Georgia Counties for the clean-up of debris generated by Hurricane Michael in October 2018.
- **Hurricane Irma 2017.** Operations Planner and FEMA Liaison for 37 Hurricane Irma projects.
- **Southeast Tornadoes 2017.** Operational oversight for debris removal and disposal project in the City of Albany, GA.
- **Hurricane Matthew 2016.** Project Manager for Charleston County, SC and Bald Head Island, NC debris removal and disposal projects following Hurricane Matthew in October.
- **Hurricane Hermine 2016.** Project Manager for Glynn County, GA debris removal and disposal project.
- **Oklahoma Ice Storms 2015.** Quality Control and Assurance for debris removal and disposal projects for Oklahoma Emergency Management Authority, Oklahoma City, and Warr Acres following severe winter storms.
- **Winter Storm Ulysses 2014.** Quality Control and Quality Assurance for NCDOT project resulting in the removal and disposal of 300,000 cubic yards of ice storm debris. Reviewed contract for FEMA eligibility and ensured overall project performance to contract specifications.
- **Winter Storm Pax 2014.** Quality Control and Quality Assurance for Columbia County, GA project resulting in the removal and disposal of 500,000 cubic yards of ice storm debris. Reviewed contract for FEMA eligibility, drafted FEMA compliant inter-local agreements and ensured performance of the project to contract specifications.
- **Black Forest Fire 2014.** Project support for El Paso County, CO contract resulting in the removal of over 1,500 fire-damaged trees. Provided operational planning in support of the PM.
- **Mississippi/Alabama Tornadoes 2014.** Quality Control and Quality Assurance to 4 projects resulting in the removal and disposal of 200,000 cubic yards of tornado debris. Oversaw contract negotiations and reviewed contract for FEMA eligibility.
- **Hurricane Sandy 2012-2013.** Program Lead, Project Administration, Safety and Support for multiple projects in NJ and VA. Removed roughly 150,000 CYs across all projects.
- **Hurricane Isaac 2012.** Program lead, project administration, safety and support in response to Hurricane Isaac. Removed over 1,000,000 CY of debris from Mississippi River levees in Plaquemines Parish.
- **Virginia Derecho 2012.** Program Lead/Project Manager for debris site management, grinding and disposal following a derecho event impacting Virginia.

- **North Dakota Flooding 2011.** Program lead, project administration for USACE emergency debris removal and mobile home group site construction missions after historic flooding in spring of 2011 near Minot, North Dakota.
- **Hurricane Irene 2011.** Program Lead, Project Administration, Safety and Support for response to Hurricane Irene's impact on the Atlantic coast. Removed over 110,000 CY of debris on 5 projects.
- **Alabama/Tennessee Tornadoes 2011.** Program Lead, Project Management and Administration, Safety and Support for three debris projects and one haul and install THUs in response to the April tornadoes. Removed over 240,000 CY across two municipal projects.

EDUCATION/CERTIFICATIONS

- Bachelor of Business Administration, Emory University
- Master of Science in Threat and Response Management, University of Chicago (in progress)
- FEMA IS 100, 631, 632, 700, 701, 703, 800

Tia Laurie, Contract/Subcontract Manager, Corporate Secretary

Tia Laurie provides a background in several fields including quality control, construction, logistics, management, and contracting. Ms. Laurie serves as Qualifying Agent, holding General Contractors Licenses on behalf of Ceres in many states including California, Louisiana, Alabama, Tennessee, Mississippi, Oregon, and South Carolina. Certified in Construction Quality Management by USACE, Ms. Laurie has served in supporting roles on several missions for more than ten (10) years. Additionally, Ms. Laurie is responsible for the overall administrative response to all disaster response and recovery missions, including contracting and subcontracting. She manages the overall development and maintenance of relationships with subcontractors specifically in local areas of pre-event contracts and competitive pricing. Ms. Laurie also provides management in the areas of maintaining and upgrading the database, registration process, and evaluation criteria for subcontractor, as well as creating and executing their training programs.

PROFESSIONAL EXPERIENCE

- **Hurricanes Ian and Nicole 2022.** Director of Administration including subcontracting and contract management for 27 contract activations in Florida. Two of these contract surpassed 2 million cubic yards of debris each.
- **Hurricane Ida 2021.** Director of Administration including subcontracting and contract management for Ceres projects in Louisiana.
- **Oregon Wildfire Recovery 2020 – 2022.** Director of Administration including subcontracting and contract management for Oregon Department of Transportation Hazard Tree Removal Project.
- **Oklahoma Ice Storm 2020.** Director of Administration including subcontracting, and management of 5 contract activations as a result of the Oklahoma Ice Storm.
- **Hurricanes Hanna, Laura, Sally, Delta and Zeta 2020.** Director of Administration including subcontracting. Managed over 30 subcontractors providing debris collection, reduction, and disposal. While working contract administration on over 13 contract activations.
- **Linn County, IA 2020.** Director of Administration including subcontracting and managing 4 subcontractors and working contract administration.
- **Hamilton County, TN and Jones County, MS Tornadoes 2020.** Director of Administration including subcontracting. Managed 6 subcontractors providing debris collection, reduction, and disposal.
- **Bulk Waste Removal 2020.** Director of Administration including subcontracting. Managed 6 subcontractors providing bulk waste removal to the City of Atlanta and Macon-Bibb County, GA as a result of limited staff due to COVID-19.
- **Paradise and Butte County, CA Fire 2019.** Director of Administration including subcontracting and managing over 23 subcontractors and working contract administration with CalRecycle.
- **Hurricanes Florence and Michael 2018.** Director of Administration for storm operations in a wide geographic area.
- **North Carolina Department of Agriculture 2018.** Director of Administration and Subcontracting Manager for hauling vegetative material for NC farms after Hurricane Florence.
- **Northern California Wildfire Debris Removal 2018.** Subcontractor Manager responsible for hiring all subcontractors for the USACE debris removal project in Lake, Mendocino and Napa Counties, CA following the fires between October and December of 2017.
- **Hurricanes Harvey, Irma, and Matthew 2017.** Director of Administration and Subcontracting Manager for over 50 storm and civil construction projects.
- **Hurricanes Hermine and Matthew 2016.** Subcontractor Manager for over 20 contracts in Florida, Georgia, South Carolina, and North Carolina following two hurricanes in September and October.
- **Louisiana Floods 2016.** Subcontractor Manager for Ceres response to August floods in Louisiana.
- **Winter Storm Cara and Goliath 2015.** Subcontractor Manager for debris removal and disposal projects in Oklahoma following winter storms.
- **Alabama and Mississippi Tornadoes 2014.** Subcontractor Manager for four separate tornado recovery projects in Kimberly, Adamsville, and Graysville, Alabama as well as Lee County, MS.
- **Winter Storm Pax and Ulysses 2014.** Subcontractor Manager for Columbia County, GA and NC DOT ice storm recovery; Recruited and subcontracted companies for hauling, tree work, and grinding.
- **Hurricane Sandy 2012-2013.** Subcontractor Manager recruiting local subcontractors and vendors for Ceres response in New York and New Jersey.

- **Hurricane Isaac 2012.** Subcontractor manager for five separate contracts in response to Hurricane Isaac. Ceres provided recovery services to Jefferson Parish, Kenner, Livingston Parish, Denham Springs and St. Bernard Parish.
- **Winter Storm Alfred 2011.** Subcontractor Manager for response to unseasonal snowstorm in the Northeast. Ceres managed over 320,000 CY of debris in two locations.
- **Hurricane Irene 2011:** Subcontractor Manager for Greenville, NC response and recovery efforts. Recruited local and specialty subcontractors for hurricane debris cleanup.
- **Alabama Tornadoes 2011.** Subcontractor Liaison: recruited local and specialty subcontractors and vendors to provide services for tornado cleanup.
- **Haiti Earthquake 2010.** Subcontractor Liaison identifying specialist organizations & sea transport.
- **Ice Storms 2009.** Subcontractor Liaison identifying and coordinating qualified subcontractors for debris removal from county rights-of-ways in Kentucky.
- **Hurricanes Dolly, Gustav and Ike 2008.** Subcontractor Liaison screening and coordinating qualified subcontractors for debris removal, processing and disposal operations.
- **Floods 2008.** Subcontractor Liaison identifying and coordinating qualified subcontractors for debris removal due to Cedar River flooding in Iowa.
- **Military Stars, Orion International 2007-2008.** Account Executive researching, identifying, and capturing of new clients providing opportunity for hiring of transitioning military personnel.
- **Centex Homes 2005-2007.** Purchasing Agent managing contract negotiations for residential communities; Management of land developers, architects, and general contractors.
- **U.S. Army Corps of Engineers, Captain 1999-2005.** Battalion Logistics/Supply Officer, Detachment Commander, Company Executive Officer, and Topographic Platoon; awarded Bronze Star Medal for her bravery and meritorious service with USACE.

EDUCATION/CERTIFICATIONS

- Master's degree, Engineering Management, University of Missouri (Rolla)
- Bachelor's degree, Engineering Management, U.S. Military Academy, West Point, New York
- Engineer-In-Training (EIT/FE): Registered in New York, 1999
- FEMA certified IS-10, ICS-200, IS-102, IS-632, NIMS IS-700
- USACE CQM certified
- Red Cross Disaster Services certified

Personnel (Alphabetically by Last Name)

Omar Arroyo, EHS Manager

Mr. Arroyo has more than 17 years of professional experience in safety management. He has worked in various fields including debris management, civil construction, new construction, and oil, dealing with all aspects of Environmental Health and Safety Management and Training.

PROFESSIONAL EXPERIENCE

- **Ceres Environmental Services 2017 – Present.** Safety and Health Officer. Vegetative, construction and demolition, and metal debris removal from local municipality Rights-of-Way (ROW) and other eligible public property in the U.S Virgin Islands for the USACE ACI project following hurricanes Irma and Maria. Work also included site preparation, debris reduction - chipping/mulching/grinding, and debris disposal. Safety Officer for the Wildfire clean up and logging operations for California, Colorado, and Oregon.
- **PES Performance Energy Services 2015-2016.** HHSE Site Safety Supervisor in Beaumont, Texas conducting daily equipment inspections, confine space audits, air sampling for confined space, confined space rescue procedures, daily mass safety toolbox meetings, Air Liquide safety and production meetings, safety record keeping, first aid, incident investigations, daily safety audits, inspection and control of safety equipment, fire watch training, confine space training, lockout/tag-out training and new hire orientations.
- **Saxon Constructions PES 2015.** HSSE Site Safety Manager for Williams Station 520 Pipeline project in Jersey Shore, Pennsylvania and Devon/E-Link Terminal project in Cuero, Texas. Responsible for daily audits of work being performed, daily field equipment inspections, equipment training, PRE-TASK ANALYSIS (PTA) audit and training, held the daily all employee's safety meeting, met with the client HSSE for any concerns and correction, job specific overview, employee orientation, incident reporting, near miss reporting, record keeping, and continue to strive for a zero incident and accident free work place for all employees.
- **Titan 360 Industrial Services 2014-2015.** HSSE Site Safety Manager coordinating a project at Trunk line in Lake Charles, Louisiana overseeing 85 employees. My duty and responsibility was to conduct daily safety meetings within the company and the client, daily safety audits on employee behavior, permits, and company (JSA), daily equipment inspection, record keeping, first aid case management, attend and participate in client turnaround safety progress, monitor and conduct SCBA breathing air equipment inspection and proper function prior to job task, and incident reporting/investigation.
- **Total Safety 2014.** HSSE in Busan, Korea working as a third-party safety representative for Nobel and Shell at a shipyard reconstructing the Nobel Discoverer ship oil driller. Duties and responsibilities were to be part of the Shell and Nobel safety HSE team to contribute as a third-party safety representative in the daily work activities such as safety daily audits and inspections on hot work activities, confine space, permit and JSA audits, evacuation drills. Conducted safety meetings, record keeping, and daily inspection on equipment, tools, and safety equipment.
- **KBR Kellogg Brown & Root 2012-2013.** HSSE Site Safety Manager. Conducted safety audits and meetings, performed daily equipment and apparatus inspections, first aid case management and related record-keeping.
- **BP 2010-2012 HSSE Site Safety Turnaround Manager.** Managed and oversaw safety field turnaround for several units. Conducted weekly mass safety meetings, daily audits, and inspections, reporting for near miss and first aid, and performed relevant recordkeeping.
- **STARCON International, Inc. 2001-2010 HSE Safety Supervisor.** Performed daily audits and inspections, permit training, oil rig basket training, SCBA training and fire watch training. Maintained company and refinery compliance and recordkeeping, supervising various units for turnaround work and implementing company site standards. Performed unit orientations for new hired team members for the turnaround, equipment inspection and purchasing, daily toolbox team safety meetings. Conducted daily permit and JHA audits for compliance, JHA training, recordkeeping, and conducted near miss and incident investigations.

EDUCATION/CERTIFICATIONS

- San Jacinto College Central Campus Two Years, Courses Studied:
 - EPCT- Introduction to Environmental/Health
 - EPCT- Principals of Industrial Hygiene
 - OSH- Safety Program Management
 - OSH- Physical Hazards Control
 - OSH- Accident Prevention, Inspection, and Investigation
 - OSH- OSHA Regulation General Industry
- College of the Mainland (Conducting Safety Audits)
- OSHA 30 Hour Construction
- OSHA 500
- Construction Site Safety Technician CSST Certification
- Construction Site Safety Technology CSST Certification
- Construction Site Field Safety CSST Certification
- Construction Site Safety Supervisor CSST Certification
- Industrial Toxicology Certification
- GHS and OSHA Hazardous Communications Certificate
- Introduction to Safety Accountability-OSHA Academy
- Emergency Action and Fire Prevention-OSHA Academy
- Conducting a Job Hazard Analysis (JHA)- OSHA Academy
- Personal Protective Equipment-OSHA Academy
- Introduction to Safety Recognition- OSHA Academy
- Introduction to OSHA-OSHA Academy
- Introduction to Hazard Control- OSHA Academy
- Electrical Safety for Employees- OSHA Academy
- Introduction to Safety Training- OSHA Academy
- Personal Protective Equipment- OSHA Academy
- Introduction to Safety Supervision- OSHA Academy
- Hazard Communication- OSHA Academy
- Effective Accident Investigation- OSHA Academy
- Introduction to Safety Leadership- OSHA Academy
- Walking-Working Surfaces and Fall Protection-OSHA Academy
- Introduction to Job Hazard Analysis- OSHA Academy
- Supervisor 201 Training-LEAD Leadership, Excellence, and Development-Houston Area Safety Council
- EM 385-1-1 8 Hour Awareness- US Army Core of Engineers
- First Aid-CPR-AED Certification 1377463
- American Red Cross (CPR-Adult)
- AMERICAN Red Cross (Standard First Aid)
- TWIC Transportation Worker Identification Credential
- Houston Area Safety Council (Basic Plus)
- Baytown, TX Safety Council
- HAZWHOPER- Currently in Progress (40 Hour)

Mike L. Beevers, Project Manager

Mr. Beevers has been in environmental services for almost 20 years, starting in earth work and contracting and moving to disaster response and mobile recycling. He has experience managing employees along with hiring, scheduling, and managing subcontractors for large projects. Mr. Beevers has expertise in responding to various types of disasters, including hurricanes, ice storms, tornadoes, floods, and fires.

PROFESSIONAL EXPERIENCE

- **Hurricanes Ian and Nicole 2022.** Operations Manager providing oversight for debris removal in 5 Florida jurisdictions.
- **Hurricane Ida 2021.** Operations Manager for debris removal in 7 Louisiana jurisdictions.
- **Winter Storm Uri 2021.** Project Manager for debris removal operations in response to an ice storm for Pearland, TX, Nacogdoches, TX, and Harris County, TX.
- **Hurricanes Laura, Delta, and Zeta 2020.** Project Manager for Vermilion Parish, LA and Cameron Parish, LA as a result of Hurricane Laura. Project Manager for St. Martin Parish, LA, Nederland, LA and Scott, LA as a result of Hurricane Delta. Project Manager for Lafourche Parish, LA and New Orleans, LA as a result of Hurricane Zeta.
- **Linn County, IA Derecho 2020.** Project Manager for Linn County, IA. Over 1 million cubic yards of debris were hauled as part of this project.
- **Jones County, MS Tornado 2020.** Project Manager for Jones County for the cleanup after a tornado in April 2020. Over 200,000 cubic yards of debris were hauled as part of this project.
- **Santa Rosa County, FL Wind Event 2020.** Project Manager for Santa Rosa County, FL debris removal project after a severe storm and wind event.
- **Bahamas September 2019 – 2020.** Project Manager for debris removal on public and private property in response to category five Hurricane Dorian.
- **Hurricane Michael 2018.** Project Manager for Jackson County, FL for the cleanup of debris in October of 2018.
- **Hurricane Maria 2017 – 2018.** Project Manager for central zones in Puerto Rico roofing projects.
- **Hurricane Irma 2017.** Project Manager for Seminole County, FL. Over 1 million cubic yards of debris were hauled as part of this project.
- **Hurricane Harvey 2017.** Project Manager for the City of Pearland, TX debris removal project.
- **Hurricane Matthew 2016.** Project Manager for debris removal project in Beaufort County, South Carolina. Oversaw debris collection and removal from County-wide public and private roads and rights-of-way, resulting in over 1,000,000 cubic yards of debris collected.
- **Hurricane Hermine 2016.** Project Manager for debris removal project in Taylor County, Florida following a September hurricane. Oversaw collection of vegetative and C&D debris, as well as white goods and household hazardous waste.
- **Louisiana Floods 2016.** Project Manager for Ceres response to the City of Zachary following August flooding.
- **Louisiana Levee Construction 2014 – 2015.** Fleet Logistics Manager for USACE levee construction projects in LA.
- **Winter Storm Pax 2014.** Truck Boss for ice storm clean up in Guilford County, North Carolina.
- **Black Forest Fire 2013.** Superintendent for debris removal following forest fire in El Paso County, Colorado.
- **Upper Midwest Ice Storm 2013.** Project Manager/Truck Boss in Rapid City, SD debris removal project as well as mulch haul superintendent. Knuckleboom operator in Minneapolis for stump removal project.
- **Hurricane Isaac 2012.** Project Manager for debris clean up in LaFourche Parish, LA.
- **2011–2013: Superintendent, Mobile Recycling U.S.A. Gallup New Mexico.** Managed a recycling company with 22 locations within three (3) states: New Mexico, Arizona, and Colorado. Tasks included: Hiring and managing of 40-50 employees, seeking out properties to place mobile recycling units, daily inventory of all goods purchased from all locations, scheduling pick up of all goods brought to the processing plant where materials were separated, processed, and packaged to be sold to brokers.
- **Hurricane Ike 2008.** Project Manager for Harris County for Galveston Island Beach reclamation project.

- **2008 – 2010: North Valley Dirt Work and Contracting.** Started a Disaster Relief Division through North Valley Dirt Work and Contracting. Responded to Hurricane Ike in 2008, followed by the Kentucky ice storms in 2009, and the 2011 Alabama tornadoes. Equipment included two (2) grapple trucks, three (3) dump trailers. Tasks included: Managing of employees, scouting of areas for cleanup, and operating grapple trucks.
- **2006 – 2008 North Valley Dirt Work and Contracting.** Opened a commercial development division. Tasks included: 150-200 acres subdivisions, permitting, bidding of projects and managing from start to finish. Managing 25-30 of our own employees along with hiring, scheduling and managing subcontractors to construct the sub-divisions.
- **2005 – 2007: Beavers Construction.** Founded company and began building custom homes as well. I continued to supervise both companies. Custom Home building tasks consist of: Permitting, construction of the house pads, roadwork, and underground utilities, supervising all subcontractors for the concrete, framing, roofing, and interior design of homes until completion.
- **2001 – 2007: North Valley Dirt Work and Contracting.** Originally supervised 15-20 employees during preliminary dirt work of constructing custom homes and small businesses. Preliminary work consisting of house pads, septic systems, underground utilities, roads and drainage. Tasks included: bidding of jobs, ordering of materials, scheduling, and completing jobs on time.

EDUCATION/CERTIFICATIONS

- OSHA 10-hour safety training
- OSHA 40 HAZWOPER

Everett Bond, Project Superintendent

Mr. Bond has managed projects since 2016 supervising and managing storm debris removal teams for major disaster recovery projects with Ceres. Mr. Bond's responsibilities were maintaining contract schedules and detailed agreements, communicating with senior project management and lead superintendents to make sure any foreseen issues, opportunities and company change orders and conducted superior oversight of site and subcontractor performance

PROFESSIONAL EXPERIENCE

- **Hurricane Ian 2022.** Project Superintendent overseeing debris management and removal in Longwood, FL.
- **Hurricane Ida 2021.** Quality Control Manager and Supervisor in New Orleans, LA for the clean-up of storm debris. Over 280,000 cubic yards of debris were hauled during this project.
- **Hurricanes Laura and Delta –** Quality Control Manager and Supervisor for Allen Parish, LA for the clean-up of over 550,000 cubic yards of storm debris.
- **California Wildfires – Camp Fire, Butte County 2020 – 2021.** Project Superintendent for the CalRecycle removal of hazardous trees generated by the Camp Fire wildfire in North-Central California in 2017.
- **Deatrick Engineering Associates, Orlando, FL 2019 – 2020.** Inspector responsible for performing various asphalt, earthwork, concrete, masonry, cement, and aggregate testing, both in the field and the laboratory. Ensure jobsite tests and inspections are performed as required or requested by a contractor, architect or engineer as well as being performed per AASHTO, ASTM, ACI, FDOT or other required methods and specifications while working closely with the Laboratory Manager in supervising lab technicians and lab testing.
- **Camp Fire, Butte County 2019.** Divisional Supervisor for the campfire project in Paradise, CA leading 45 individuals during wildfire debris cleanup effort.
- **Hurricane Michael 2018.** Senior Quality Control Manager and Supervisor in Georgia for the cleanup of debris in October of 2018.
- **Hurricane Florence 2018.** Senior Quality Control Manager and Supervisor for North and South Carolina, managing multiple city and county contracts for clean-up of storm and flood debris in September 2018.
- **Kablelink 2016 – 2018.** Cable Installation Technician installing entertainment, networking, and security systems and responding to repair calls while keeping customer satisfaction.
- **Broadband Interactive 2001 – 2016.** Disconnection Technician communicating with customers and companies to resolve and uninstall cables.

EDUCATION

- Bachelor of Science in Sport and Fitness, University of Central Florida 2011
- Associates of Art, Valencia Community College, 2008

CERTIFICATIONS

- OSHA 30 Construction
- OSHA 40 Hazwoper
- Flagger
- Jones NCTI

Huey Deville, Quality Control Manager

With more than 35 years of construction management and quality control experience, Mr. Deville is an experienced supervisor and field manager capable of concurrently supervising multiple crews and projects. He is an experienced equipment operator, project estimator, manager, and surveyor with construction experience in commercial, residential and disaster recovery areas of specialty. He is responsible for project planning and execution; project equipment maintenance; crew supervision; project production; workmanship quality, safety, and reporting; and recordkeeping. Mr. Deville's vast experience allows Ceres to apply his expertise in a variety of critical roles including disaster response and recovery mission management, demolition and construction project management. His broad experience, commitment to quality and safety, technical expertise, and natural leadership skills makes Mr. Deville a highly valuable asset to our Supervisory team.

PROFESSIONAL EXPERIENCE

- **Oregon Wildfire Recovery 2021 – 2022.** Quality Control for Oregon Department of Transportation providing Hazard Tree Removal Services for Operational Branch 1: Archie Creek Fire, Douglas County, Operational Branch 5: Thielson Fire, Douglas County and Operational Branch 6: Two Four Two Fire, Klamath County.
- **California Wildfires – Camp Fire, Butte County 2020.** Quality Control for the CalRecycle removal of hazardous trees generated by the Camp Fire wildfire in North-Central California in 2017.
- **Houston, TX 2019 – 2020.** General Superintendent/Manager overseeing the construction of multiple detention/retention ponds. Responsible for coordinating and managing subs, ordering materials, tracking cost, scheduling equipment and keeping good relations with clients.
- **Louisiana Civil Construction 2017 – 2019.** General Superintendent/Manager overseeing multiple projects ranging from DOTD work installing median cable barriers, new streets, pedestrian bridges, street improvements, highway improvements, new building sites and parking lots for the cities within LA.
- **Miami-Dade County, FL C-111 Detention Pond 2016 – 2017.** General Superintendent/Manager responsible for coordinating and managing subs, ordering materials, tracking cost, scheduling equipment and keeping good relations with clients.
- **Louisiana Levee Construction 2013 – 2016.** General Superintendent for Terrebonne levee projects, overseeing five levee projects over \$45 million – responsible for coordinating managing subs, ordering materials, tracking cost, scheduling equipment and quality control.
- **Hurricane Isaac 2012.** Area Manager for ROE and PPDR projects in St. Bernard Parish, LA.
- **Mountrail County, ND April – October 2012.** Project Manager for Palermo Road grading, aggregate surfacing, signing and incidentals.
- **Minot, North Dakota Flood Recovery 2011.** Project Superintendent/Manager: supervised Levee breach repair - responsible for coordinating with USACE, scheduling work, resourcing labor and equipment.
- **Minot, North Dakota Flood Recovery 2011.** Project Superintendent/Manager: supervised Emergency levee removal in Minot, Sawyer, and Burlington - responsible for lining sub-contractors up, made sure they complied. Finished job ahead of schedule.
- **Alabama Tornadoes 2011.** Quality Control for USACE ROE Debris Removal project in Lawrence and Limestone Counties, Alabama.
- **Alabama Tornadoes 2011.** Project Superintendent for Jefferson County, Alabama. Assisted with management of removal and reduction of over 1 million cubic yards of tornado debris.
- **Birdland Park Levee Improvements.** Surveyor, Des Moines Iowa, Survey site, built 3D tin surfaces for the Project, set up GPS equipment
- **Little Calumet River Flood Prevention Project.** Surveyor/Superintendent, Indiana, Survey site, set up GPS equipment, built 3D tin surfaces for project and supervised the construction of the concrete retaining wall
- **Puerto Rico Rio Fajardo Flood Control Project.** Surveyor. Responsible for layouts, constructing job from data input, building 3D surface tins, designing a 60-acre Mitigation flood plain for Mangrove Trees, and Cross section with quantity reports.
- **Nassau Drive Subdivision and Drainage Work.** Supervised layout and grade control.

- **Hurricane Katrina 2005 – 2007.** Private Property Debris Removal project, New Orleans LA: Field Supervisor. Responsibilities included crew supervision, production and quality, scheduling and crew assignments, PPDR site inspections, enforcement of safety and quality standards, and documentation and record keeping. Levee reconstruction projects in Plaquemines Parish, LA: Site Superintendent. Responsible for crew supervision, compliance with project and USACE safety requirements, production quality, and equipment operations and maintenance, daily reports and inspections, and oversight of survey teams. Emergency levee repair project, St. Bernard Parish, LA: Site Superintendent. Site Superintendent, Lafreniere Park Restoration project, Metairie, LA Site Superintendent, Caminada Restoration Project, Grand Isle LA. Restoration included proper capping of the entire site to meet local landfill requirements. Demolition Project, Hurricane Katrina response mission: Field Supervisor. Responsible for management of demolition crews, including subcontract crews, and conformance to strict company and USACE protocol specific to emergency demolition operations.

EDUCATION/CERTIFICATIONS

- OSHA 10-hour safety training
- CPR First Aid Certified

Patricia Deville, Project Superintendent

Ms. Deville has over 20 years of supervisory experience in the construction field including personnel and subcontractor management, agricultural recycling operations, debris management, yard waste processing, landfill restoration/cover, and new civil construction. Ms. Deville also has experience operating heavy equipment, logging, and grinding equipment. Her management duties as a Site Superintendent includes supervision of material receipts, production and sales; maintenance scheduling; crew and production scheduling; production operations; cost control and reduction; and enforcement of site safety requirements. Her experience managing debris removal operations for Hurricanes Frances, Jeanne, Katrina, Ike, Gustav, the Ice Storm of 2009 in Kentucky and several Civil Construction Projects makes Ms. Deville an invaluable resource to Ceres in performance of contract and emergency debris removal operations and civil construction.

PROFESSIONAL EXPERIENCE

- **Hurricane Laura 2020 – 2021.** Project Manager in Cameron Parish, LA for the collection, reduction, and disposal of Hurricane Laura generated debris.
- **HCFCD Aldine-Westfield Stormwater Detention Basin 2019.** Project Superintendent and QC for building substantial drainage systems and excavating a flood control basin in Harris County, TX.
- **Hurricane Maria St. Croix, VI- 2018 – 2019.** Project Superintendent for Debris Management Site segregating debris for proper recycling and removal.
- **USACE - Central Everglades Reservoir Project 2017 – 2018.** Project Superintendent and QC building reservoir levees in the Everglades of Florida.
- **Hurricane Matthew 2016.** Project Superintendent for Indian River County, FL for contract activation. Ceres removed nearly 100,000 CY of vegetative debris from the County rights-of-way. Worked with local officials and managed all debris removal and recycling of storm related debris.
- **Morganza to the Gulf Levee System 2013 – 2017.** Project Superintendent and QC for Levee's Reach F, Reach E, and Supervised 5 Excavation Pits for 5 Levees total excavating roughly 4 million CY dirt between all projects.
- **Hurricane Isaac 2012.** Project Superintendent for the City of Kenner. Ceres removed almost 54,000 CY of vegetative and C&D debris, including bagged mixed debris, from the City rights-of-way in three weeks.
- **Haiti Earthquake 2010 – 2012.** Acting as Project Superintendent for Truitier Landfill Debris Site Management Project in Port-au-Prince, Haiti for the Haitian Ministry of Public Works.
- **Ice Storms 2009.** Debris Removal Project Superintendent - worked with local officials and managed subcontractors for the 2009 Ice Storm in Hardin County, KY.
- **Hurricane Gustav 2008.** Debris Removal Project Superintendent - worked with local officials and managed subcontractors in East Baton Rouge, LA.
- **Hurricane Ike 2008.** Debris Removal Project Superintendent - worked in coordination with the USACE for TXDOT Emergency Road Clearance in the City of Kemah and Chambers County, TX.
- **Hurricane Katrina 2005 – 2007.** Field Supervisor in coordination with the U.S. Army Corps of Engineers in Livingston and Jefferson Parish, LA.
- **Hurricanes Frances and Jeanne 2004 – 2005.** Field Supervisor for SWA debris removal in Palm Beach County, FL.
- **Site Supervisor 2002 – 2006.** Supervision of receipt of recyclable materials, heavy equipment operations, grinder operation, researching and allocating future revenues, soil testing and compliance with outside agencies, maintaining product quality and overseeing proper ratios of soil mix recipe's, contaminant identification and segregation, and supervision of production and sales. Duties also included scheduling and completion of preventative maintenance for equipment; managing site personnel and scheduling work tasks; provision of weekly safety training for site personnel and enforcement of site safety requirements; and daily production reporting.

- **Assistant Manager 1999 – 2002.** Supervision of receipt of recyclable materials, contaminant identification and segregation, heavy equipment operator, scheduling and dispatching outgoing mulch sales, inventory and ordering supplies, documentation of equipment maintenance, parts, fuel usage, and daily sales. Performed land-clearing operations including operation of CAT 330 and 320 excavators, D6 dozer, IT-38-wheel loader/grapple with root rake, and log skidder equipment. Responsible for operating various equipment to clear sites in preparation for dirt construction, reading blueprints and determining which trees were to be felled and burned, chipped, or logged based on contract and print requirements, assisted heavy hauler driver in loading and unloading various types of heavy equipment onto a low boy. Responsible for the operation and maintenance of a horizontal grinder at a grinding site. Maintained and operated equipment, managed quality of material receipts and identified/removed contaminants, managed production rates and finished product quality.

CERTIFICATIONS/TRAINING

- Hazardous Materials Awareness (8-hour course)
- 40 Hour Hazwoper Certification
- FEMA certified NIMS IS-100, IS-200, ICS 300, ICS 400, & IS-700
- OSHA 10
- CPR/First Aid
- Fire Prevention and Protection, Emergency Response
- Ceres Authorized Equipment Operator (all); Grinder Operator (horizontal and tub)
- AT TSA Traffic Control Supervisor – CA Specific
- AT TSA Traffic Control Technician – CA Specific

Bryan S. Fike, Regional Client Services Director

Mr. Fike possesses more than 30 years of disaster response, recovery, incident command, and command center operations experience, including as a first responder during Hurricane Andrew's devastating impact on South Florida in 1992. His life of public service began as a firefighter in 1984 and was followed by a career in law enforcement from which he retired in 2004. Over the past 19 years, Mr. Fike has managed recovery efforts for many of the largest and most destructive events to ever impact the United States, by coordinating and overseeing large scale disaster debris removal/recovery operations, supervising debris monitoring programs, and spearheading specialized debris programs, as well as short- and long-term recovery programs for impacted communities across the country.

PROFESSIONAL EXPERIENCE

- **Hurricane Ian 2022.** Provided senior oversight/administration over multiple jurisdiction debris removal and disaster recovery activations in Southwest and South-Central Florida.
- **Hurricane Sally 2020.** Provided senior oversight/administration over disaster recovery programs in Northwest Florida and Southeast Alabama
- **Hurricanes Irma, Harvey, Maria 2017-2018.** Served in client services/senior operations oversight role, taking part in every facet of these historic response and recovery programs, which spanned multiple states, and the Caribbean Islands.
- **Hurricanes Matthew and Hermine 2016-2017** - Managed multiple jurisdiction debris removal contract activations on the eastern and western coasts of Florida.
- **South Carolina Ice Storms 2014** - Debris removal program leadership and guidance provided.
- **Hurricane Isaac 2012** – Provided senior project management and leadership in jurisdictions in and around New Orleans and the Louisiana Gulf Coast
- **Winter Storm Alfred 2011** – Provided management and leadership on a 22 City debris removal activation throughout the State of Connecticut
- **Hurricane Irene 2011** - Provided management and leadership on a multi-jurisdictional debris removal activation throughout the States of Virginia and North Carolina
- **Gulf Coast BP Oil Spill Recovery Programs 2010** – Program leadership and development.
- **State of Arkansas 2010** – Senior debris removal/recovery management and leadership following historic ice event statewide.
- **Washington Floods, 2009.** Program Management. Designed one of a kind local resident disposal program.
- **Oklahoma Ice Storms 2008** – Led debris removal recovery programs as operational lead in east central Oklahoma.
- **Georgia Tornado 2008** – Provided debris removal and leadership in Macon, GA
- **Iowa Flooding 2008** – Provided debris removal management in the wake of this historic event. 4,000 homes/3,000 businesses destroyed.
- **Hurricane Ike 2008-2009.** Houston- Galveston Theatre of Operations – Provided senior leadership and client services to 37 Cities & Counties in the wake of this historic hurricane.
- **Hurricane Gustav 2008** – Led disaster debris recovery mission in southeast Louisiana in the wake of this large-scale event.
- **Missouri/Oklahoma Ice Storms 2007** – Managed debris programs in Springfield, MO/Tulsa, Muskogee, and Checotah, OK.
- **Hurricane Katrina 2005/2006** – Served as senior project manager for debris removal operations on the Mississippi gulf coast for more than a year in the wake of this catastrophic event.
- **Hurricane Wilma 2005** – Served as debris recovery operations lead in Southwest Florida
- **Hurricanes Charley, Frances, Ivan, Jean 2004** – Served in a variety of roles from entry level to operations lead throughout this year of unprecedented storm activity.

EDUCATION/CERTIFICATIONS

- Bachelor of Science – Political Science, University of North Florida 1990
- State of Florida Certified – Law Enforcement Officer / Firefighter / EMT
- State of Florida, Incident Command Center Operations and Communication
- IS630 - Introduction to the Public Assistance Process
- IS631 - Public Assistance I & II
- IS632 - Debris Operations in FEMA's PA Program
- IS393 - Introduction to Hazard Mitigation

- IS547 - Continuity of Operations
- IS325 - Earthquake Basics: Science, Risk, and Mitigation
- IS0253 - Environment & Historic Preservation
- IS0022 - Citizen Preparedness
- NIMS IS-700 - National Incident Management System
- NIMS IS-800 - National Response Framework
- Asbestos Disposal Training: Type 1, 2, 3

AWARDED MEDALS FOR:

- Meritorious Service
- Lifesaving on two occasions
- Outstanding Scholastic Achievement in the Police Academy

John Gallicchio, Project Superintendent

Mr. Gallicchio has twenty-six years of experience as a Project Superintendent with Ceres Environmental Services, Inc. overseeing and managing disaster recovery, demolition, and construction projects. Mr. Gallicchio's professional work ranged from management oversight and coordinating projects to communicating with the U.S. Army Corps of Engineers.

PROFESSIONAL EXPERIENCE

- **Oregon Wildfire Response 2021-2022** Oversight of multiple Debris Management Sites in remote locations, managing traffic control and segregation of debris.
- **Hurricane Sally 2020.** Project Superintendent for Ceres response in Santa Rosa County, FL.
- **Hurricanes Michael and Florence 2018 – 2019.** Provided management oversight for 13 individual contract activations in jurisdictions across North Carolina, South Carolina, Florida and Georgia
- **Hurricanes Irma and Harvey 2017.** Provided management oversight for disaster recovery projects in Florida and Texas.
- **Southeast Tornadoes 2017.** Project Superintendent for disaster recovery projects in Georgia and Louisiana following early tornadoes.
- **Louisiana Levee Construction 2013 – 2016.** Project Superintendent for Terrebonne levee projects.
- **Moore, OK Tornado 2013.** Senior Project Superintendent responding to the City of Moore, Oklahoma following an EF5 tornado.
- **Hurricane Sandy 2012 – 2013.** Project Superintendent for Ceres response in Point Pleasant Beach, NJ.
- **Hurricane Isaac 2012.** Project Superintendent for five separate contracts in response to Hurricane Isaac.
- **North Dakota Flooding 2011.** Operator for emergency levee removal and repair projects after historic flooding in spring of 2011 near Minot, North Dakota.
- **Hurricane Ike 2008.** Project Superintendent debris removal in Texas and Louisiana.
- **Hurricane Gustav 2008.** Project Superintendent for the debris removal and disposal and trimming and removal of hazardous trees in Louisiana.
- **Hurricane Katrina 2005 – 2007.** Project Manager/Operator for the cleanup and Restoration of Lafreniere Park damaged by hurricane and storm surge in Grand Isle, Louisiana and demolition of approximately 50 damaged homes in Metairie, Louisiana.
- **Hurricane Katrina 2005 – 2006.** Project Manager for debris removal in the City of Biloxi, MS.
- **U.S. Army Corps of Engineers; Louisiana 2005 – 2007.** Superintendent Oversight of crews operating directly with Parish presidents, FEMA personnel and Representatives with USACE
- **Hurricane Jeanne and Frances 2004.** Superintendent overseeing the debris removal and disposal in Palm Beach, FL.
- **Fort Knox Building Demolition.** Superintendent involved in the demolition of a variety of buildings in Fort Knox, Kentucky.
- **Hurricane Isabel 2003.** Project Superintendent for the debris removal and disposal in Virginia.
- **Hurricane Floyd 1999.** Project Superintendent for debris removal in North Carolina.
- **Oklahoma City Tornadoes 1999.** Project Superintendent providing debris removal, managing multiple debris sites, and demolishing damaged residential structures.
- **Hurricane Fran 1996.** Project Superintendent for USACE contract providing debris removal, reduction and site management.

EDUCATION/CERTIFICATIONS

- First Responder
- First Aid CPR, AED, BLS
- ACLS Medical (Advanced Cardiovascular Life Support)
- Certified heavy equipment operator/Instructor 20+ years
- 10+ year carpentry experience
- Certified Flagger 10+ years
- OSHA 40 Hazwoper
- OSHA 29 CFR 19.26.602
- USACE Construction Quality Management for Construction
- Rigger Level 1

Millie Gonzalez, Finance Chief

Millie Gonzalez has been the lead project accountant on multiple disaster recovery projects. She participated in the accounting for large-scale projects including the USACE Blue Roof Mission in Puerto Rico, USACE Wildfire Debris Removal Mission in Northern California, USACE Southwest Georgia contract and CalRecycle Camp Fire contract. Ms. Gonzalez is experienced in accounting systems and possesses exceptional knowledge of accounting procedures, regulations, and source documents. This includes expenditure, revenue, general ledger and related accounting procedures, the interrelationship of internal and external recordkeeping systems, general bookkeeping, accounting and audit methodology, terminology, and standards.

PROFESSIONAL EXPERIENCE

- **Ceres Environmental Services, Inc., Senior Project Accountant
November 2017 – Present**
 - Supervises and manages all accounting and financial activities relating to the development, implementation, reporting and close out of contracts projects.
 - Submits invoices to Project Manager on the project specific date for approval.
 - Provides high level of support to the Company Vice President and the Director of Accounting, along with other division managers.
 - Ensures timely payment to subcontractors after approval is received and all paperwork has been submitted.
 - Ensures all monthly project invoices are prepared and provided to the Accounts Receivable department on a timely basis.
 - Ensures all financial activities and requirements relating to project close-outs are carried out in a timely manner.
 - Provides any supplemental reports/documentation as may be required by Owner.
- **Plaquemines Parish Government – Belle Chasse, LA Senior Accountant
July 2013 – September 2017.**
 - Coordinated and processed information to ensure completion of assigned projects or duties within specified timelines; monitors compliance with laws, rules and regulations related to area of assignment and related fiscal activities.
 - Prepared, maintained, and/or verified a variety of complex and comprehensive accounting, financial, and statistical records, ledgers, logs, and files.
 - Prepared a variety of comprehensive financial, accounting, and statistical statements, analyses, documents, and reports; assists other staff in the preparation of reports and recommendations including gathering, organizing, and analyzing data.
 - Utilized various computer programs and applications; enters and maintains data; generates reports from a database or in-house system; creates spreadsheets and generates reports using spreadsheet software.
 - Answered questions and provided information and assistance to other staff and the public in a courteous manner; interpreted and explained City ordinance or administrative policies.
 - Trained employees in their areas of work including proper methods, procedures, and techniques; verifies the work of assigned employees for accuracy.
- **Riverside County Regional Park and Open-Space District- Riverside, California, Senior Accounting Assistant
November 2011 – April 2013**
 - Accounts Payable
 - Established new department record for volume of vouchers processed for payment within two months of being given the task.
 - Created purchase orders using PeopleSoft Financials 8.8.
 - Received, sorted, analyzed, and prioritized a variety of invoices and billings from vendors, contractors, and consultants.
 - Worked closely with field staff, supervisors, and managers to obtain required purchase approvals and documentation.

- Created payment vouchers using PeopleSoft Financials 8.8, assembled accounts payable documents for review and approval.
- Reconciled monthly vendor statements, followed up on past-due items, and resolved billing discrepancies.
- Payroll
 - Wrote step-by-step procedure manual for entire payroll process.
 - Collected, reviewed, and processed timesheets for approximately 250 employees.
 - Entered detailed time and labor data using PeopleSoft HRMS Financials 9.0.
 - Created reports for payroll using Dazel Reports.
 - Designed formats for reporting and retaining data and physical files.
 - Trained other professional accounting staff on the payroll process.
 - Knowledge of payroll practices and procedures including FLSA (Fair Labor Standard Act) requirements using PeopleSoft HRMS Financials 9.0.
- **Macro Mix, Inc. – Hormigueros, Puerto Rico, Business Manager
January 2000 - April 2010**
 - Compiled, monitored, and researched data for reports and budget projections.
 - Anticipated, identified, and resolved problems in accounting operations.
 - Assisted other staff in solving difficult and unusual problems relating to payroll, accounts receivable, and accounts payable.
 - Answered questions that involve searching for and abstracting technical data to explain laws, policies, and procedures.
 - Performed a variety of complex accounting duties requiring interpretation of multiple guidelines, policies, or procedures.
 - Act as technical lead and full supervisor for a small number of lower- level Accounting Assistants or clerical support staff.

EDUCATION/CERTIFICATIONS

- MBA, University of Phoenix – Murrieta, California, August 2012
- MBA, Finance- University of Puerto Rico – Mayaguez Campus, May 1987
- BSBA, Industrial Management University of Puerto Rico- Mayaguez Campus May 1984
- Low Value Purchase Order Certificate Program
- The Price of Government: Budgeting for Outcomes
- How to Master Success in your Personal and Professional Life
- Crucial Conversations
- Myers-Briggs Temperament Indicator Assessment
- Strong Interest Inventory Assessment
- Strength Finder 2.0 Training
- Simpler 3.0 Training for Queries
- FEMA-ICS 100 Training
- FEMA-ICS 200 Training
- Community Emergency Response Team Basic Training

AWARDS

- Employee of the Month – Riverside County Park & Open-Space District, Riverside, California November 2012
- Certified PeopleSoft HRMS 9.0 query writer February 2013

Rick Good, Project Manager

Mr. Good has more than 20 years of experience in management and operations coordination. He has full knowledge of State and Federal Environmental codes and regulations and has overseen operational aspects of disaster response projects. In past positions, he has provided clients with consulting and management services regarding hazardous and non-hazardous waste. Mr. Good has also coordinated provisions for clients including both services and subcontractors after an emergency event.

PROFESSIONAL EXPERIENCE

- **Hurricane Ida 2021.** Project Manager for debris removal in Kenner, LA.
- **Oklahoma Ice Storm 2020.** Senior Project Manager in Oklahoma City, El Reno, and Piedmont for collection, reduction, and disposal of ice storm generated debris.
- **Hurricanes Laura and Delta 2020.** Senior Project Manager in Scott, LA and Houston, TX for hurricane debris removal and disposal.
- **Tornado: El Reno, OK 2019.** Project Manager with one Ceres' self-loading truck debris removal and disposal.
- **Hurricane: Michael – USACE Southwest GA 2018.** Operations Planner assisting in the debris removal cleanup after Hurricane Michael in the southwest Georgia area.
- **Hurricane: Florence (NC Dept of Ag) 2018.** Project planning and management for confidential project for supply of carbon material to facilitate composting. Role included responsibility for meeting with agricultural department officials and state senators, official planning, managing acquisition of carbon source material, transportation, and logistics in southeastern NC.
- **Hurricane: Irma, (Miami, South Florida.) 2017.** Area Manager for South Florida until Puerto Rico deployment; role entailed planning, acquisition, set-up, management, and supervision of multiple DMS sites, coordinating with multiple municipalities, planning, coordinating assets and resources
- **Hurricane: Maria (Puerto Rico) 2017.** Blue Roof Operations Planner; GM Ceres Caribe; Role included planning and coordinating with both USACE senior and field management multiple times per day on operations as well as safety and environmental compliance.
- **Hurricane: Matthew, Savannah, GA 2016.** Project Manager, role included meeting with Head of Sanitation/DPW disposal facility/landfill management, coordinating and planning collection operations and personnel, third-party haul out planning and coordination, coordination with subcontractors for curbside pickup, haul, DMS coordination vis a vis the grinding function, All aspects lease negotiation, curbside pickup, processing, final disposal. Negotiations with city for use of a subset of its landfill for our DMS. Material was staged and processed at the landfill. Secured secondary DMS in town via planning and negotiating with US Army Reserves for use of its property, led all communications, planning between Ceres and the municipal command office in downtown Savannah.
- **Flood: City of Denham Springs, LA 2016;** Start-up PM; role included the planning and coordination with city and subcontractors of all curbside collection, transport via direct haul to final disposal landfill. No reduction of waste prior to disposal at Waste Management landfill.
- **Rubicon Global, LLC. Atlanta, GA. 2015 - 2016,** Regional subcontractor relationship manager responsible for prospecting, bidding, planning, contracting and managing services provided to client base. Direct management of approx. 7,000 haulers servicing over 16,000 customers.
- **ECO Systems, Inc. Atlanta, GA 2012 – 2015.** Professional Consultant, International and domestic environmental consulting in the field of hazardous and non-hazardous waste management, as well as Emergency Management Services in Disaster Response. Both of these service areas include program development/design/planning, training and overall project management. Service areas included the Continental US, Venezuela, Dominican Republic, Mexico and the island of Guam.
- **Asplundh Environmental Services, Inc. Atlanta, GA 2003 – 2012.**
Senior manager responsible for overall project management for all emergency response efforts supplied by the company to state, federal, municipal and private sector clients. These services include but are not limited to logistical and infrastructure support for remediation, transportation, disposal and recovery. These project missions, focusing primarily on disaster response generated revenues of \$100+ million per year.

EDUCATION/CERTIFICATIONS

- Bilingual in English and Spanish

Michael Hansen, Resources Manager

Mr. Hansen brings over 25 years of resources management to Ceres. Mr. Hansen has been instrumental in debris and construction projects, providing support in operations, logistics, safety, heavy equipment, ground equipment and purchasing. In addition to logistics and resources management to emergency response projects, he oversees the day-to-day management and maintenance of office equipment, safety equipment, mechanical equipment, heavy equipment, electronic equipment, and fleet vehicles.

PROFESSIONAL EXPERIENCE

- **Hurricanes Ian and Nicole 2022.** Operations and Logistics Manager for shipping supplies and equipment over 20 Florida jurisdictions.
- **Hurricane Ida 2021** Operations and Logistics Manager for shipping supplies and equipment to 14 Louisiana jurisdictions.
- **Bahamas 2020.** Operations and Logistics Manager for shipping supplies and equipment for debris removal from public and private property.
- **California Wildfires and Camp Fire, Butte County 2018-2019,** Operations and Logistics Manager for CalRecycle clean-up project for hauling and disposal of debris generated by the Camp Fire in 2018 and the USACE Northern California Wildfires project in 2017.
- **Hurricanes Michael and Florence 2018 – 2019,** Operations and Logistics Manager for shipping supplies and equipment for disaster recovery in over 13 Georgia Counties, North and South Carolina and Florida.
- **Hurricane Harvey, Irma, and Maria 2017.** Operations and Logistics Manager for shipping supplies and equipment for three project recovery projects.
- **Sink Hole, Land O Lakes, FL 2017,** Operations and Logistics Manager for shipping supplies and equipment for Pasco County.
- **Hurricanes Hermine and Matthew 2016.** Operations and Logistics Manager for shipping supplies and equipment.
- **Livingston Parish Waterway Cleanup 2015,** Operations and Logistics Manager for response during the removal of vegetative, C&D and white goods debris removal in Louisiana.
- **Hurricane Sandy, Isaac; Winter Storm Pax and Alfred 2011 — 2014,** Operations and Logistics Manager for shipping supplies and equipment for major disaster recovery projects.
- **North Dakota Flood Recovery 2011,** Operations and Logistics Manager for shipping supplies and equipment for three flood recovery projects.
- **Hurricane Irene 2011,** Operations and Logistics Manager for shipping supplies and equipment for two hurricane recovery projects.
- **Alabama and Mississippi Tornadoes April 2011,** Operations and Logistics Manager for shipping supplies and equipment to and between four projects.
- **New Zealand Earthquake 2011 – Present,** Logistics Manager in charge for shipping supplies and equipment for operations in New Zealand.
- **Haiti Earthquake 2010 - Present,** Logistics Manager in charge of shipping supplies and equipment for operations in Haiti.
- **Ice Storm 2009,** Operations and Logistics Management and support for debris removal and disposal from county rights-of-ways in Kentucky
- **Hurricane Ike 2008,** Operations and Resources Management for debris removal and disposal for 11 different locations; Logistics management of positioning, establishing and set up of field offices in Texas
- **Hurricane Gustav 2008, Resources and Operations Management** for debris removal and disposal in Louisiana; Positioned, located, and set up of field offices including maintenance
- **Hurricane Dolly 2008,** Operations, Logistics, and Resources Management and support providing critical resources such as equipment, personnel, office equipment, and networks to debris removal and disposal in Texas
- **Iowa Flood 2008,** Project Administrative and Operations support for debris removal due to Cedar River flooding in Iowa
- **Flood Control, Rio Puerto Nuevo, Rio Fajardo 2007,** Operations, Logistics and Resources management to Floodway Control project in Puerto Rico including shipping and receiving equipment

- **Ice Storm 2007**, Operations and Resources Management to debris removal in response to Winter Ice Storm in Oklahoma
- **Hurricane Katrina 2005**, Operations and Logistics Management support to debris removal, processing, and disposal operations of over 13 million cubic yards of storm debris in Louisiana
- **U.S. Coast Guard**, Auxiliary Service Engineer, EMT, Fuel/Oil & Water Engineer, and Machinery Technician. Responsibility of mechanical engineer on station and watercraft providing oversight to engines, boilers, generators, propulsion units, HVAC units, watercraft and aircraft refueling

EDUCATION/CERTIFICATIONS

- Forestry, Biology, and Business Management, Northland College, Wisconsin.
- FEMA certified ICS-100, ICS-200, IS-300, IS-400, IS-700
- USACE CQM certified
- OSHA 10 Hour Construction Safety & Health
- First Aid/CPR certified

Randy Hardy, Quality Control Manager

Mr. Hardy is a resourceful certified quality management professional with approximately 30 years of civil and construction project management and planning experience. He has expertise in guiding a wide range of civil project operations, including road and bridge construction/reconstruction, drainage and erosion control, soil testing and sampling, and field inspections. Mr. Hardy is proficient in project construction/layout, concrete and asphalt roadway operations, elevation management, and electronic milestone tracking and filing systems/document control. He has a proven record of establishing productive relations with jurisdiction owners, engineering management, subcontractors, and regulatory officials in order to drive a strong team with multiple trades.

PROFESSIONAL EXPERIENCE

- **Oregon Wildfire Recovery 2020 – 2022.** Quality Control Manager for Oregon Department of Transportation providing Hazard Tree Removal Services 3 Operational Branches.
- **California Wildfires – Camp Fire, Butte County 2020 – 2021.** Quality Control Manager for the CalRecycle removal of hazardous trees generated by the Camp Fire in California in 2017.
- **Kuykendahl, Glen Forest and Aldine Westfield Detention Basin 2019 – 2020.** Quality Control Manager for several detention basins in Houston, TX.
- **Paradise Butte County, CA Fire 2019.** Quality Control Manager for the CalRecycle clean-up project for hauling and disposal of debris generated by Camp Fire in 2018.
- **Hurricane Michael 2018.** Quality Control Manager for work provided for the USACE ACI in 13 Georgia counties. Trained all Ceres operations personnel, sub-contractors operation crew and Ceres flaggers in a classroom setting ATSSA Flagger Training and Traffic Control. Ensured quality control personnel and subcontractors met the required qualifications of the project contract. Reviewed and understood project-specific quality control plans; ensuring all quality control inspections are performed and documented in accordance with the testing plan and making sure all results are being reviewed for conformance with requirements with all documentation including records, photographs and logbooks for the USACE project closeout requirements.
- **Harris County, Texas Storm Water Detention Reservoir 2015 – 2018.** Project Operations – attended monthly construction meetings and engaged in an active role of establishing the scope of all construction projects with Architects and Engineers. Acquired support documentation and generated submittals as per requirements of HCFCD Guidelines.
- **Morganza Hurricane Levee Project 2015.** Operations Planner – responsible for planning, scheduling, conducting and coordinating detailed phases of the engineering. Supervised and coordinated the work of engineers, draft persons, plan reviews, as-built, specifications and testing frequencies to develop an accurate cost proposal.
- **Glendo Wyoming Reservoir Rehabilitation 2015.** Operations Planner – Responsible for the continuation of production and maintenance of quality. Reviewed project traffic control plans in reference to field operation. Created and assisted in weekly meeting agenda. Assisted in managing environmental permits and regulations. Managed underground utility notifications.

EDUCATION/CERTIFICATIONS

- Bachelor of Science – Civil Engineer from the University of Louisiana at Lafayette.
- USACE Construction Quality Management for Contractors Certificate
- DOTD Asphaltic Concrete Roadway with Asphaltic Concrete Observation Certification
- DOTD Embankment and Base Course Certification
- DOTD Portland Cement Concrete Paving Certification
- DOTD Portland Cement Concrete Structural Certification
- DOTD Portland Cement Concrete Structural Certification
- OSHA 30 for Construction Certificate
- Radiation Safety Officer APNGA Certification
- Radiation Safety Officer NORM Certificate
- Heavy Bid Training Certificate
- ATSSA Certified Flagger/Traffic Control Instructor
- USACE Construction Quality Management for Contractors Certificate

Bobby Harrell, EHS Manager

Mr. Harrell has more than 25 years of successful safety, fire, and medical project management leadership. Mr. Harrell holds multiple NWCG, FEMA, OSHA, Fire and Medical certifications.

PROFESSIONAL EXPERIENCE

- **Department of Homeland Security 2021 – Current.** Transportation Security Officer.
- **Compliance Solutions 2019 – 2021.** Instructor providing accredited safety training such as: Hazwoper 40, 24, & 8; OSHA 10, 30; Confined Space; DOT Hazardous Materials; EPA Hazardous Waste Management; Emergency Response 1, 2, & 3; and Emergency Incident Commander.
- **Ceres Environmental Services, Inc. 2018 – 2019.** Chief Safety Manager for 13 counties in Georgia on the Hurricane Michael USACE ACI Debris Project.
- **Liberty Lift Solutions.** Corporate Safety Manager- administered OSHA and DOT compliance programs, conducted safety audits, incident investigation and drug & alcohol testing, conducted all safety training across the organization, Managed EHS data for ISNetwork, Avetta, PEC SSQ Systems.
- **InnoSpec Oil Field Services 2017 – 2018.** Frac Assistant/Safety Collection and management of all chemical data and safety audits.
- **Transwood Inc. 2017.** Safety/Sand Coordinator- Ensured safety & DOT compliance, all employee safety training. Incident investigation and drug and alcohol testing.
- **Lehoski Welding 2015 – 2016.** Safety Manager / PEC Instructor-Conducted all new hire orientation, PEC and field safety training, composed safety policies and procedures, Conducted safety audits, incident investigation and drug & alcohol testing, Managed EHS data for ISNetwork.
- **L&P Pipeline and Construction 2014 – 2015.** Safety Coordinator /Safety & PEC Instructor-In charge of all new hire orientation including drug testing, DOT, field safety audits, Incident investigation.
- **Big Star Crude 2013 – 2014.** Safety Adviser / Asst. Terminal Manager- All new hire orientation, drug testing, DOT, field safety audits, managed all billing of the clients and drivers, all DOT inspections, Performed accident, injury investigations and safety audits.
- **Safety Medics 2012 – 2013.** Safety Inspector-Safety audits of large oil field construction sites, pipeline construction and drilling rigs. Performed accident, injury investigations.
- **Sierra Industries 2011 – 2012.** Fire Chief / Safety / Training-Army UC-35 project in charge of DCMA audits airport safety and training including all fire calls and emergency issues, New hire orientations training for employee, drug testing and wrote all safety policy and procedures for company-wide programs.
- **Pinkerton Government Services 2010 – 2011.** Shift Fire Captain- In charge of all fire and medical calls on shift at Sikorsky Helicopter Facility.
- **Smirfit Stone Paper Mill 2007-2010.** Safety and Medic Cared for all employees' injuries, Performed safety audits in the mill.
- **Gulf Coast State College 2004-2008.** Adjunct Instructor Courses for Fire, Paramedic, Emergency Medical Technicians and Hazardous Materials.
- **Bay Medical Center 2001-2009.** EMT, Paramedic – Took emergency calls county wide transported to hospital.
- **Bay County Fire Rescue 1994-2009.** Battalion Captain EMT-P- Supervised 40 Officers and fighters, All fleet maintenance, Fire Department Training, Safety Officer, Hazardous Materials Officer and Medical Officer.

EDUCATION/CERTIFICATIONS

- **Certified Occupational Safety and Health Officer (CSHO I & II)** – TEEX Estimated Date: Dec 2019
- **NWCG** qualified S-131, S-190, S-205, S-215
- **FEMA** certified ICS-100, ICS-200, ICS-300, IS-00005.a, IS-00035.18, IS-100, IS-200, IS-244, IS-315, IS-317, IS-340, IS-346, IS-700, IS-800, IS-804, IS-907, IS-1900
- **OSHA-** 501,511, 2055, 2225, 3015, 3115, 7205, 7505
- OSHA Outreach Instructor
- Medic First Aid CPT Instructor

Tammy Hunt, Project Superintendent

Tammy Hunt comes from a diverse background with experience in multiple fields, including health, safety and environmental management, quality control, logistics, hazardous material remediation management, training management, resource procurement, risk management, technical writing, EPA/Coast Guard/DOT/OSHA compliance management, disaster debris monitoring, and disaster debris response management. Ms. Hunt has experience in multiple disaster debris disposal projects. Her responsibilities include but are not limited to scheduling, dispatch of subcontractors, and liaising with clients and monitoring agencies.

PROFESSIONAL EXPERIENCE

- **Cameron Parish PPDR Program 2022.** Project Superintendent for private property debris removal.
- **Hurricane Ida 2021.** Superintendent for New Orleans disaster debris removal as well as the removal of municipal solid waste resulting from Hurricane Ida. Identified opportunities and resources required to meet project goals and deadlines. Achieved project deadlines by coordinating with subcontractors and the monitoring firm. Scheduled daily work for each subcontractor and communicated that work to all required parties to ensure a smooth and efficient workflow. Drove team success through shared vision and recognition of quality performance.
- **California Wildfires – Camp Fire, Butte County 2020 – 2021.** Division Supervisor for the CalRecycle removal of hazardous trees generated by the Camp Fire wildfire in North-Central California in 2017. Duties included coordinating with CALFire, CalRecycle, multiple subcontractors and the monitoring firm to successfully locate, cut and dispose of hazardous trees that were damaged in the Paradise fire. Worked within the Incident Command System to communicate goals, achievements and opportunities for improvement. Conducted safe operations in highly hazardous terrain and conditions.
- **Hurricane Zeta 2020.** Assistant Superintendent for the disaster debris removal for the City of New Orleans following Hurricane Zeta.
- **Hurricanes Laura and Delta 2020.** Debris monitoring technician in Allen Parish, LA. Duties included monitoring and documenting the cutting, collection, and disposal of debris according to FEMA guidelines.
- **Safety Manager of Central Crude, LA Tank and CC-Utica 2014-2020.** Responsible for all aspects of safety, training, DOT, EPA, Coast Guard and OSHA compliance for these companies whose services included the drilling, storage, gathering, and transportation of crude oil and natural gas across the southern united states. Created and implemented Health and Safety Plan as well as DOT required equipment maintenance plans. Participated in annual and unannounced Coast Guard drills, as well as OSHA, Workforce Commission and EPA audits. Maintained Class A CDL with HAZMAT license as well as TWIC Certification.
- **Safety, Health, Environmental and Security (SHES) Manager of Aqua Drill International 2013-2014.** Assigned to the Barzan Onshore Project in Ras Laffan, Qatar during the pre-planning and project initiation stages for the new GTL plant. Duties included composing safety plan and procedures for the 12-month,10-million-dollar project, developing and implementing a comprehensive training plan for all incoming international employees and communicated with a multi-national site management team regarding all health and safety issues. Successes included a completed Readiness Review Audit and the closing of all gaps from the resulting Gap Analysis review, as well as 12 months with no lost time injuries. Ms. Hunt received a Letter of Commendation from JGC site management for creating an incident and injury free safety culture.
- **Project Manager of Conco Industrial Services 2010-2013.** Provided operations leadership for the organization, managing job planning, field supervision, equipment procurement and maintenance as well as quality control. Analyzed future job sites to identify and mitigate areas of concern for employee safety. Supervised crews at large-scale turnarounds in chemical and oil plants, completing critical path units ahead of schedule to satisfy customer requirements. Successes included reorganizing pre-job planning and equipment preparation and maintenance resulting in a significant increase in job success and customer satisfaction and retention, as well as organizing on the job training and safety meetings to promote a shift in the safety culture, resulting in zero lost time injuries for two straight years.

- **Operator/Emergency Response/Industrial Firefighter/ESH Specialist for Solutia Chemical Plant 1999-2009.** Served as the Operator/Safety Specialist in methionine and acrylonitrile production units. Responsibilities of this job included maintenance, job safety analysis, permitting (lockout-tagout, hot work, confined space, excavation and working from heights), leak detection and repair, and hazardous materials prevention and control. Job duties also included being a Certified Industrial Firefighter with annual training at the CERTC training facility at Texas A&M University in College Station, Texas as well as maintaining certifications as a Nationally Registered EMT-Intermediate, HAZMAT Technician, high angle and confined space rescue and CPR/First Aid certifications.

EDUCATION/CERTIFICATIONS

- Emergency Management Institute
 - FEMA IS -0230.d Fundamentals of Emergency Management
 - FEMA IS -00632.a Introduction to Debris Operations
 - FEMA Introduction to the National Incident Command System
 - IS-00100.c
 - IS-00700.b
 - FEMA IS -00907 Active Shooter: What Can You Do
 - FEMA IS 10.A Animals in Disasters: Awareness and Preparedness
- OSHA General Industry-30 Hour
- OSHA General Industry- 10 Hour
- Red Cross First Aid/CPR/AED Certified
- HAZWOPER 40 Hour with 8-hour Refresher
- Current Class A CDL with HAZMAT Endorsement
- Pro-Board-Certified Industrial Firefighter-Advanced Exterior-Texas A&M College Station
- COSS-Certified Occupational Safety Specialist
- National Association of Safety Specialists-Environmental, Health and Safety Specialist
- NCCER-CSST-Construction Site Safety Technician
- NCCER-Construction Site Safety Supervisor
- NCCER- Field Safety Technician
- PEC-SafeLand USA 2015-Current
- SHE&S (Safety, Health, Environmental & Security) Supervisor Leadership Skills Program
- OSHAcademy 900-Oil and Gas Safety Management Certificate
- OSHAcademy 904-Oil and Gas Well Inspection Certificate
- U.S. Army 5th Infantry Division – Signal Corps – Honorably Discharged

Eric Kelleran, Grinder Operator

Mr. Kelleran has 15 years of experience in equipment operation and maintenance. Mr. Kelleran has spent 7 years with the Armor Volunteer Fire Company for the Fire station in Erie County, NY as a state certified firefighter and lieutenant in emergency response.

PROFESSIONAL EXPERIENCE

- **Ceres Environmental Services, Inc. 2017 – Current.** Grinder Operator overseeing the grinding crew and all maintenance required during the grinding operations to assist the cleanup and recovery process following natural disasters.
- **Kelleran Services, Inc. 2015 – 2017.** Heavy Equipment Operator and Mechanic responsible for completion of projects in an efficient time, maintenance and repairs on heavy equipment and trucks.
- **Owczarczak Construction 2012 – 2015.** Heavy Equipment Operator and Mechanic responsible for maintenance and repairs on heavy equipment and trucks and completion of projects in an efficient time.
- **Armor Volunteer Fire Company**
 - Assistant Fire Chief 2015
 - Senior Fire Lieutenant 2012
 - Truck Lieutenant 2009 – 2011
 - Firefighter/EMT 2008
- **Ingalls Site Development Inc. 2009 – 2011.** Equipment Operator responsible for the maintenance and repairs on heavy equipment and trucks.
- **United Materials Concrete Company 2009.** Mechanic and Shop maintenance assisted with truck maintenance during an internship. Responsibilities included truck repairs, assembling and organizing concrete blocks for sale.
- **Holmes and Murphy Construction 2005 – 2006.** Mechanic cleaner who assisted with managing auctions.
- **Gullo's Garden Center, LLC. 2003 – 2008.** Equipment Operator also assisted with sales, customer service and landscaping.

EDUCATION

- Bachelors Fire Safety Engineering Technology, University of North Carolina 2015
- Associates Degree Emergency Management, Erie Community College 2015
- Associates Degree Fire Protection Technology, Erie Community College 2012
- Vocational Diesel Mechanics Course 2009

CERTIFICATIONS

- OSHA 10 Construction Outreach Training
- OSHA 30
- OSHA 40 Hazwoper
- OSHA 8 Hazwoper Supervisor
- OSHA Confined Space
- Trenching and Excavation Safety Class
- National Fire Fighter 1
- Fire Fighter 1
- Fire Fighter 2
- Highway Safety Awareness First Responders
- Flashover Training
- Radio Policies and Procedures
- Intro to Fire Officer 1
- Fire Officer 1
- Rescue Tech Basic
- Weapons of Mass Destruction Radiological
- WMD/Terrorism Awareness for Emergency Responders
- American Heart Association CPR/AED
- Class B Foam Operations
- American Heart Association CPR/AED
- Class B Foam Operations
- Accident Victim Extrication
- Coordinated Live Fire Attack
- Live Fire Training NFPA
- Apparatus Operator EVOC
- School Bus Rescue
- Principles of Instruction
- Terrorist Indicators/Suspicious Act
- FEMA ICS 100 A
- FEMA ICS 100.FWA
- FEMA ICS 200
- FEMA ICS 240.A
- FEMA ICS 700
- FEMA ICS 701.A
- FEMA ICS 704
- FEMA ICS 706
- FEMA ICS 800.B
- FEMA IS 2900
- FEMA IS 100 FDA
- FEMA IS B

Kerry Kennedy, Area Manager

Mr. Kennedy has a combined 38 years of Government and Civilian Project Management experience including 34 years with the US Army Corps of Engineers. Mr. Kennedy has served in numerous militaries, environmental, disaster response, civil work project roles of varying sizes and scopes. While with the U.S. Army Corps of Engineers, Mr. Kennedy worked on both operational and planning sides of disasters and deployments. While serving as a USACE Liaison Officer and Contingency Planner to a US Combatant Command, Mr. Kennedy was instrumental to the planning involved in both natural and manmade disasters around the world. His planning in that role included FEMA support. Mr. Kennedy has also served as an Operations Manager multiple times, managing multiple budgets, schedules, plans and procurement strategies for numerous projects simultaneously.

PROFESSIONAL EXPERIENCE

- **Puerto Rico Private Property Debris Removal 2022.** Project Manager for the private property debris removal project in Puerto Rico.
- **California Wildfires – Camp Fire, Butte County 2019-2021.** Operations Manager for hauling and disposal of debris generated by the wildfire in North-Central California in 2018, the largest debris mission in California in more than 100 years. As OM, he ensured that required planning was performed and submittals to Calrecycle were completed.
- **Hurricane Florence 2018.** Operations Manager for North and South Carolina, managing multiple city and county contracts for clean-up of storm and flood debris generated by Hurricane Florence in September 2018. This included a contract for the Georgia Department of Agriculture for poultry remediation.
- **Hurricane Michael 2018.** Area Manager for four (4) counties in southern Georgia impacted by the hurricane, managing the contracts as part of the USACE ACI SAD contract activation.
- **California Wildfires – Northern California; Lake, Mendocino, and Napa Counties 2018.** Operations Manager for USACE hauling and disposal of debris generated by the 2017 wildfires in three (3) counties in Northern California.
- **Hurricanes Irma & Maria 2017.** Project Manager in the U.S. Virgin Islands (USACE ACI project), managing multiple task orders assigned by USACE to remove and haul storm debris from the two Category 5 Hurricanes.
- **Project/Program Manager, City of Virginia Beach, 2016 – 2017.** Project Manager within the Coastal Engineering section of Public Works. Conducted public meetings and briefings, working closely with community leaders.
- **Project/Program Manager, Norfolk District, USACE, April 2015 – June 2016.** Managed civil and military project.
- **Senior Exercise/Contingency Planner/Liaison Officer, US Army Corps of Engineers, November 2001 – January 2014.** Coordinated and informed the USACE Operations Center staff/other USACE elements on impact on current and planned joint operations developments, exercises, and experiments. Coordinated USACE team and personnel movements in support of military operations in Iraq and Afghanistan.
- **Civil and Environmental Engineer, US Army Corps of Engineers, June 1992 – May 2001.** Environmental Project Engineer, Project/Program Manager and Contracting Officer Representative for military, environmental and special projects in the Wright-Patterson AFB Area Office which spanned a 5-state area.
- **Active-Duty Military, US Army, July 1981 – June 1992.** Various assignments in Army as well as with USACE, serving as a Project Engineer (Contracting Officer Representative) / Assistant Area Engineer for USACE in 2 districts, Louisville and Nashville.
- **US Army- Reserves, June 1992 – August 2011.** While on reserve status served various positions in Headquarters, USACE, North Atlantic Division, Great Lakes Division and South Atlantic Division.

EDUCATION/CERTIFICATIONS

- Professional Engineer Registration, License #66141, Jul 2001, Ohio
- Master's Degree MS, 1996, Environmental/Civil Engineering, University of California at Los Angeles, GPA 3.5, Total Semester Credit Hours earned: 52,
- Bachelor of Science, 1981, Civil Engineering, University of Texas at Arlington, GPA 3.0,
- AA, General, 1979, Kemper Military College, GPA 3.7, Total Semester Credit Hours earned: 83
- Mascoutah High School, 1977
- Risk Management, Dec 15
- Scheduling & Cost Control, March 16
- National Disaster Recovery Framework, Jan 15
- IS-2900, NDRF, Jan 15
- PL 84-99 Basic Course, Jan 15
- Continuing Authorities Program, Apr 14
- Defense Support to Civil Authorities Oct 11
- IS-800.b - National Response Framework, An Introduction, Nov 10
- J3SN-US613 National Security Objectives, Structures and Processes: An Intro Oct 10
- IS-230-Principles of Emergency Management, 08
- IS-701a-National Incident Mgt System Multi-Agency Coordination System, Nov 06
- IS-100-Introduction to the Incident Command System, Jun 05
- IS-200-Basic Incident Command System for Federal Disaster Workers, Jun 05
- IS-800-National Incident Management System (NIMS), An Introduction, Jun 05
- Homeland Security Planners Course, Jun 04
- FEMA Debris Management Course, FEMA, May 00
- Radiological Safety Course, USACE, Jul 98
- Hazardous Waste Manifesting, USACE, Jun 98
- Advanced Emergency Management (Readiness) Course, USACE, Sep 94
- Contract Negotiating Course, USACE, Oct 84
- Cost Estimating for Modifications and Claims, USACE, Mar 84
- Contracting Officer Representative School, USACE, Jun 83
- Project Management Professional, Oct 21

Andrew Kirkland, Superintendent

Prior to starting his career, Andrew Kirkland served in the U.S. Marine Corps, where he earned distinction for sound judgement and ability to make rapid decisions in high pressure situations. With Ceres, Mr. Kirkland has been involved in disaster recovery resulting from a wide variety of natural disasters and weather events. Mr. Kirkland's experience includes Quality Control and Project Management following FEMA-reimbursed disasters such as hurricanes, ice storms, windstorms, floods, and wildfires.

PROFESSIONAL EXPERIENCE

- **Hurricane Ian 2022.** Operations Manager for the City of North Port, FL. Over 2 million cubic yards of debris were hauled as part of this project.
- **Hurricane Ida 2021.** Area Manager for the eastern side of New Orleans area overseeing debris removal.
- **California Wildfires – Camp Fire Butte County 2021.** Area Manager responsible for the safe removal of over 20,000 hazard trees from ROW and personal properties in Butte County, CA.
- **Hurricane Delta 2020.** Project Manager in the City of Nederland, TX for hurricane generated debris removal and disposal.
- **Jones County, MS Tornado 2020.** Project Superintendent in Jones County, MS for tornado debris removal and disposal. Over 200,000 cubic yards of debris were hauled during this project.
- **California Wildfires – Camp Fire, Butte County 2019 – 2020.** Lead Quality Control Manager for Concow, CA as part of the CalRecycle clean-up project for hauling and disposal of debris generated by the Camp Fire wildfire in North-Central California in 2018, the largest debris mission in California in more than 100 years.
- **Kansas Ice Storm 2019.** Project Manager in Olathe, Kansas on behalf of Ceres for debris removal.
- **Hurricane Michael 2018-2019.** Quality Control oversight for up to eight (8) counties simultaneously throughout Southwest Georgia for the removal of more than 3 million cubic yards of debris as part of the USACE ACI SAD Restricted contract activation. Managed two debris management sites and assisted in the planning, set up and execution of USACE approved site plan.
- **Hurricane Florence 2018.** Project Manager for NCDOT District 2, Jones County, overseeing the removal of vegetative, C&D, and white goods debris from all NC DOT roads.
- **Hurricane Irma 2017-2018.** Project Manager for the City of Miami, Florida for the collection of nearly 200,000 cubic yards of vegetative and C&D debris.
- **California Wildfires 2018.** Certified Quality Management working under Ceres contract with the U.S. Corps of Engineers following the 2017 fires. Ceres Lead Quality Control specialist in eastern Napa Valley. Worked with USACE to determine structural integrity in accordance with EM 385 1-1, as well as the planning, installation & safe removal of temporary bridges.
- **Hurricanes Irma and Maria 2017.** Provided Quality Control in St. Thomas and St. Croix, U.S. Virgin Islands for the segregation and separation of over 250,000 cubic yards of mixed, vegetative, and C&D debris for reduction and removal from the islands via barge. Ensured the integrity of debris piles by leading hand separation crews to sort the debris by categories.
- **Operations Supervisor, Sergeant, U.S. Marine Corps 2003-2007.** Successfully provided leadership to teams to generate outstanding results and on-target completion across three tours of duty during 22-month period.

EDUCATION/CERTIFICATIONS

- HAZWOPER 40
- FEMA IC 100
- FEMA IS-632a
- FEMA IS-101a
- USACE CQM certified
- Combat Lifesaver
- DoD Secret Clearance (2004-2007)
- OSHA30
- First Aid/CPR certified

AWARDS

- Combat Action Ribbon
- Global War on Terrorism Expeditionary Medal
- Global War on Terrorism Service Medal
- Sea Service Deployment Ribbon (x3)
- Good Conduct Medal
- Iraq Campaign Medal
- Expert Marksman Parris Island
- National Defense Service Medal
- Navy Unit Commendation Medal

Thomas "Allen" Morse, Senior Debris Management Advisor

Mr. Morse has worked for Ceres for 10 years providing technical, political, and professional advice at all operational levels of debris management operations. He has over 35 years of experience in damage assessment and debris management. Mr. Morse is retired from the U.S. Army Corps of Engineers (USACE), where he served for 15 years as the National Program Manager for all debris management programs. In this role, Mr. Morse was responsible for training USACE debris teams, as well as training FEMA's FCO cadre on debris management. During his career at the USACE, Mr. Morse provided his knowledge and management skills to some of our nation's most challenging responses. Mr. Morse worked with the USACE in the aftermath of the attack on the Twin towers on September 11. The USACE was tasked by FEMA to perform a forensic analysis of all ground zero debris and identify human remains and personal effects. This was the first time for the USACE to handle a large-scale debris operation as an evidence stream requiring extreme security. Mr. Morse also was the lead debris program manager for Hurricane Katrina in Alabama, Mississippi and Louisiana. This was one of the nation's largest debris management responses requiring \$2.2 billion in FEMA funds allocated for debris removal operations. Mr. Morse is the author of the USACE Hurricane Debris Forecasting Model and the Points of Distribution Commodities planning model.

PROFESSIONAL EXPERIENCE

- **Hurricane Ian 2022.** Project Consultant interfacing with the USACE during Ceres performance on 27 debris removal contracts in Florida.
- **Hurricane Ida 2021.** Project Consultant interfacing with the USACE during Ceres performance on 14 debris removal contracts in Louisiana
- **Hurricane Sally 2020.** Project Consultant interfacing with the USACE during Ceres performance in Texas following Hurricane Sally.
- **Hurricane Michael 2018.** Project Consultant to USACE for the USACE ACI Restricted SAD Region activation in 13 Georgia counties for the clean-up of debris generated by Hurricane Michael in October 2018.
- **Northern California Wildfire Debris Removal 2018.** Project Consultant for the USACE debris removal project in Lake, Mendocino and Napa Counties, CA following the fires between October and December of 2017.
- **Fire Island 2014.** Provided technical assistance to USACE for the highly specialized debris removal mission off the coast of Long Island, NY.
- **Alabama Tornados 2011.** Special advisor and liaison to state and Federal partners for the tornado clean up in Alabama and Joplin, MO.
- **Haiti Earthquake 2010.** Consultant to the World Bank on debris management, environmental assessments, and bidding documents for a World Bank sponsored debris project.
- **Eagle, Alaska 2009.** Authored plans and specifications for specialized debris clean up following ice flow damage. Acted as legal advisor for the city.
- **Hurricane Rita 2007.** USACE Debris Task Force Leader.
- **Hurricane Katrina 2005.** USACE Senior debris manager/coordinator for \$2.5 billion in debris contracts in Alabama, Mississippi, and Louisiana
- **Florida Hurricanes 2004.** Lead ESF#3 representing USACE
- **Weapons of Mass Destruction Debris Management Guide 2001-2004.** Project Manager and contributing author of the FEMA-sponsored "Weapons of Mass Destruction Debris Management Guide."
- **World Trade Center 2001.** Senior Project Manager over disposal operations for USACE following a terrorist attack.
- **Suriname South America 1993.** Managed the design and construction of a base camp for 2,500 occupants.
- **Hurricane Andrew 1992.** Debris team leader for USACE
- **Kuwait 1991.** Reconstruction team for rebuilding of infrastructure.

EDUCATION/CERTIFICATIONS

- B.S. degree in Civil Engineering from University of South Alabama
- FEMA/ICS certified 100, 200, 700 and 800
- Author of U.S. Army Corps of Engineers Debris Forecasting Model and U.S. Army Corps of Engineers Commodities Planning Model

Betsy Pease, Project Accountant

Ms. Pease brings years of extensive accounting management experience to her work as a project accountant on various contracts for Ceres Environmental Services, Inc. She is responsible for maintaining accounting procedures to ensure proper data tracking and correct invoicing to clients, as well as payment reconciliation with subcontractors. She oversees data entry and invoicing procedures during storm projects, as well as completing reconciliation of projects after work is accepted.

PROFESSIONAL EXPERIENCE

- **Soteria (Ceres affiliate) 2018 – Current.** Accountant for global multicurrency company, responsible for AP/AR and Inventory control, Sales forecast, cash flow, and budget preparation. Account Reconciliation and VAT Tax compliance.
- **Texas Civil Construction 2017 – Current.** Project Accountant and database supervisor for civil construction projects in Texas.
- **Hurricane Irma and Maria 2017 – 2019.** Project Accountant and database supervisor for projects in St. Croix and St. Thomas, US Virgin Islands.
- **Louisiana Levee Construction – 2013 to present.** Project Accountant and database supervisor for USACE levee construction projects in LA.
- **Hurricane Isaac 2012.** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **Winter Storm Alfred 2011** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **North Dakota 2011 Flood Recovery** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and client, subcontractor payments, and billings to client.
- **Hurricane Irene 2011** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **Alabama Tornadoes 2011** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **Haiti Earthquake 2010 - Present** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to client.
- **Ice Storms 2009,** Project Accountant managing the set-up, extraction and maintenance of databases to prepare A/R billings to clients in Kentucky; Reconciliation of all tickets with the clients; Management and preparation of subcontractor payments, reconciliation and management of accounts, management of internal audit functions.
- **Hurricane Ike 2008,** Project Accountant managing design, extraction of data and maintenance of databases for multiple contracts in Texas
- **Hurricane Gustav 2008,** Project Accountant managing the set-up, extraction, and maintenance of databases to prepare A/R billings to the clients in 3 Parishes in Louisiana; Reconciliation of all tickets with the clients; Management and preparation of subcontractor payments, reconciliation and management of accounts, management of internal audit functions; Liaison with Parishes and subcontractors to insure data and procedural integrity and security
- **Hurricane Dolly 2008,** Project Accountant managing the design, extraction of data and maintenance of databases to prepare A/R billings to the clients in Texas; Reconciliation of all tickets with the clients; Preparation of all subcontractor payments, reconciliation and management of accounts, management of internal audit functions.
- **Hurricane Katrina 2005,** Project Accountant managing the design, extraction of data, maintenance of databases to prepare A/R billings to the U.S. Army Corps of Engineers; Reconciliation of all payments with USACE; Management and preparation of subcontractor payments, reconciliation and management of accounts, management of internal audit functions; Administrative support to project manager compiling data for submissions to USACE relating to the Hurricane Katrina service contract; Management and processing of payables for Hurricane Katrina service contract
- **Executive Analyst,** George S. May International 2003-2005, Financial Management and leadership in determining areas of weakness in accounting controls and bookkeeping.

EDUCATION/CERTIFICATIONS

- Business Accounting, University of Alaska
- International Business Law, Lewis & Clark College, Oregon
- Accounting Software training: Maxwell Systems and Sage Timberline Accounting
- Systems Integration training
- Fiscal Planning and Control training

Zachary J. Schultz, Senior Project Manager

After over a decade as a Heavy Equipment operator, Mr. Schultz began to take on more responsibility, first as a construction foreman, superintendent, project manager and most recently as a Senior Project Manager. He worked for and helped develop some of the largest ski resorts in the U.S. From 1994 to 2013, work that required meticulous oversight and a strong regard for safety. At Ceres, he has taken the helm after multiple major disasters requiring multimillion-dollar recovery efforts.

PROFESSIONAL EXPERIENCE

- **Larimer County Cameron Peak Wildfire Recovery, 2021. Project Manager** for hazard tree removal and debris management services in Larimer County, CO. (14,000 + Trees Removed)
- **Hurricane Ida, New Orleans Louisiana, 2021. Project Manager** for the recovery mission including all three zones in the City of New Orleans as well as leaners, hangers, reduction and removal of C&D and vegetative debris from the ROW. (250,000 CY Veg Debris Removed)
- **Oregon Wildfire Recovery 2020. Project Manager** for Oregon Department of Transportation providing Hazard Tree Removal Services for Operational Branch 1: Archie Creek Fire, Douglas County, Operational Branch 5: Thielson Fire, Douglas County and Operational Branch 6: Two Four Two Fire, Klamath County. (25,000 Trees Removed)
- **California Wildfire – Camp Fire, Butte County 2019. Operations Section Chief** for the CalRecycle/CalOES clean-up project for hauling and disposal of debris generated by the Camp Fire wildfire in North-Central California in 2018, which is the largest debris mission in California in more than 100 years. (Over 3000 Properties Cleaned Up)
- **Northern California Wildfires Debris Removal 2018. County Manager** for the fire reclamation project in Napa County, CA following the fires Atlas Peak, Tubs and Nuns fires in 2017.
- **Hurricane Florence 2018. Project Manager** for debris clean-up project in Lenoir County, NC and NCDOT clean-up in Jones County NC.
- **Hurricane Irma 2017. Project Manager** overseeing debris clean-up, reduction and haul out in Miami Beach, FL.
- **Hurricane Matthew 2016. Project Superintendent** for The City of Savannah debris removal and disposal projects, including Creeks and Streams within the city limits.
- **MK Weeden Construction July 2013-May 2014. Reclamation Superintendent**, managing reclamations of oil well locations in the Bakken oil field, including but not limited to overseeing scrapers, dozers, and other excavating equipment.

EDUCATION/CERTIFICATIONS

- 40-hour HAZWOPER Training, Certificate Number 1712141219955
- 40-hour HAZWOPER Current Refresher Certificate Number 1220216210
- OSHA 30 Hour Construction, Certificate Number 1220232980
- IS-00005.a Introduction to Hazardous Materials
- IS-00029.a Public Information Officer Awareness
- ICS 100 Certificate Number 22031610219955
- IS-00111.a Livestock in Disasters
- IS-00200.c Basic Incident Command System for Initial Response
- IS-00242.c Effective Communication
- IS-00320 Wildfire Mitigation Basics
- IS-00324.a Community Hurricane Preparedness
- IS-0059 Local Damage Assessment
- IS-0063 Debris Management Plan Development
- ICS 700 Certificate Number 22041370219955
- IS-00703.b National Incident Management System Resource Management
- IS-800.d National Response Framework
- IS-1000 Public Assistance Program and Eligibility
- CPR Certified, E Card Code 216012886229
- Flood Cleanup Awareness Training Certificate Number 22042277219955
- OSHA 10 Certificate Number 36-004562884
- Lead Awareness Training Certificate Number 24018212
- CAL FIRE Interagency Emergency Equipment Operator Card, Issued 8/21/2021
- ATSSA Certified Flagger Training, Oregon Work Zone Traffic Control Training

Garrett Shores, Project Manager

Mr. Shores has 20 years as an operations leader in the disaster recovery industry most recently serving as a contract Area Manager for Ceres Environmental on its 2018 ACI SAD Contract activation in Southwest Georgia. Mr. Shores is an expert at debris response particularly when it comes to debris quantity estimation, sectoring, subcontractor management and heavy equipment. Mr. Shores also owns a tree clearing business in Illinois yet is available to Ceres on an as-needed basis for CAT 4-5 or higher hurricanes.

PROFESSIONAL EXPERIENCE

- **Ceres Environmental Services, Inc.**
 - **Hurricane Ian 2022.** Operations Manager for 3 jurisdictions in Florida for debris management and removal.
 - **Hurricane Ida 2021.** Operations Manager for Livingston Parish, LA. The project involved removal of over 1 million cubic yards of debris
 - **Linn County, IA Derecho 2020.** Project Manager in Linn County, IA for collection, reduction, and disposal of over 1 million CY of debris.
 - **Hurricane Michael 2018.** Area Manager in Southwest Georgia for the USACE ACI Area 1 project.
 - **Hurricane Irma 2017.** Project Manager in Glynn County, Georgia for collection and removal of 381,866 cubic yards of debris generated by Hurricane Irma.
 - **Hurricane Matthew - Waterway Project 2017.** Area Manager in Savannah, Georgia for debris removal following Hurricane Matthew.
 - **Hurricanes Matthew and Hermine 2016.** Project Manager in Glynn County, Georgia. Collection and removal of 454,169 cubic yards of disaster-generated debris
 - **Livingston Parish Floods 2016.** Area Manager for Ceres response in Louisiana following the 2016 floods.
- **Littleton Storm and Timber 2013 – 2015.**
 - Operations Manager assisting on the DOT projects. Removed 1.3 million cubic yards of debris following events such as Hurricane Irene in 2012.
- **Timber Exports 2009 – 2011.** Power line trimming and clearing contracts.
- **Byrd Brothers**
 - **Hurricane Ike 2008** Operations Manager in Harris County and Galveston County for Galveston Island Beach reclamation project.
 - **Texas DOT 2006-2007.** Project Manager in Galveston County
 - **Hurricanes Katrina 2005.** Project Manager for debris removal in Jackson County, MS.
 - **Hurricane Rita 2005.** Project Manager for debris removal in Sulfur Springs, TX.
 - **Hurricane Wilma 2005.** Operations Manager for debris removal in Plantation, FL.
 - **Hurricane Charley 2004.** Operations Manager for the recovery from massive damage in Deltona, Stanley Ormand Beach, and West Palm Beach in Hillsboro and Indian River counties.
- **Littleton Storm and Timber Service**
 - **Hurricane Isabel 2003.** Operations Manager for Virginia Beach, Virginia State Parks and Virginia DOT projects.
 - **Windstorm 2002.** Project Manager in Rockford, IL for removal of debris.
 - **Houston Flood 2001.** Project Manager for debris removal following Tropical Storm Allison.
 - **Louisiana Hurricane 2001.** Operations Manager during the Houston flood projects in Duscon, Eunice, and Abbeville City.
 - **Arkansas Ice Storm 2000.** Operations Manager in several southwest Arkansas counties.
 - **Windstorm 1999.** Operations Manager in Burlington, North Carolina

Linda Smith, Director of Accounting Operations

Ms. Smith has over 30 years of experience in leading accounting teams in day-to-day activities while providing owners, shareholders, and executives with the financial information and guidance required to make informed business decisions.

PROFESSIONAL EXPERIENCE

- **Ceres Environmental Services, Inc.** Accounting Manager. In coordination with the director of storm accounting, responsible for the day-to-day functions of the entire storm accounting department and assisted the field operations to establish internal protocols.
 - **Hurricanes Ian and Nicole, FL – 2022**
 - **New Mexico DOT Fire and Flood Debris – 2022**
 - **Hurricane Ida, LA – 2021-2022**
 - **Oregon Wildfire Recovery 2020 – 2022.**
 - **California Wildfires – Camp Fire, Butte County Hazardous Tree 2020-2021**
 - **Oklahoma Ice Storm 2020 (5 jurisdictions)**
 - **Hurricanes Laura, Hanna, Sally, Delta, and Zeta 2020 (13 jurisdictions)**
 - **Linn County, IA – Derecho 2020**
 - **City of Atlanta, GA and Macon-Bibb County, GA – Bulk Waste 2020**
 - **Hamilton County, TN – Tornado 2020**
 - **Jones County, MS – Tornado 2020**
 - **Santa Rosa County, FL – Wind Event 2020**
 - **California Wildfires – Camp Fire, Butte County Debris Removal 2019**
 - **Northern California Wildfires 2018 (USACE)**
 - **Hurricane Michael 2018**
 - **Hurricane Irma 2017**
- **Resort Funding, LLC. 1997 – 2017.** Senior Accountant. Analyzed financial statements and created reports for monthly corporate reporting. Generated financial statements in accordance with GAAP and facilitated account closing procedures for multiple companies on a monthly basis. Created strong internal controls and accounting processes that reduced the financial statement close from 10 days to 3 days, which led to completion of 17 clean audits. Analyzed and researched reporting issues to improve accounting operations procedures. Reconciled multiple cash accounts daily for cash forecast and budget preparation and reviewed bent charges monthly for accuracy and to reduce costs. Maintained notes receivable in excess of \$500 million. Managed journal entries, invoices, and reconciled over 200 general ledger accounts annually. Reviewed and approved weekly borrowings and monthly servicer report for \$200 million warehouse facility. Led and provided guidance to accounting staff. Prepared for and assisted in annual audit and two agreed upon procedures annually for warehouse facilities. Managed all NSF payments from consumer account holders. Assisted other departments in identifying problems and finding solutions to correct, assisted IT in implementation of new systems and the controller in projects regularly. Maintained records of wire transfer procedures and ensured accurate processing. Developed written accounting policies and standard operating procedures and trained junior accountants using these policies and procedures.
- **Fay's Inc. 1995 – 1997.** Corporate Accountant participating in design, testing and implementation of accounts receivable system resulting in departmental efficiencies. Ms. Smith was also responsible for tracking and analysis of accounts receivable activity on decentralized systems in maintained at the store level.
- **National Commodity Clearance Center 1994 – 1995.** Bookkeeper managing inventory control and produced month financial statements and maintained accounts payable and receivable.

EDUCATION

- Bachelor of Science, Accounting 1989
- Minor in Economics, State University of New York at Oswego

CERTIFICATIONS

- ICS-100 Introduction to Incident Command System

Michael Smith, Quality Control Manager , Project Manager

Mr. Smith is a dynamic leader with extensive experience in Safety constructions, maintaining standards in manufactured products by testing a sample of the output against the specification. Delivers excellent on and offsite program management for locations around the world while ensuring compliance with laws and regulations within guidelines. Creates industry-leading programs that deliver significant cost savings and efficiency gains while minimizing risk and liability exposure in Heavy Industrial setting. Excels in training, developing, and coaching staff in US and globally.

PROFESSIONAL EXPERIENCE

- **Hurricane Ian 2022.** Area Manager for debris management and removal in Cape Coral, FL.
- **Hazard Tree Removal Project for the Campfire in Butte County -- 2020 to 2021.** Planning Section Chief. Roles and Responsibilities included and were not limited to the daily dispatching and scheduling of tree removal and hauling crews for approximately 2,200 properties, containing just shy of 60,000 eligible trees. Developing crew schedules, work packages & runways. Tracking of project quantities daily and in total. Worked closely with A & M and Project Owner IMT on strategy and tactical short-term and long-range plans to ensure the success of the contract. The contract value exceeded \$100,000,000.00 worth of work.
- **Hurricane Laura 2020.** Project Manager in Santa Rosa County, FL for debris cleanup. The project included removal of over 1,000,000 CY of Vegetative and Construction & Demolition Debris, reduction by Grinding and ACI of 500,000 CY and removal of approximately 20,000 hangers and leaners. Oversaw 4 section supervisors and over 150 hauling units and bucket trucks operators.
- **Hurricane Hannah 2020.** Superintendent for the City of Edinburg & Hidalgo County; Precincts 1, 3, & 4 Debris Cleanup & Reduction. Responsible for field supervision, traffic control labor and upwards of 50 hauling unit operators.
- **Puerto Rico Sheltering and Temporary Essential Power Program (STEP) 2019.** Project Manager for the PR STEP providing temporary repairs to single family dwellings with a monetary cap of \$20,000.00 per dwelling. Scope of work entailed numerous pre and post inspections, database creation/data management, applicant interaction/customer service, and the contracting and coordination of skilled tradesmen to provide electrical, HVAC, potable water and gas to a safe, secure and weatherproofed dwelling.
- **Hurricane Maria 2017 – 2018.** Senior Quality Control Manager/Superintendent for the ACI Emergency Temporary Roofing in Puerto Rico. Mr. Smith Implement systems of distribution, logistics, document controls/flow, work order and production tracking, inventory and material coordination for the construction of the roofs.
- **Hurricane Irma 2017.** Project Manager for the debris clean-up in Highland and Okeechobee Counties, FL.
- **Morganza Hurricane Levee Project 2015.** Senior Quality Control System Manager/Project Manager for a massive levee system located just south of Houma, LA. These segments of levee make up approximately 9 miles of newly constructed earthen levee through the marsh.
- **Aquamen, LLC, 2009-2014, Vice-President / Co-Owner.**
The company performed certified residential & commercial mold inspections, sampling for indoor air-quality, day-to-day monitoring, and post-clearance. Responsibilities included project estimating, project management, procurement, manage/coordinate subcontractors, manage/coordinate inspections, manage/coordinate invoicing and draw requests.

EDUCATION/CERTIFICATIONS

- USACE Construction QC Management
- OSHA Certification: 30 Hr Construction Safety
- OSHA Certification: 10 Hr Construction Safety
- OSHA Refinery Safety Courses – CSE Attendant/Entrant, Fire Prevention, Haz. Gases
- LOTD, First Aid/CPR and refinery safety standards
- HAZWOPER Certification
- GHS & OSHA Hazardous Communication
- FEMA EMI – ICS-100, Exercises 120, 200 ICS/NIMS
- HCSS Heavy Bid/Heavy Job Certified (2014)
- Home Inspection Certification for the State of Ohio
- Mold remediation & inspection Certification (Commercial and Residential) for Ohio

Robert Smith, Project Manager

Mr. Smith creates strong team environments through customer focus, a clear vision and goals, and a strong performance management structure with the ability to implement corporate directives and ensure safety compliance.

PROFESSIONAL EXPERIENCE

- **Camp Fire Tree Removal, Butte County 2020 – 2021.** Project Manager for the removal, processing, and final disposition of hazardous trees due to the 2018 Camp Fire. This work includes both right of entry (ROE) and rights-of-way (ROW) hazardous tree removal.
- **Oklahoma Ice Storm 2020.** Project Manager overseeing three projects: City of El Reno, City of Kingfisher, and the City of Piedmont. The work performed consisted of leaner and hanger removal, ROW vegetative removal, DMS operations, and the reduction of vegetative debris.
- **Hurricane Hanna 2020.** Project Manager overseeing three separate projects: Hidalgo County, the City of Pharr, and the City of Edinburg. Conducted ROW collection, disposal of vegetative debris and construction and demolition debris with all three clients. Also collected and disposed of white goods, household hazardous waste and electronic waste.
- **Camp Fire, Butte County 2018 – 2019.** Project Manager for the Clean-up project hauling and disposal of debris generated by the Camp Fire wildfire in North-Central California in 2018.
- **Hurricane Irma and Maria 2017.** Project Management oversight for vegetative, construction and demolition, and metal debris removal from local municipality ROW and other eligible public property in the U.S Virgin Islands for USACE ACI project following Hurricanes Irma and Maria. Work also included site preparation, debris reduction - chipping/mulching/grinding, and debris disposal.
- **Evergro Organic Recycling 2016-2017.** Vice President of Operations researching and acquiring a track of land that meets all TCEQ criteria to construct a biosolid composting facility. Focused on site operating plans and providing a permit application along with drawings drafted by a local project engineer.
- **New Earth Soils and Compost 2010-2016.** Vice President of Operations overseeing over 35 teams within two facilities, new constructions, and existing biosolid composting operations.
- **The Garick Corporation**
 - **Vice President of Operations 2007-2009.** overseeing six facilities and 250 associates in five different states, ensuring EPA/DEP and OSHA compliance practices, plant staffing, daily productions goals, payroll management, and inventory control.
 - **General Manager 2006-2007.** Responsible for the safety and productivity of a large group during peak season, including environmental compliance, profitability, and leadership development. Drafted and implemented operational procedure manual for companywide plant and safety operations.
- **United States Army 1991-2000.** Airborne Ranger as Scout Team Leader for the 25th Infantry Division in Oahu, Hawaii, a Pathfinder for the 101st Pathfinder detachment and a U.S. Army Ranger Instructor at the Mountain Phase of Ranger School. Responsible for assisting the squad leader to ensure squad combat readiness, including planning and supervision of soldier training. Assisted with tactical employment and continuous surveillance of the enemy while being responsible for daily training and safety of 600 rangers annually in mountaineering and combat missions.

EDUCATION

- Austin Peay State University, Clarksville, TN 2000

CERTIFICATIONS

- IS-00027 FEMA Logistics
- IS-00393.b Hazard Mitigation
- IS-00632.a Debris Operations
- ICS-100 Incident Command System
- IS-00200.c Initial Response
- IS-00042 Social Media, Emergency Management
- IS-00240.b Leadership and Influence
- IS-00552 Public Works Role, Emergency Management
- OSHA 30 Construction

Kevin Sudbury, Project Manager

Kevin Sudbury has a 25-year career that includes a far-reaching understanding of operations and finance as well as cross-functional experience in planning, project management, business administration, public speaking, and client support. He thrives in fast-paced, high-pressure environments. Mr. Sudbury has a reputation for applying advanced problem-solving techniques that lead to the restoration of smooth-flowing procedures and systems, turning around failing projects and developing innovative solutions to any challenge. He possesses demonstrated capability to analyze and translate complex customer requirements, plan for as well as execute simultaneous projects. Mr. Sudbury is an articulate communicator who can fluently speak the languages of both people and industry-specific terminology, blending technical expertise with exceptional interpersonal skills to reach the desired outcome. These skills ensure project engagement and cohesion across diverse groups of staff, management, and clients.

PROFESSIONAL EXPERIENCE

- **Central Texas Winter Storm Mara Debris 2023.** Area Manager. Responsible for managing four (4) debris removal projects across two (2) counties. Services provided to clients included ROW debris haul in, park facilities clean-up, reduction, debris haul-out, and site restoration. Clients served include cities, counties, and municipal utility districts.
- **West Central Florida Hurricane Ian Debris 2022.** Area Manager. Responsible for managing eleven (11) debris removal projects across five (5) counties. Services provided to clients included cut/push, ROW debris haul in, specialized debris removal, reduction, debris haul-out, site restoration, street sweeping, and catch basin cleanout. Clients served include cities, counties and FDOT.
- **Terrebonne Parish School District, LA Hurricane Ida Debris 2022.** Project Manager. Responsible for managing all aspects of debris removal across forty-five (45) facilities heavily impacted by Hurricane Ida. Developed a specialized operations plan that accounted for working on active campuses to protect all children, staff, visitors, and facilities.
- **City of Covington, LA Hurricane Ida 2021.** Project Manager. Responsible for all recovery components including push, debris collection and final disposal. Started push on Day 1 after the event and completed it in less than 4 days which was the quickest completion of a significantly impacted City on the North Shore. According to the electric company this allowed them to refocus assets from other areas to Covington resulting in the restoration of 84% of the City's grid in 6 days. Debris collection and disposal was completed ahead of the projected schedule.
- **Sabine River Authority, LA Hurricane Laura/Delta Debris 2021.** Project Manager. Responsible for managing all aspects of debris removal along forty (40) miles of canal including eighty (80) miles of levee and over thirty-five (35) entrance ways/ramps in ninety-two (92) working days. Debris streams included vegetative, C&D and leaners/hangers.
- **Vermilion Parish, LA Hurricane Delta Debris 2020.** Project Superintendent. Responsible for managing all aspects of debris removal across a 1,200 sq mile parish divided into fourteen (14) districts. Debris streams included vegetative, C&D, marsh grass, leaners/hangers and stumps entering three (3) separate DMSs.
- **Escambia County School District Hurricane Sally Debris 2020.** Project Superintendent. Responsible for scheduling, managing, and ensuring quality control for the removal debris and hangers/leaners from sixty (60) facilities. Brought the twenty-eight (28) facilities initially assigned to a safe and operationally ready status in four (4) days so that the District could reopen the entire school system. All operations were completed in less than four (4) weeks.
- **City of Edinburg, TX Hurricane Hanna Debris 2020.** Project Superintendent. Responsible for scheduling, managing, and ensuring quality control for both subcontractor and self-performing debris removal trucks. Performed debris assessments. Provided timely responses to communications from the client to ensure satisfaction.
- **Hamilton County Tennessee Tornado Debris 2020.** Subcontractor Manager. Responsible for the acquisition, scheduling and management of multiple subcontractors executing ROW Vegetative and C&D Haul-in and Mulch Haul-out. Interacted with client POC on a regular basis providing updates, explanations of operations and addressing any client concerns. Provided DMS support services, basic equipment operation and conducted daily safety meetings.
- **Butte County California Fire Debris 2019.** Logistics Chief/Subcontractor Manager. Responsible for project-wide and self-performing crew logistics support including resource forecasting,

equipment acquisition, materials selection, competitive pricing evaluation, personnel housing, and asset management. Secured required local permits for laydown yard. Refocused subcontractor haul-out operations including a review of the existing haul-out operations, vetting, and negotiating with new subcontractors, and provided subsequent operational oversight which led to a project savings of over \$426K. Interfaced with the Project Owner's team during bi-weekly planning meetings and provided daily as well as weekly reporting to the Incident Commander that drove decision-making activities. Coordinated alternative staff housing during PG&E power outages. Actively involved in project closeout planning and responsible for the successful demobilization of all Ceres-owned assets.

- **SW Georgia Hurricane Michael Debris 2018.** Operations Manager/ Subcontractor Manager. Responsible for the direct management of over 120 ROW debris haulers and haul-out subcontractors (1,000+ containers) across 13 counties. Duties include operational planning, subcontractor management, overall project management and daily coordination with USACE. Developed a tracking and reporting system that provided internal decision makers and USACE with vital statistics which drove planning and operations decisions. Elevated to Operations Manager with USACE-approval and led successful leaner/hanger mission, oversize stump removal, C&D collection, mulch haul-out and closeout of the project.
- **City of Coral Gables Hurricane Mitigation Grant Program 2018.** Senior Project Manager/Funding Specialist. Developed 4 HMGP successfully funded applications for disaster mitigation projects in response to Hurricane Irma. Application process included project planning, addressing environmental concerns, weekly interactions with local government staff and gaining the approval of the City Commission.
- **Apex Oil Terminal Improvements 2017.** Senior Project Manager. Responsible for developing procurement policies, ensuring 6 Good Faith Efforts were followed and documented to maximize DBE participation, pre-construction planning, project management, federal compliance (Davis Bacon, American Iron and Steel, EEO), financial reconciliation and close-out of a 7-month, FEMA funded \$1,500,000 fuel terminal improvements project which spanned 3 sites each in a different state with concurrent procurement and construction activities.
- **City of Miami Wagner Creek/Seybold Canal Stormwater Improvements 2017.** Senior Project Manager. Responsible for funding, project management, federal compliance (Davis Bacon, American Iron and Steel, EEO), financial reconciliation and close-out of an 18-month, \$21,000,000 sediment removal project that included 1 prime contractor and 4 subcontractors. Project was awarded the 2018 WEDA Environmental Excellence Award.
- **US Virgin Islands Gordon A. Finch Marine Terminal 2016.** Senior Project Manager. Responsible for preparing a federal TIGER grant application, award acceptance, procurement, and project management of a \$13,000,000 project to demolish and replace the existing Roll-On/Roll-Off pier as well as construction of horizontal and vertical site improvements. Developed Benefit-Cost Analysis that was used in part as a planning model/guide for future TIGER projects by USDOT.
- **City of Marco Island Septic Tank Replacement Program 2015.** Senior Project Manager. Responsible for the planning, funding, procurement, project management, federal compliance (MBE/WBE participation, Davis Bacon, Buy American, EEO), financial reconciliation and close-out of a 6-year, FDEP/EPA funded \$63,000,000 program that included 8 prime contractors and over 24 subcontractors. Project was highly complex with politicians and residents in opposition of the project at the beginning in addition to being in an environmentally sensitive region. Required frequent attendance and speaking at City Council meetings, addressing both Council and public concerns verbally and in writing as well as maintaining a public presence via direct outreach and media throughout the project. Worked hand-in-hand as an extension of City staff to ensure financial forecasting, environmental planning, project phasing and construction were properly aligned.
- **Collier County Wastewater System Improvements Program 2014.** Senior Project Manager. Responsible for the planning, funding, procurement, project management, federal compliance (Davis Bacon, EEO), financial reconciliation and close-out of a 8-year, FDEP funded \$140,000,000 program that included the construction and/upgrade of 3 wastewater treatment facilities with a combined capacity of over 55 MGD and 16 miles of collection mains. During the program, it was common for multiple large projects to proceed simultaneously requiring detailed planning and frequent coordination with County staff, County Commission, and contractors.

EDUCATION/CERTIFICATIONS

- BA, Business Administration-Finance, Keiser University, Sarasota, FL
- AS, Computer Network Administration, Keiser University, Sarasota, FL
- OSHA 30/HAZWOPER
- US Army Corps of Engineers (USACE) – CQM-C
- FEMA IS20, IS21, IS33, IS102, IS559, IS632, IS 633, IS634, IS700, IS702, ICS100
- FDOT Resident Compliance Specialist – Local Agency Program

SPEAKING ENGAGEMENTS/PROFESSIONAL ACKNOWLEDGEMENTS

- Florida Department of Transportation – “Simplifying Davis Bacon”
- American Water Works Association – “SRF: A Local Government Perspective”
- Florida Department of Transportation – Disadvantaged Business Enterprise SME
- Florida Department of Environmental Protection – Davis

Brent Whitten, Project Manager/Project Superintendent

Mr. Whitten has been involved in debris management and disaster recovery services for nearly 20 years. His work has ranged from demolition of residential and commercial sites after Hurricane Katrina to quality control for the U.S. Army Corps of Engineers to debris removal projects following major disasters such as Hurricane Irma and Ida. He is FEMA-certified in Debris Operations and the Incident Command System. He is also a FEMA-certified Disaster Housing Inspector. His responsibilities include direct supervision of a project and ensuring compliance with all safety and quality control regulations. Mr. Whitten brings strong organizational skills and the ability to motivate to any job.

PROFESSIONAL EXPERIENCE

- **Livingston Parish Emergency Watershed 2019 – Current.** Project Manager in Louisiana for the waterway debris removal project.
- **Hurricane Ida 2021.** Project Superintendent for Livingston Parish, LA, responsible for recovery operations as a result of Hurricane Ida.
- **Northern California Wildfire Debris Removal 2018.** Quality Control Manager for the USACE ACI debris removal project in Lake, Mendocino and Napa Counties, CA following the fires between October and December of 2017.
- **Hurricane Irma 2017.** Project Manager in Pinellas County, FL for the Disaster Debris Collection and Removal of debris generated by Hurricane Irma.
- **Hurricane Irma 2017.** Project Manager for the hauling for final disposal of previously compacted and/or ground debris in Miami, FL.
- **Hurricane Irma 2017.** Project Manager for Gulfport City, FL for the clean-up of debris generated by Hurricane Irma.
- **Southeast Tornadoes 2017.** Provided direct supervision on post-tornado debris management project for Dougherty County. The project involved collection, removal and processing of over 650,000 cubic yards of debris.
- **Linfield Hunter & Junius Inc., USACE New Orleans District, 2014-2016.** Quality Assurance Representative for USACE Construction Division. Responsible for conferring with the Construction Division in clarifying deviations or inadequacies in plans, impractical specifications and unworkable schedules.
- **SMC Buildings, Design/Build New Commissary, Fort Polk, LA, May – October 2014.** Quality Control Manager for design/build project. Responsible for maintaining the project submittal log and all other project specific quality control reports. Assembled project closeout documents that include O&M manuals, as-builts, and warranties.
- **Hurricane Isaac, CTEH/Providence Engineer and Environmental, 2012.** Conducted environmental sampling and data collection. Assisted in conducting research performing investigations for the purpose of identifying, abating, or eliminating sources of pollutants or hazards. Conducted air, water and/or soil sampling, meteorological monitoring.
- **Infinity Construction, St. Charles Parish, LA, February – September 2012.** Responsible for managing, implementing and enforcing the Accident Prevention Plan and the 385-1-1. Responsible for managing and implementing the QC Plan.
- **Benetech, LLC, New Orleans, LA, 2010-2012.** Safety Manager and Quality Control Manager for projects under Benetech. Responsible for overseeing and enforcing Benetech's safety program for various USACE construction jobs ranging from \$7,000,000 to \$25,000,000.
- **AquaTerra Contracting, New Orleans, LA, 2008-2010.** Safety Manager and Quality Control Manager on USACE job sites. Ensured proper safety was being followed per 385-1-1 and company safety policy. Prepared site specific AHA's. Implemented Accident Prevention Plan. Trained all employees on safety procedures. Conducted weekly safety meetings.
- **Hurricane Ike 2008.** Area Manager overseeing debris removal from DOT roads and Right-of-Entry removal of stumps and logs, hiring subcontractors, and project planning by quadrant. Conducted daily safety meetings and provided daily reporting on contractor progress and performance.
- **Hurricane Gustav 2008.** Area Manager overseeing debris removal from DOT roads and Right-of-Entry removal of stumps and logs, hiring subcontractors, and project planning by quadrant. Conducted daily safety meetings and provided daily reporting on contractor progress and performance.

- **Environmental Chemical Corp., New Orleans, LA, 2006-2008.** Supervised the decommissioning, demolition, and disposal of privately properties in accordance with applicable federal, state, and local requirements. Supervised the demolition of over 200 homes and commercial structures destroyed by Hurricane Katrina.
- **Post Buckley Schuh & Jernigan, Inc., 2004-2006.** Demolition Environmental Inspector and Evacuation Plan Writer following Hurricanes Wilma, Katrina, Charley, Frances, and Jean. Conducted oversight monitoring for RACM and C&D throughout Louisiana. Provided monitoring oversight for RACM floor tile removals throughout five (5) parishes.

EDUCATION/CERTIFICATIONS

- BS, Wilberforce University.
- FEMA IS-102 FEMA Response Partners
- FEMA IS-632 Debris Operations
- OSHA 40 Hour Hazwoper Training
- FEMA IS-00035.15 Safety Orientation 2015
- FEMA Disaster Housing Inspector (PARR)
- E-QIP # 3943088
- Hazwoper 2021 Refresher 8hr
- FEMA IS-100 ICS
- FEMA IS-631 Public Assistance
- OSHA 30 Hour Construction Safety
- USACE Training Safety & Health EM 385-1-1
- U.S. Army Corps of Engineers QCS/RMS Training
- U.S. Army Corps of Engineers Construction Quality Management
- First Aid/CPR/AED

Ed Ziegler, Project Manager

Mr. Ziegler has been in environmental services for 28 years, starting in building demolition, slab and foundation removal, restoration and asbestos abatement then moving to disaster recovery response while working on snow removal in the early 1990s. Mr. Ziegler has experience managing large scale demolition and construction projects.

PROFESSIONAL EXPERIENCE

- **Hurricane Ian 2022.** Project Superintendent in Indian River County and Deltona, FL. For debris management and removal.
- **Hurricane Ida 2021.** Project Manager in Gonzales, LA.
- **Cameron Peak Wildfire 2021.** Project Manager in Larimer County, CO.
- **Hurricane Laura 2020.** Project Superintendent in Vermillion Parish and City of Scott, LA for debris clean-up after Hurricane Laura in September 2020.
- **Hurricane Michael 2018.** Project Manager for the U.S. Army Corps of Engineers ACI SAD activation in 13 Georgia counties to perform debris clean-up after Hurricane Michael made landfall in October 2018.
- **Hurricane Matthew 2016.** Project Manager for the debris removal and disposal projects on all 40 TDR sites, City of Albany and Dougherty County following Hurricane Matthew in October.
- **Christchurch, New Zealand Demolition 2012 – 2013.** Project Manager for the demolition and soil remediation.
- **Hard Drives Construction 2003 – 2005.** Grade Foreman and Operator responsible for construction of roads and buildings.
- **Landwehr Construction 2001 – 2003.** Grade Foreman
- **El Centro California Naval Air Base 2000.** Project Manager for the demolition of a 1,393 M2 Cold Storage Facility. The project included building demolition, slab and foundation removal, asbestos abatement, lead based paint abatement, pcb ballast, electrical reroute, mercury switch removal, utility disconnects, and restoration.
- **Oklahoma City Tornadoes 1999.** Lead project manager for USACE contract providing debris removal, managing multiple debris sites, and demolishing damaged residential structures.
- **Fort Knox, Kentucky Demolition 1996.** Project Manager for the demolition of various building project. Work included demolition of approximately 8,825 m2 of one-, two- and three-story wood frame or concrete/brick buildings, removal and disposal of pcb, demolition of associated asphalt, gravel and concrete surfaces and foundations, recycling of metals, crushing of brick, CMU, concrete footers, sidewalks, streets, and parking lots, the volume reduction of demolition debris (to conserve landfill space), the disposal of demolition debris, site restoration, and turn establishment.
- **Fort Benning, Georgia Demolition 1995.** Project Manager for demolition and recycling of various buildings. Demolition of 13,372 m2 from 39 buildings, 6 story power plant and 60-meter stack, asbestos abatement, lead abatement, removal of utility lines, foundations, pavements, and drainage structures, temporary sedimentation and erosion control, environmental protection, grading, site restoration and turf establishment
- **Fort McCoy, Wisconsin Demolition 1994.** Project Manager for the demolition of WWII wood frame buildings with concrete foundations project.
- **Wood Waste Recycling 1992 – 2020.** Grinder Superintendent for the Libertyville Navel Training Facility in Minnesota and Texas.
- **Seasonal Snow Removal 1992 – 2020.** Performing 28 years of snow removal for Ceres during the winter season. Clearing areas of snow accumulation and removing to off-site storage areas and responding to snow emergencies.
- **Fred Miller Asphalt 1992 – 1998.** Operator responsible for setting grades for crew members, operating equipment and CDLA.

EDUCATION/CERTIFICATIONS

- OSHA Standard 1910.178

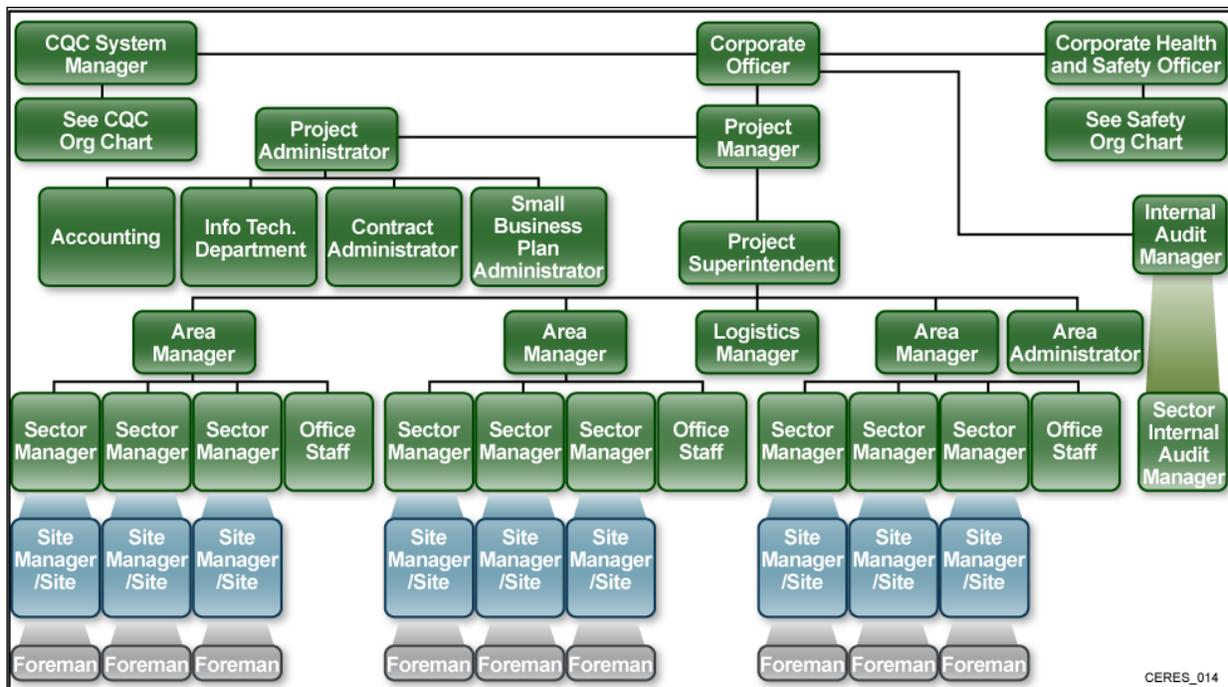
6.2 Firm Organizational Structure

Ceres Environmental Services, Inc. is a privately held company owned and operated by its President, David McIntyre. The mobilization and contract administration headquarters for this contract will be our Houma, Louisiana office, with other offices, equipment facilities, staging sites, and recycling centers in Texas, Florida and Minnesota.

Ceres is structured so that one or two of the corporate officers can be absent from headquarters for extended periods of time in order to manage projects from the field. There are always one or two remaining at headquarters to ensure continuity of management. This proved very useful when Ceres was awarded a \$1 billion contract by the U.S. Army Corps of Engineers to perform a disaster debris contract following Hurricanes Katrina and Rita, in which two of Ceres' officers were in the field in Louisiana for over six months.

Project Management

In Ceres' experience, disaster recovery is project-based. It is best managed using the principles of formal project management that are also embedded in the National Incident Management System and its Incident Command System (ICS). Therefore, Ceres has organized its disaster response work in a manner that relies heavily on a Project Manager (PM) whose position is analogous to the Incident Commander under the ICS. The PM is in charge of all field production and also supervises a Project Administrator who is in charge of administrative functions on a project basis. The PM also supervises the Project Superintendent and several Area Managers (whose quantity depends on the size of the project), who supervise Sector Managers, who supervise Site Managers. The Site Managers supervise a physical location, which may be a TDSR site, a debris loading site, or a demolition site, and the personnel they supervise are generally foremen or people physically performing the work.



Ceres Project Management organization can be adjusted to fit the size of the project and the area of coverage by changing the number of Area, Sector and Site Managers.

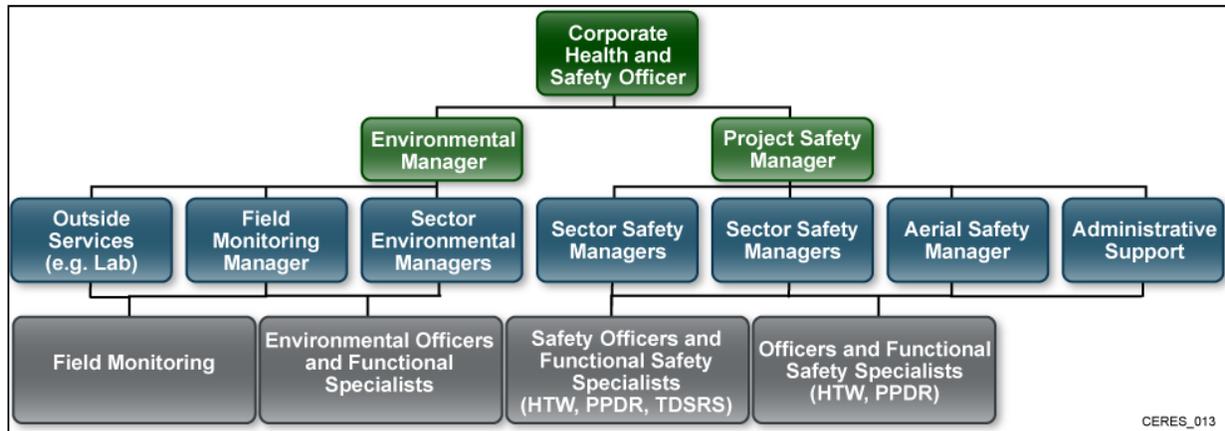
The Project Manager also supervises the work of a Logistics Manager and an Area Administrator, who are staff people. At the Sector level, it is customary to have office staff. This structure allows for optimal production since multiple crews (depending on project size) are supervised and maintained while all safety, data management, and tracking protocols are being met in conjunction with quality performance.

The Project Administrator supervises the administrative staff on a field project. The staff provides support for the line managers and supervisors in the field on the jobsite. The Small Business Plan Administrator locates contracts with and administers relations with subcontractors. On large projects, the Small Business

Plan Administrator may have clerical help, and will provide technical support for our subcontractors, such as assistance in preparing certified payrolls if required. The Information Technology (IT) department is responsible for tracking all types of data on the project, record keeping, and database management, and the accounting staff provides onsite support for Ceres personnel.

Project Safety

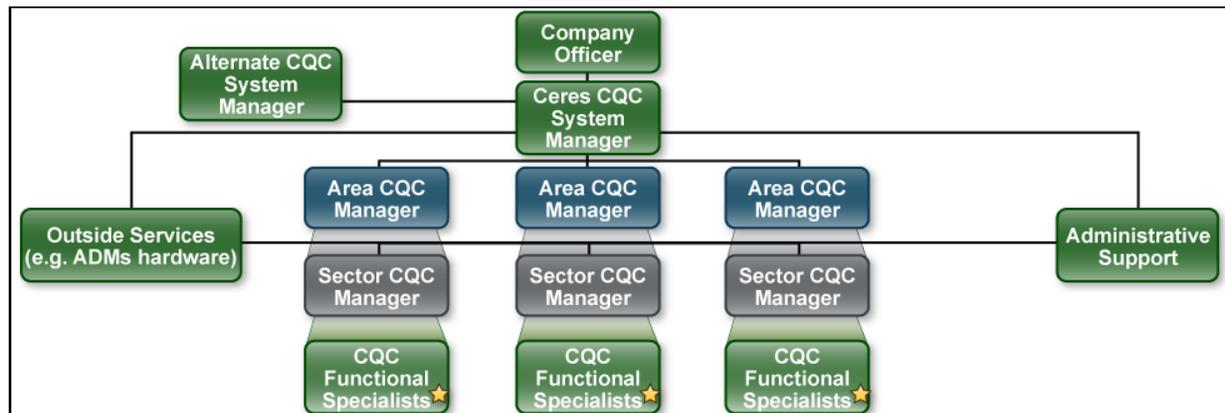
Ceres maintains a Corporate Health and Safety Officer to whom the Environmental Manager and a Project Safety Manager report for each project underway. Sector Managers report to the Environmental Manager and Project Safety Manager, and functional specialists work in the field with specialized training to fill specific needs such as asbestos inspections. The Project Safety Manager in the field is responsible to the Corporate Health and Safety Officer for monitoring safety conditions and developing measures for assuring the safety of all assigned personnel.



Additional Safety Officers, Functional Safety Specialists and Sector Safety Managers can be added as needed for coverage and to keep spans of control between three and five.

Project Contractor Quality Control

The CQC System Manager reports directly to the Company President in accordance with best corporate practice. Depending on the size of the event, the organization can be readily expanded by adding additional Area and Sector Managers and Functional Specialists. This allows us to maintain coverage and keep spans of control within the ideal three to seven direct reports.



Having the Quality Manager report directly to a company officer means that quality issues get visibility at the highest levels in the company.

Internal Audit

The Internal Audit department is a critical component of the Ceres management team. During the work on Hurricane Katrina recovery, especially during the private property debris removal activities, Ceres' management noticed that the quantity of quality control personnel was very high compared with the quantity of traditional production personnel. In order to maintain assurance that a project was proceeding as it should, and that personnel in all aspects of the project are performing as they should, Ceres has instituted

the position of Internal Audit Manager, who supervises Audit Managers. These individuals review activities in the field as well as review files in the office to be sure that all Ceres employees are doing their work as specified in the contract. The rigors of a Six Sigma program are not planned, but Ceres senior management believes that this addition to our organization will help Ceres strengthen its performance.

Company and Project Leadership

Ceres will assign personnel resources to an event based on the size and scope of the disaster. The personnel resumes included elsewhere represent the full spectrum of personnel immediately available to Ceres. They are assigned at a seniority level and in numbers commensurate with the event. This is in accordance with the principles of the FEMA Incident Command System.

For additional information on project tracking methodologies and staffing abilities, please go to **Section 5.6 Debris Management and Response Plan** and **5.8 Subcontractor Participation Plan**.

6.3 Ability to Manage Multiple Crews

Throughout our proposal, we have highlighted the experience and capabilities that make us an excellent choice to support City of Central in the event of a disaster. Ceres Environmental Services, Inc. has 47 years of experience in disaster recovery and employs a professional and managerial staff with exceptional experience in the field. Ceres and its family of companies own 1,804 pieces of equipment. Additionally, we have a database of 3,346 trusted subcontractors to support our disaster relief efforts. The company is financially secure, with a bonding capacity of more than \$2 billion per project. Ceres has permanent office locations in Florida, Texas, Louisiana, California and Minnesota.

Ceres has demonstrated the ability to respond to large-scale events and has the resources and experience to handle multiple events in multiple locations without compromising commitment to superior performance and customer satisfaction.

Current Workload

Ceres Environmental Services, Inc. is currently working on multiple projects across the United States and Puerto Rico. The following table contains information on Ceres' current work in progress.

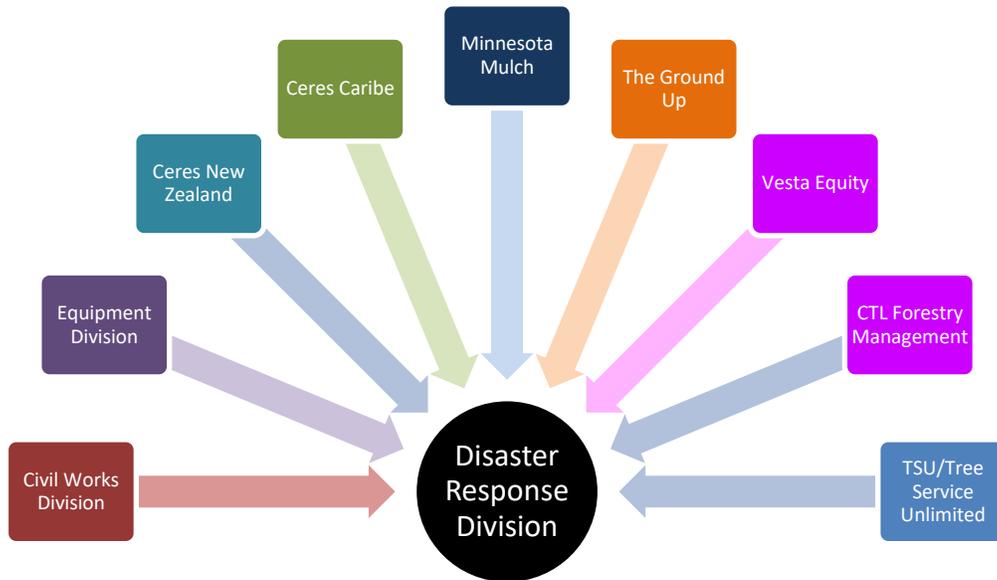
Contract Owner	Contract Number	Contract Title/Type	Contract/Task Order Amount	% Complete	Project End
Atlanta, GA	RFP-S 1210072-B	Debris Removal-Parks	\$150,000	95%	9/1/2023
Livingston Parish, LA / NRCS Emergency Watershed Protection Project	NR227217XXXXC005	Standby Contract for Debris Removal and Site Management for Debris Reduction, Emergency Roadway Debris Clearance and Waterway Debris Removal	\$40,109,810.44	95%	9/15/2023
Merced County, CA	Merced County - 4332	Agreement for Special Services – Flood Debris Removal	\$7,952,600	35%	12/1/2023
NMDOT	EMERG02	New Mexico Dept of Transportation-Fire and Flood Clean up	\$28,000,000.00	90%	TBD
Puerto Rico	2023-L00128-A	Service Agreement – Utility Line Clearing	\$9,500,000	93%	9/21/2023
Shreveport, LA	RFP 23-823	Vegetative Storm Debris Removal and Disposal Services	\$1,250,000	10%	11/15/2023
State of Vermont	No. 45120	State of Vermont Debris Management	\$2,500,000	90%	9/15/2023
St. Tammany Parish, LA/ NRCS Emergency Watershed Protection Project	22-055	Contract for Essential Services-perform Emergency Infrastructure Restoration, Debris Removal, and Disposal. Marine Debris Removal	\$8,381,699.34	95%	9/15/2023

Overarching Strategy

Ceres Environmental Services, Inc. has grown from a single company into a diverse family of companies related through common ownership. The companies fulfilled a long-term strategic goal of owner and President David McIntyre – to develop a suite of complementary businesses to support Disaster Response in any large and diverse disaster debris activation(s). Each business unit plays a vital role in the overall company strategy and Ceres can draw on the strength of each company to ensure that the personnel, equipment, and finances required to successfully complete large-scale debris missions is readily available upon activation. This strategy allows Ceres to: 1) retain long-term employees between disaster recovery assignments; 2) keep heavy equipment on-hand, at-the-ready and operational; 3) provide financing to ensure we can pay subcontractors promptly and purchase additional equipment necessary to self-perform.

Personnel

We routinely cross-train employees between companies and/or divisions to ensure they are able to deploy when needed. During the recent storm seasons, Ceres was able to field enough personnel with disaster debris experience by reaching back into the Ceres family of companies, shown below.



The first deployments to Texas, Florida, and Georgia were Ceres Disaster Response Division personnel, followed by personnel from The Ground Up and Ceres Civil Division to help fill personnel shortages. As stated above, these employees are cross trained to come into disaster recovery positions during surge situations. As additional personnel were needed, Ceres used earthquake-hardened leaders from Christchurch, New Zealand and still more from Ceres Caribe in Puerto Rico. Ceres used sister company Vesta Equity to help raise cash, secure additional project financing, run cash flow analyses, and search for available real estate within local jurisdictions to use as TDSR sites. Following the successful completion of a debris project, these individuals were placed back into their normal day-to-day positions, retaining their debris training for the next disaster response. As an example of the use of cross-trained employees from various affiliated Ceres companies, 1,304 employees from all Ceres affiliated companies participated in the Ceres disaster recovery contracts, including 377 management staff.

When an influx of Ceres' personnel is required for disaster operations, Ceres places less experienced individuals under tenured employees as direct reports.

Civil Works Division: This business unit focuses on large horizontal construction contracts such as levees, dikes and other flood control works. The Civil Works Division provides bridge revenue between large activations and helps sustain home office overhead, including Human Resources, Accounting, and Maintenance. The Civil Works Division also directly supports the Disaster Response Division during activations with operators, laborers, and project management personnel and equipment.

Equipment Division: This business unit provides equipment to the Disaster Response Division, Ceres' Civil Works and other Ceres business units. The equipment division manages 1,804 pieces of equipment with a replacement value of approximately \$96 million. This division employs 33 mechanics, managers, and logistics professionals.

The Equipment Division directly supports the Disaster Response Division during activations with equipment, mechanics, and the logistical backing to move equipment over land and water.

Ceres New Zealand: This business unit was formed in response to the 2010/11 Christchurch earthquakes and specializes in complex demolitions including cut and crane, high reach, and implosion. This business unit was developed to provide expertise for a large-scale earthquake response in the U.S. Ceres New Zealand directly supports the Disaster Response Division during activations with project management personnel, engineers, and unrivaled demolition expertise.

Ceres Caribe: This business unit was formed in 1998 in response to Hurricane Georges and has unique knowledge and relationships for work throughout the Caribbean. Ceres Caribe recently responded (2017-present) to the USACE Blue Roof Mission and the Department of Transportation and Public Works (DTOP) debris project in Puerto Rico. Ceres Caribe directly supports the Disaster Response Division during activations with project management personnel and logistical acumen.

Minnesota Mulch: This business unit is a Minneapolis-based green waste recycling company focusing on yard waste disposal, grinding and mulching operations. Minnesota Mulch provides revenue between large activations and sustains home office overhead, including Human Resources, Accounting, and Maintenance. The business unit shares the 20 grinders, support equipment, operators, managers, and mechanics working day-to-day in Brooklyn Park, MN. In concert with The Ground Up personnel, Minnesota Mulch personnel oversee the operations of any and all TDSR sites used during an activation – from site construction, site management, reduction and site remediation/closure. Minnesota Mulch directly supports the Disaster Response Division during activations with grinder operators, debris site managers, and equipment.

The Ground Up: This business unit is a Houston-based green waste recycling company focusing on yard waste disposal, grinding and mulching operations. The Ground Up provides revenue between large activations and sustains home office overhead, including Human Resources, Accounting and Maintenance. Specifically, the business unit shares the 20 grinders, support equipment, operators, managers, and mechanics working day-to-day in Houston, TX. Personnel from The Ground Up and Minnesota Mulch oversee the operations of TDSR sites used during an activation from site construction to site remediation and closure. The Ground Up directly supports the Disaster Response Division during activations with grinder operators, debris site managers, and equipment.

Vesta Equity: This business unit was created after Hurricane Katrina to store and provide a return on capital that would later be required for any major event. Vesta is a private equity company focused on short-term loans that can be borrowed against or sold to raise cash. Vesta Equity directly supports the Disaster Response Division during activations with cash and real estate resources to help locate potential TDSR sites. Specifically, Vesta played a lead role in helping the Disaster Recovery Division secure some \$85M in the form of lines of credit, equipment loans and intracompany transfers to fund the 2016-2018 storm seasons.

CTL Forest Management: This business unit was acquired in 2020 to address the growing need in the Pacific Northwest and Southwest United States for pre-disaster wildfire mitigation and post-wildfire hazard tree removal services. The unit is a Placerville, California based company that provides specialized forestry management services and low-impact environmental restoration services to commercial, private, not-for-profit, municipal, and government organizations. CTL was a Prime Contractor for CalRecycle Camp Fire Hazard Tree Removal Program (DRR19067) in Butte County, CA.

TSU/Tree Service Unlimited: Like CTL Forest Management, this company was acquired to support Ceres operations in the West Coast region. TSU is a line clearance certified, disaster recovery, debris management, and hazard tree removal company. For 37 years TSU has successfully performed services for California's largest utilities and municipalities, as well as federal, state, and local entities.

Ceres developed the Project Management Playbook and the Debris Management Toolkit – centralized repositories for debris guidance, project forms, safety documents, and internal company protocols – to quickly onboard personnel. Ceres crafted templates and protocols to streamline the permitting of TDSR sites and final disposal sites in Florida.

Now, when disaster strikes, Ceres has dedicated disaster professionals and augments with employees cross-trained in disaster debris operations. If the event dictates the onboarding of additional personnel, Ceres has its tenured employees, Project Management Playbook, and the Debris Management Toolkit to lessen the learning curve and provide personnel with immediate access to mission-critical information.

Equipment

Equipment with its operating personnel may become scarce in a very large event as the subcontractors who have the most efficient equipment quickly sign subcontracts and begin working. In a very large event, there will be remaining unmet demand and equipment will be unavailable to some jurisdictions.

Ceres avoids this problem using various tactics, including:

- 1) Ceres cultivates relationships with our subcontractors so that even when a subcontractor can choose from various opportunities, the subcontractor seeks out work with Ceres. Ceres has a long history with many subcontractors who have been getting relatively steady work over several storm events. These subcontractors know that following a storm Ceres will obtain work; the subcontractors realize that the best way to obtain a share of work in future storms is to be a reliable subcontractor in the present storm. By being a desirable prime contractor to work for, Ceres attracts a larger share of scarce equipment.
- 2) Ceres bids jobs properly and has enough revenue on a project so that even if equipment is scarce and more expensive than usual, Ceres will be able to offer enough pay to subcontractors so that they work on the Ceres project. Some subcontractors submit “lowball” prices and win awards but then find themselves unable to hire subcontractors based on that pricing schedule. Clients of these low-priced subcontractors are more likely to find themselves without sufficient equipment.
- 3) Ceres is strong financially and can more easily absorb higher costs than weaker prime contractors. Our financial strength allows us to pay higher prices to subcontractors if it is necessary to do so to obtain needed equipment.
- 4) Ceres has relationships with subcontractors across the country and can offer mobilization payments to attract subcontractors who are more distant to the event, resulting in additional equipment becoming available.
- 5) Ceres has developed expertise in attracting new, mostly local, entrants into the disaster debris business. These new entrants frequently use lower-cost, less-efficient equipment such as pickup trucks with small dump trailers, but they are able to add to the daily hauling capacity on a project.
- 6) Ceres will open additional Debris Management Sites (DMSs), so that the equipment that is on site can make more round trips per day. In this manner the daily production can increase as if there was more equipment on site, although what actually happens is that the existing equipment becomes more efficient. Ceres’ recent ACI project in SW Georgia used this method to good success. Ceres opened multiple TDSRS per County to keep haul distances short and production high. Both new entrants and the existing haulers mobilized in support for the USACE debris mission. At the mission’s peak, Ceres hauled 140,000 CYs in a single day, or 3.3% of the total project.
- 7) Finally, **Ceres owns 1,804 pieces of equipment**, including 58 excavators, 68 loaders, 19 dozers, 20 grinders, 16 self-loading knuckle boom trucks with pup trailers, 8 lowboys, and 10 air curtain incinerators. The 8 lowboys and the network of equipment transports available to Ceres is vital to moving assets around the country or to simply retrieve assets from rental companies regardless of origination point. This is a critical point of differentiation from the rest of the industry.

Unavailability of Disposal Sites

The unavailability of disposal sites can be mitigated by:

- distributing public information to divert waste from the debris stream to increase proper debris separation;
- thorough choice of reduction method; and
- thorough alternative uses for reduced material.

Diverting Waste from the Debris Stream and Proper Debris Separation

Ceres works with clients before a disaster to actively divert waste from the debris stream and to encourage proper separation of debris at curbside. Each client and Ceres project manager receives the Debris Management Toolkit containing public information on such topics as preparing your home before the storm; brief videos on how to properly segregate curbside debris; separation diagrams, and radio advisories. Ceres encourages clients to release public information regarding proper separation of debris at curbside. It is easier to communicate with a population that hasn’t yet evacuated than to communicate with a displaced population.

Reduction Methods

The choice of reduction method – grinding, air curtain incineration and open burn – can help alleviate the need to dispose of large quantities of disaster debris.

- **Grinding** produces a reduction ratio of between 3:1 to 5:1.
- **Air curtain incineration** produces a reduction ratio of between 20:1 to 25:1. During our recent Beaufort County, SC, response, Ceres land-applied the resulting ash as a lime substitute on farmland through the County. This again helped reduce the tipping fees to the County, the State of South Carolina and the federal government. Ceres maintains relationships with various state agricultural departments and extension offices to help identify farmers that may like the ash amendment and to determine the appropriate application rates.
- **Open burn** produces a reduction ratio of 10:1 to 15:1. While the most cost effective reduction method, open burn may not be suitable for urban and suburban areas and does carry negative environmental connotations from the heavy smoke; however, most recently in Taylor County following Hurricane Hermine, Ceres did open burn in a rural area and land-applied the resulting ash.

During the USACE Georgia mission, Ceres realized a reduction ratio of 3.2:1 and disposed of over 1,000,000 cubic yards of mulch. Ceres disposed of material co-gen facilities, pecan farms and parks, and no mulch was deposited in a landfill.

Alternative Uses for Reduced Material

While vegetative debris is the most common debris type, other debris types have alternative disposal options that help mitigate the unavailability of disposal sites, as shown in the following table.

Alternative Disposal Options for Common Types of Debris	
Debris Type	Use
Unprocessed Woody Debris	Unprocessed Woody Debris can be used as marine habitat enhancements in parks and wildlife refuges in addition to developing large debris into crib walling for wetlands restoration and protection.
Metals	Metals shall be separated into ferrous and non-ferrous metals using electromagnets, metal maulers and shredders and sold to metal recycling firms. During the LMN Debris Mission following the NorCal wildfires, Ceres segregated metals out from the debris stream and transported to a recycling facility. Similarly, Ceres is recycling all metals from the current Camp Fire debris removal project in Paradise, CA.
Rubble	Rubble identified as concrete, bricks, cinder blocks and certain types of tile; rubble can be crushed and sieved for use as aggregate. Often utilized as a substitute for concrete aggregate in nonstructural applications, the rubble aggregate can be reformed into concrete for riprap erosion control. Ceres recycled rubble in Haiti following the 2010 earthquake and again in Christchurch, New Zealand, following the 2011 earthquake.
Glass	Glass can be directly recycled into fiberglass or used in place of sand in paving material.
Asphalt Shingles	Asphalt shingles can be recycled and given to varying local government for asphalt paving and pothole repair.
White Goods and Gasoline Powered Tools	White Goods and gasoline-powered tools communities oftentimes have not-for-profit, Goodwill, or State-owned organizations which employ workers to repair and recycle goods. In many states, following the removal of CFC refrigerants and oil/gas, the white goods and powered tools can be recycled for scrap metal.
e-Waste	e-Waste OEM manufacturer supported programs and other local recyclers that recycle e-Waste focusing on the electronic circuits, metals and plastics.
Tires	Tires can be recycled for use in asphalt, floor tiles, hoses, landscaping material, playground material and school tracks.
Soil	Utilizing screens while grinding vegetative debris, soil can be removed from vegetation and stored onsite for backfilling stump holes and ruts generated by mechanized equipment. Any remaining soil can be used in the TDSRS restoration.

Surge Requirements

The quantities of equipment and personnel required for a project may rapidly increase for a variety of reasons, and it is necessary that the Ceres is capable of a timely response.

Ceres possesses the four key components to successfully respond to major surge requirements, which are:

- 1) the management structure that can expand with increased requirements;
- 2) the management personnel who can provide the required additional supervision of activities;
- 3) the production personnel and equipment who can physically perform the increased work; and
- 4) the financing to keep payments flowing to subcontractors and vendors.

The Ceres **management structure** is built considering the basic crew level of a zone manager supervising a number of trucks, drivers and loading equipment. The **sector manager in turn supervises the zone managers**. If an area is denser than originally believed, additional zone managers may be required as the zones are split into subzones. If the sector manager becomes stretched due to an increased number of zone managers, an assistant sector manager will be brought in to provide additional supervision. Likewise, if an area becomes overloaded with the new subzones and additional crews, or if the overall territory is expanded, an additional area manager can be brought in. Depending on the situation, the area can be divided or an additional area can be appended to the original areas map.

Additional trucks, drivers, and operators will be required. Generally, the quantity of the debris will adequately support the needed quantity of equipment and the density of the debris is part of the surge. This quantity and density of debris will usually provide an economic incentive to the subcontractors who specialize in disaster recovery. However, when it does not, Ceres will take steps to make sure that the subcontractors will come on to the project – often this means offering financial incentives such a mobilization payment or a performance bonus. Ceres can take these steps because we value our reputation for reliability above the financial performance of any specific project. Additionally, Ceres considers these possibilities when bidding a project – we plan for multiple contingencies.

Ceres has extensive subcontractor resources. Our history of reliably paying subcontractors and our decades of providing opportunities for subcontractors give us a large supply of subcontractors who desire to work for Ceres. This results in Ceres ability to attract and retain subcontractors even when multiple options exist for the subs.

Finally, our affiliated company Vesta Equity assists in providing financing, so that if a surge requires rapid availability of additional funds, Ceres is prepared to obtain such resources.

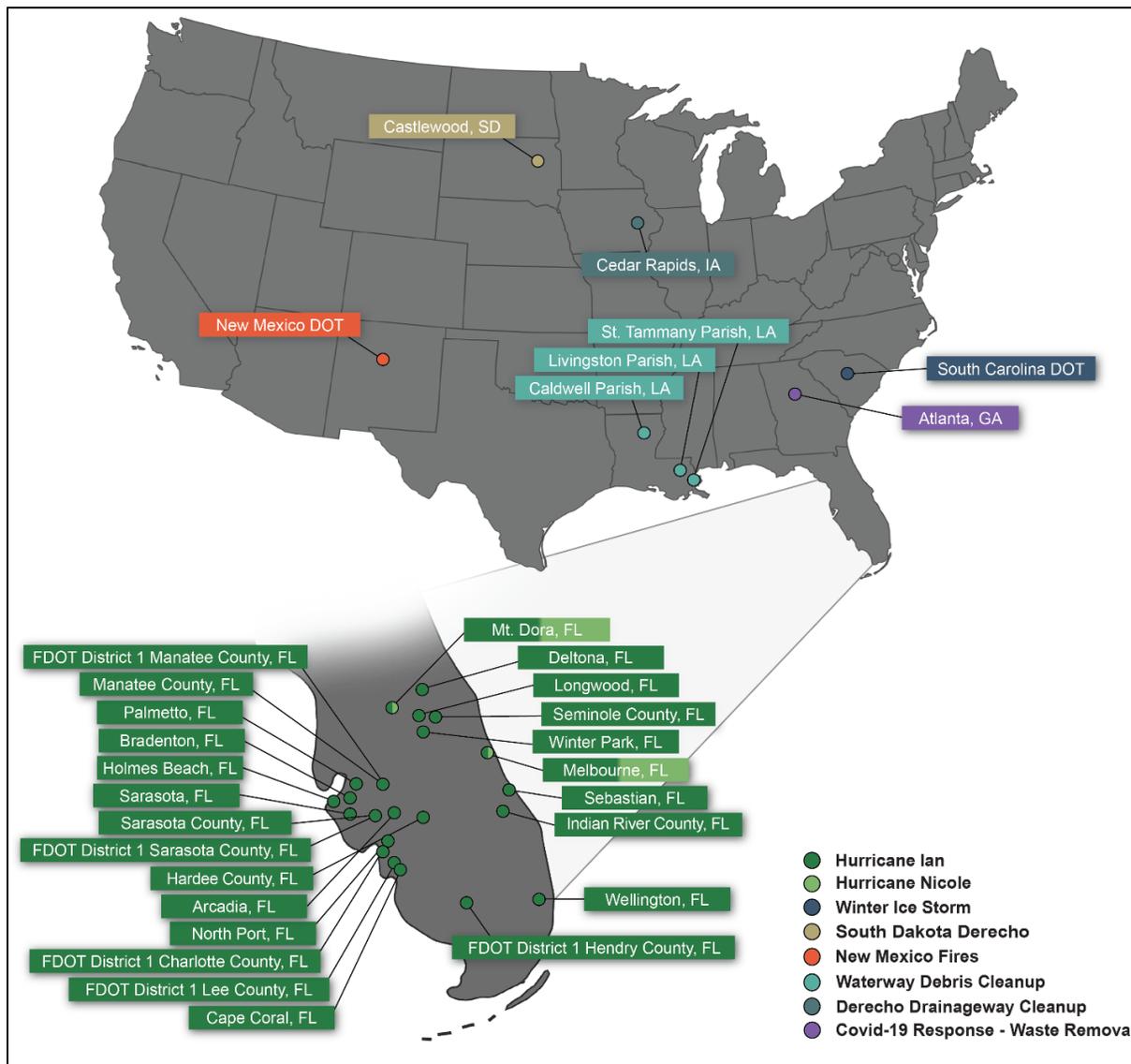
Responding to Multiple Contract Activations

Due to the nature of disaster relief work, it is difficult to project workload; **however, Ceres has the proven resources and experience to handle multiple events and locations.** Our successful experience in multiple response situations as well as our substantial resources and teaming relationships ensures that Ceres' performance on this contract will be to the City's utmost satisfaction.

2022 U.S. Event Responses and Projects

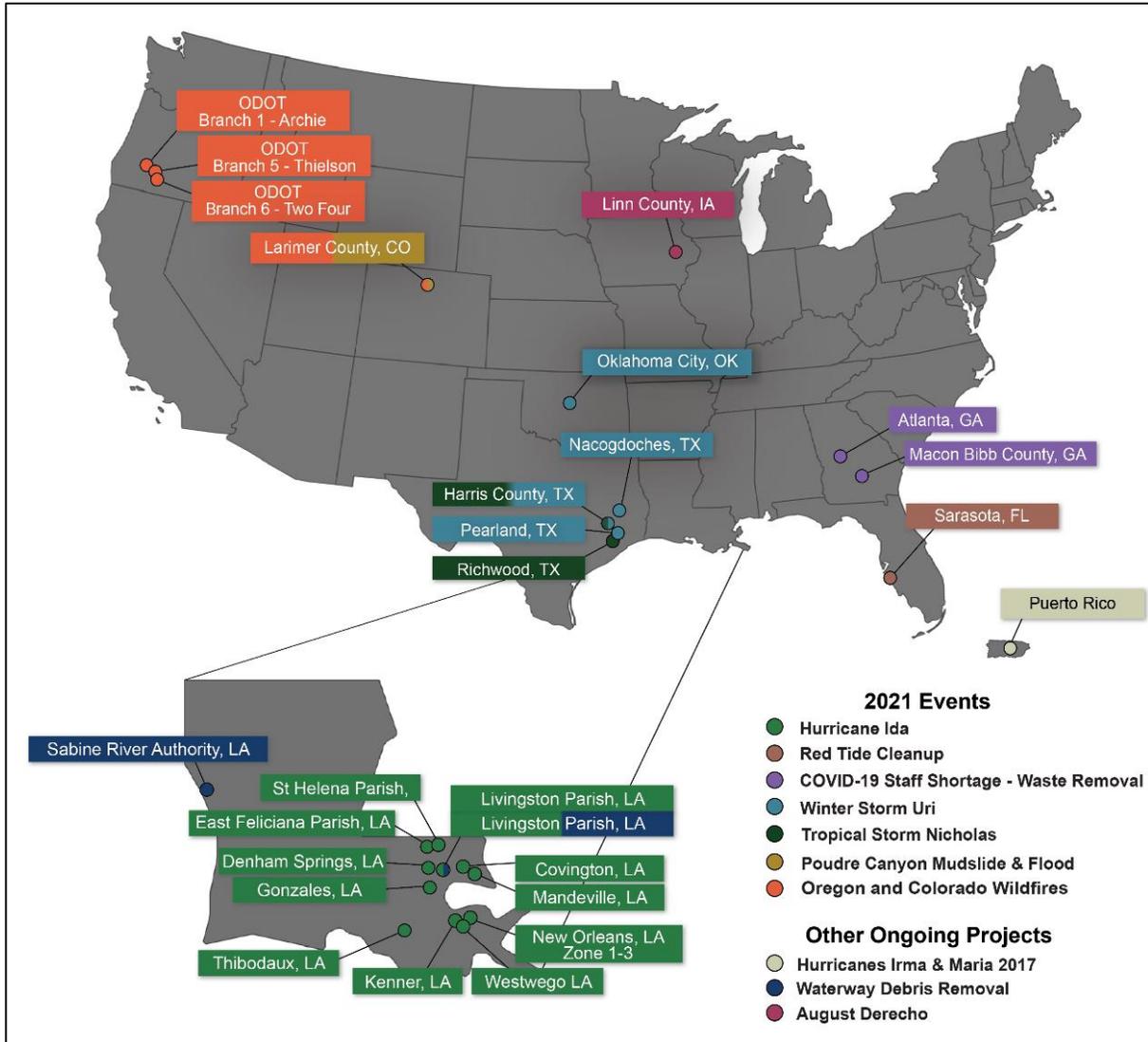
In September 2022, Hurricane Ian impacted Florida as a Category 4 Storm. As a result, Ceres received 25 contract activations across the state. Two of these contracts got activated again when Hurricane Nicole affected Florida a month and a half later.

That same year, Ceres also responded to the South Carolina DOT following a winter storm, removed fire debris in New Mexico, and worked in Louisiana, Iowa and South Dakota to clear debris from waterways. Additionally, Ceres helped the City of Atlanta, GA with routine debris removal when the City experienced shortage of staff due to COVID-19.



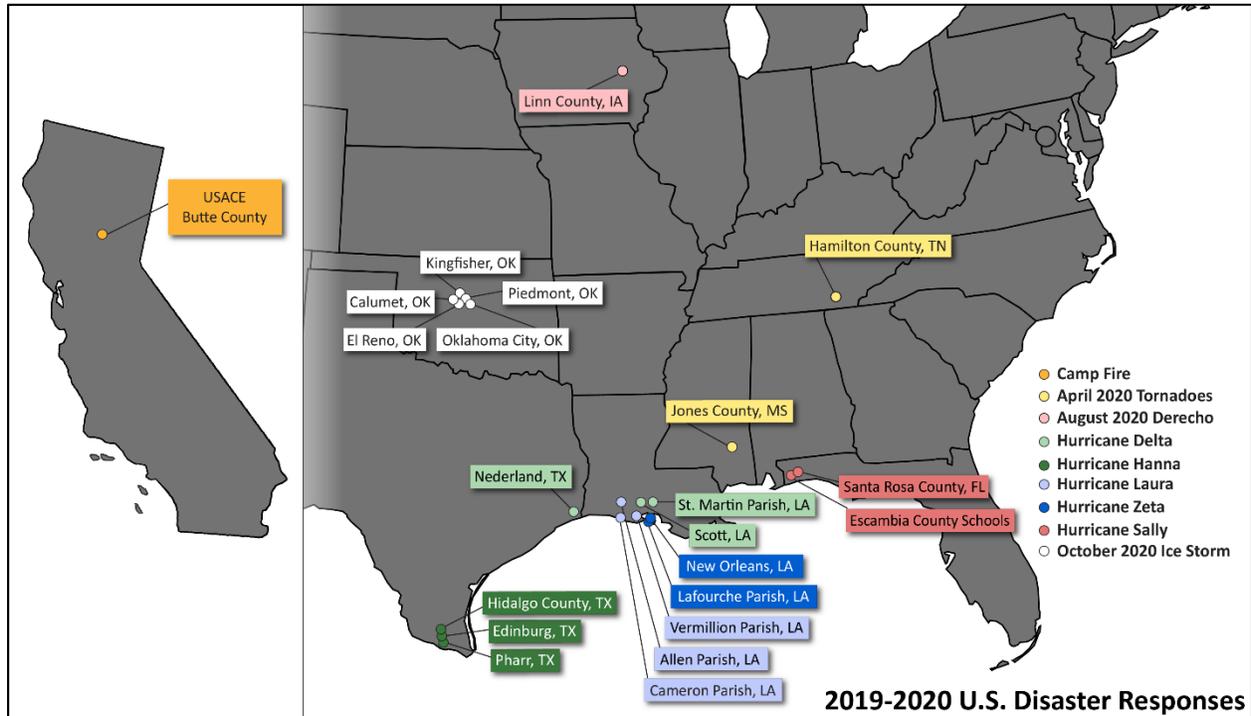
2021 U.S. Event Responses and Projects

In 2021, Ceres responded to Hurricane Ida in Louisiana, Hurricane Nicholas and Winter Storm Uri in Texas, a Derecho in Iowa, a mudslide and a fire in Colorado, all while finishing up projects due to the 2020 Labor Day fire in Oregon and Hurricanes Laura and Delta in Louisiana. Additionally, Ceres cleaned up extensive amounts of waterway debris in Livingston Parish, Louisiana as part of the NCRS Emergency Watershed Protection Program. Ceres successfully managed over 30 projects in total.



2019 – 2020 U.S. Event Responses and Projects

In 2020, Ceres responded to 21 jurisdictions following disasters ranging from tornadoes to hurricanes to ice storms. Additionally, Ceres worked in Butte County, California as a part of the CalRecycle Disaster Recovery effort. The project started in May of 2019 and finished in February of 2020.



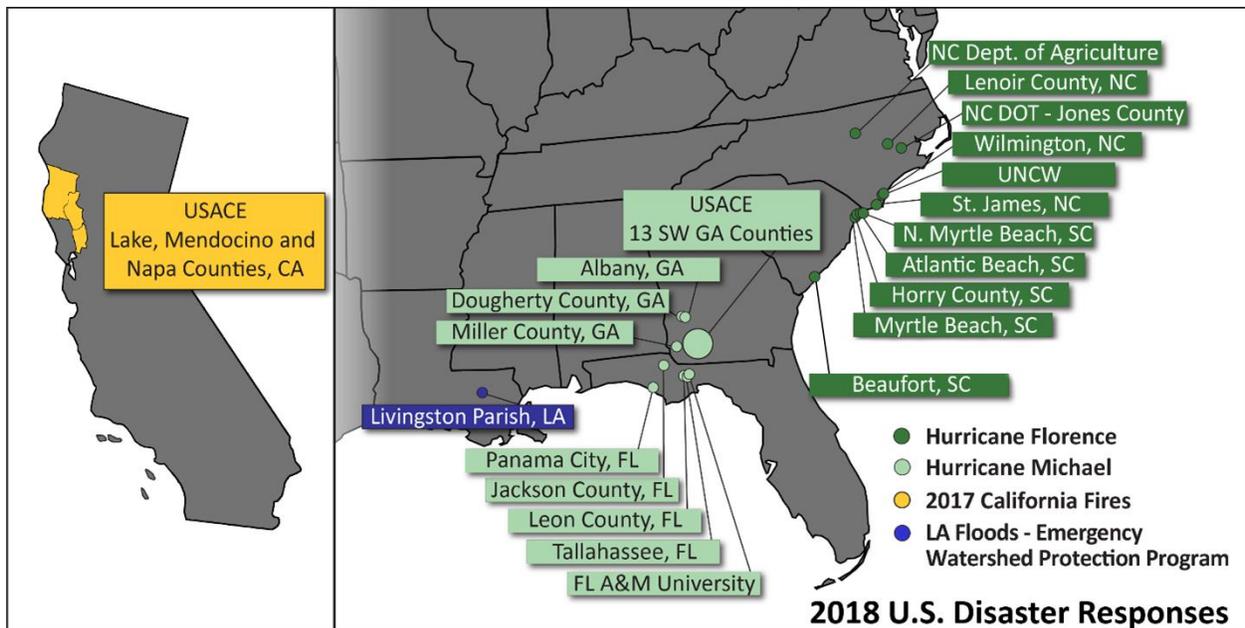
2018 U.S. Event Responses and Projects

From January to June 2018, Ceres actively worked in Lake, Mendocino, and Napa (LMN) Counties as part of the U.S. Army Corps of Engineers (USACE) Disaster Recovery effort after the President declared a federal State of Emergency as a result of the Northern California Wildfires.

From May to November 2018, Ceres worked in Livingston Parish, LA to remove vegetative debris from waterways. The project was aimed at reducing flooding and improving navigation along the Tickfaw River, Natalbany River and West Colyell Creek.

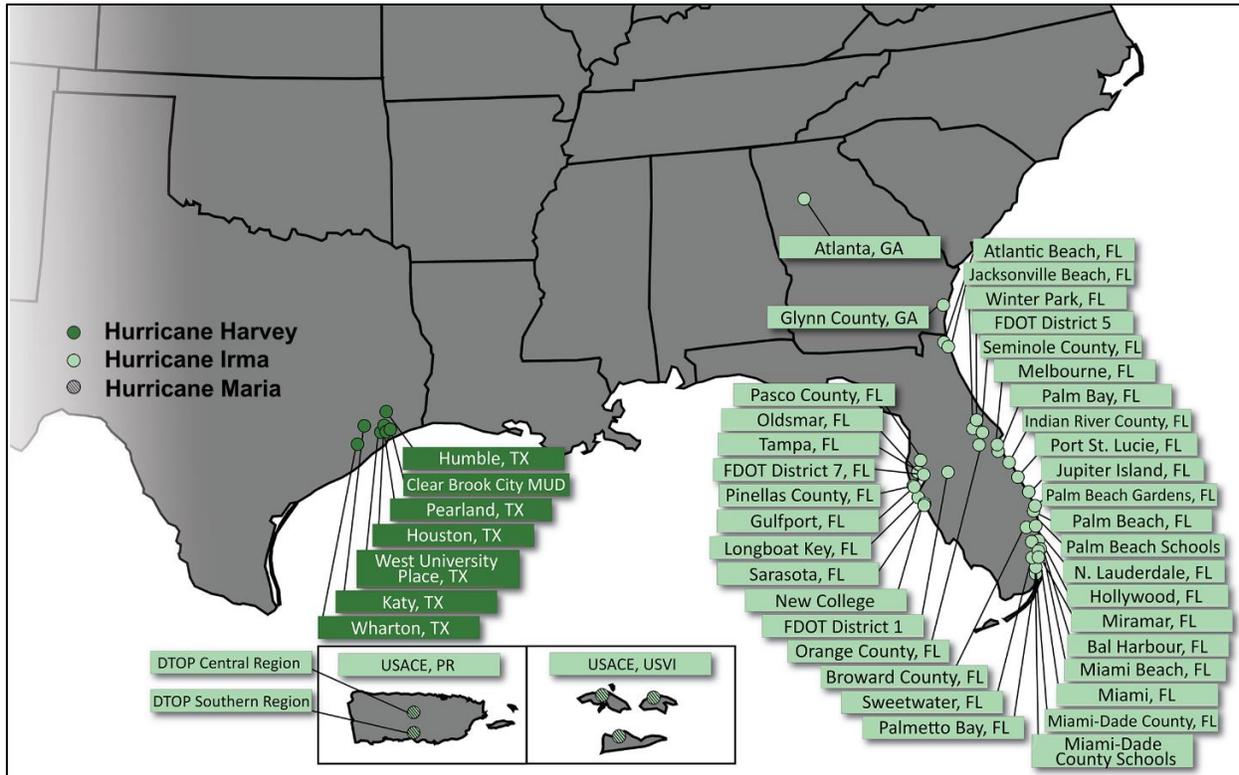
In September of 2018, Ceres responded to 12 different jurisdictions in North and South Carolina after they were struck by Hurricane Florence. A few weeks later, Hurricane Michael struck the Florida panhandle, making it the first Category 4 hurricane ever to make landfall in that area. As it moved inland, it decreased in intensity to become a Category 3 storm – the first to ever strike the State of Georgia. Following that storm, Ceres was activated by the USACE under the ACI SAD Restricted contract in 13 Georgia counties, while we were also actively working in additional jurisdictions in both Florida and Georgia.

Additionally, Ceres operated two year-round green waste reduction yards in Texas and Minnesota, producing mulch and compost for sale back to the general public.



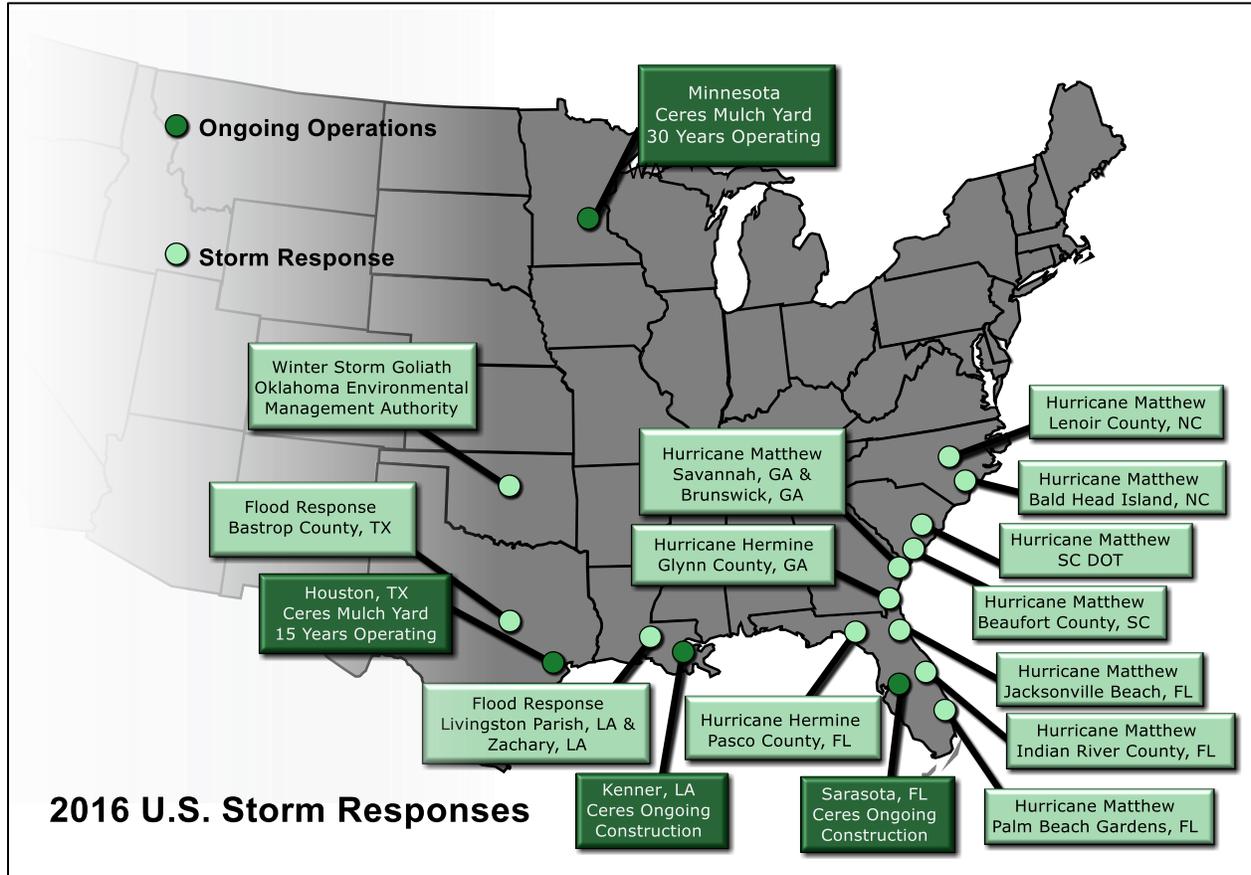
2017 U.S. Event Responses and Projects

In August 2017, Ceres responded to seven jurisdictions in Texas following Hurricane Harvey. Within the next several weeks, Ceres responded to 35 jurisdictions in Florida and performed two emergency contracts in Georgia after Hurricane Irma. Additionally, Ceres worked under the U.S. Army Corps of Engineers (USACE) in Puerto Rico and the Virgin Islands, where both Hurricanes Irma and Maria caused severe damage and devastation.



2016 U.S. Event Responses and Projects

In 2016, Ceres was already working in Louisiana following heavy rains and flooding when Hurricanes Hermine and Matthew hit the U.S. coast within a month of each other. Ceres responded to several counties in Florida and Georgia after Hurricane Hermine and then to an additional 14 jurisdictions in Florida, Georgia, South Carolina and North Carolina after Hurricane Matthew.



6.4 Firm Resources

Throughout our proposal, we have highlighted the experience and capabilities that make us an excellent choice to support Central in the event of a disaster. Ceres has **47 years of experience** in disaster recovery and employs a professional and managerial staff with exceptional experience in the field. We own **1,804 pieces of equipment** and have a database of **3,346 trusted subcontractors** to support our disaster relief efforts. The company is financially secure, with a bonding capacity of more than **\$2 billion** per project. Ceres has permanent office locations in Florida, Texas, Louisiana, California and Minnesota.

Equipment

Ceres Environmental Services, Inc. and its family of companies own 1,804 pieces of disaster response equipment with substantially more additional equipment available through our subcontractors. Please go to **Section 5.2 List of Equipment** to see a full list of Ceres' owned equipment.

Financial Stability

Ceres Environmental Services, Inc. can provide performance and payment bonds from an 'A'-rated, treasury-listed carrier in amounts in excess of \$2 Billion per project. With liquid working capital and additional credit lines in excess of \$200 million available, a lack of financial resources is never an obstacle for Ceres.

Ceres has an established, solid 25-year banking relationship with 1st Source Bank as well as other financial institutions. Financial concerns such as short-term cash flow are not obstacles for Ceres. The company is able to perform work with its own funds and the timing of payments from customers is a non-issue for the corporation. During Hurricanes Harvey, Irma, Maria, and NorCal wildfires in 2017-18, Ceres carried \$98 million in open invoices with no work stoppages or delay in subcontractor payments. On the Hurricane Katrina Project, Ceres had up to \$140 million in open invoices to the USACE, without an interruption in work performance or delays in payments to the subcontractors

Personnel

For City of Central, Ceres will provide exceptionally qualified personnel to lead the efforts for any event occurring for which our services are required.

Ceres has more than 200 professional staff, many holding degrees in areas such as Structural and Civil Engineering, Business Administration, Forestry, Geology, Science, and Accounting. As part of the Company's dedication to quality and safety, many of Ceres' management staff are U.S. Army Corps of Engineers-certified in Construction Quality Management; are FEMA-certified in NIMS; are Red Cross-certified in first aid; and have completed OSHA's 40-hour safety training course. Ceres' management has worked extensively on FEMA-reimbursed contracts and has demonstrated its ability to respond to large-scale events.

Ceres' personnel are trained in FEMA regulations and are schooled in the use of FEMA Public Assistance Debris Management Guide FEMA 325, as well as additional resource books Public Assistance Guide FEMA 322 and Public Assistance Policy Digest 321.

Subcontractors

We have a database of 3,346 trusted subcontractors to support our disaster relief efforts. Our objective at Ceres is to perform all work associated with this contract in an efficient and safe manner through the effective administration and management of our equipment, personnel, subcontractors and suppliers. In accordance with Ceres' policies and programs, the work plan for this contract will be developed and executed assisting, counseling, advising and utilizing, to the maximum extent possible and to the extent consistent with the Central's interest, local and other Small Businesses (SB) as well as Small Disadvantaged Businesses (SDB) (such as HUBZone, Veteran-owned [VO], Service-Disabled Veteran-Owned [SDVO] and Woman-Owned [WO]) for the provision of equipment, labor, services and supplies.

It is important for Ceres to provide opportunities for local companies and their employees to work on any project resulting from this contract. Additionally, Ceres may directly employ individuals on a project. Ceres has a very well-developed subcontracting plan and a stellar record of implementing our plan and making payments to local subcontractors on past projects performed when Ceres is the prime contractor.

Facilities

The primary mobilization and contract administration headquarters for this project will be our Houma office. Equipment and personnel will be mobilized from the other offices seen as required.

Ceres' multiple locations ensure that, even if an event affects our Houma location, other offices will swiftly take over to meet the needs of the City.

Ceres also has servers storing company documents in multiple locations throughout the country. If one server is lost in an event the data will not be lost and will not prevent Ceres from performing any work for any of its clients.

