

Proposal in Response to:

Franklin County

RFP-EM2024-002

Disaster Debris Removal and Disposal Services

33 Market Street, Suite 203

Apalachicola, FL 32320

August 05, 2024 - 3:00 PM ET



Contact Person

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Sarasota, Florida 34240

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August 2, 2024

Franklin County
Attn: Michele Maxwell
Franklin County Clerk of Courts
33 Market Street, Suite 203
Apalachicola, FL 32320

RE: RFP-EM2024-002 Disaster Debris Removal and Disposal Services

Due: August 05, 2024 at 3:00 PM ET

Dear Evaluation Committee:

We are pleased to submit the enclosed proposal for the **Franklin County RFP-EM2024-002 Disaster Debris Removal and Disposal Services**. 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 Environmental Services, Inc. is one of the nation's leading disaster recovery contractors, with 48 years of experience and over 330 completed FEMA-funded contracts for Government entities. Ceres employs a professional and managerial staff with exceptional experience in the field. We own 2,019 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.

In Florida, Ceres has loaded, hauled, managed, reduced, and disposed of over **16,000,000 cubic yards of debris across 81 client activations since 2016**. This along with being a Florida-based corporation has helped Ceres build trusted relationships with Florida Division of Emergency Management, Florida Department of Environmental Protection, and Florida Department of Transportation to provide disaster guidance and quickly permit debris sites.

Throughout our proposal, we highlight the experience and capabilities that make us an excellent choice to support the City of Pensacola in the event of a disaster. We know that the City will receive proposals from several other qualified disaster relief firms. Why choose Ceres over the others? Beyond our experience and capabilities is our reputation: we always get the job done. **Ceres has never defaulted on a contract and no client of Ceres has been denied FEMA reimbursement.**

From 2016 to 2023, Ceres has responded to multiple large-scale events across the U.S. each year with tens of contracts performed simultaneously. The quick bullets highlight Ceres extensive experience and unique capabilities for Franklin County.

- Across the U.S., Ceres has loaded, hauled, managed, reduced, and disposed of **over 42,600,000 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 of more than **\$188.8 Million** without any work stoppages.
- Ceres owns the largest fleet of equipment in the industry – **2,019 pieces of equipment**.
- Ceres owns the largest internal reduction capacity in the industry – **over 120,000 CYs per day** with 17 grinders and 10 air curtain incinerators.
- Ceres has **61 full-time 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 **53 pre-qualified, local subcontractors within 100 miles of Franklin County** 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 Franklin County 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 Disaster Recovery Division is headquartered in Sarasota, FL providing an excellent location from which to manage our post-disaster work in Franklin County. If an event affects our Sarasota office, Ceres maintains other offices in Houma, LA, 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.

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

B EXPERIENCE

B.1 Firm Qualifications 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. A list of all past projects for the last five years is in **Section B.2 Previous Five (5) Years Relevant Experience.**

Ceres Response to Hurricanes



Hurricane Idalia (2023)
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



Great Vermont Flood (2023)
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 600 trained and experienced core personnel; this core team has 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 2,019 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

CERES HAS NEVER DEFAULTED ON A CONTRACT OR FAILED TO COMPLETE ANY WORK AWARDED.



Advantages of Ceres

Feature	Benefit to Franklin County	
Solid Experience and Consistent Performance	Low Risk of Poor Performance	Exemplary performance on over 330 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>
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 2023 Ceres managed 24 activations spanning from the East Coast to the West Coast of the contiguous United States and in Puerto Rico. Ceres provided debris removal services in response to extensive flooding and mudslides in California following the Atmospheric River, wildfires in New Mexico, Winter Storm Mara in Texas, the Great Vermont Flood, and Hurricane Idalia in Georgia and Florida. Additionally, Ceres performed projects focused on waterway debris removal in Louisiana and Florida.</p> <p>In 2022, Ceres responded to 27 contract activations in Florida following the landfalls of Hurricanes Ian and Nicole. During this same 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>

Feature	Benefit to Franklin County	
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	The Ceres family of company owns one of the largest inventories of disaster recovery equipment in the U.S. Ceres Environmental Inc.'s current inventory includes 2,019 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 48 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. 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



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

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 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 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 the recovery projects by ensuring that personnel were provided for, equipment was maintained, and subcontractors received prompt payments. At one point, Accounts Receivable exceeded \$105M, and Ceres never had a work stoppage on any project.

Equipment

Ceres and its family of companies own 2,019 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 Franklin County'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 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 Franklin County 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 Franklin County officials accordingly.

Public Information Campaigns

Having been in business for 48 years and completed more than over 330 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 County 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

B.2 Previous Five (5) Years Relevant Experience

Ceres Environmental Services, Inc. has been working actively in the disaster recovery business since our founding in 1976, completing over 330 FEMA-reimbursed projects. Below is a selection of our past performance from the previous five (5) years; additional details on our past performance are available upon request.

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
St Tammany Parish, LA	Contract for Essential Services	\$700,819	54,417	April 2024	Disaster debris removal and reduction following an EF2 tornado	Holly O'Neal, Assistant Director of Public Works, 620 N Tyler St, Covington, LA, 70433; Tel.: (985) 898-2557; honeal@stpgov.org
Rockdale County, GA	Debris Removal for Emergency Management Agency	\$346,773	30,606	April 2024	Disaster debris removal, reduction, and disposal following an EF2 tornado	Dan Morgan, GA-ACEM, Director, 1329 Portman Dr. Suite E, Conyers, GA 30094; Tel: (770) 278-8405; dan.morgan@rockdalecountyga.gov
FDOT District 2 – Taylor County	Emergency Debris and Hazardous Tree, Limb, and Stump Removal Operations	\$426,431	35,042	Feb – March 2024	Debris removal and disposal from private roads following Hurricane Idalia	Kevin Rogers, Dist. 2 Construction Services Manager, 1109 South Marion Avenue, Lake City, FL 32025; Tel (352) 961-7416; FAX (386) 961-7416, Kevin.Rogers@dot.state.fl.us
Merced County, CA	Agreement for Special Services – Flood Debris Removal	\$1,732,223	65,978	July 2023 –March 2024	Removal and reduction of Debris following flood event	Ralph Gladwin, Coordinator, 2222 M Street, Merced, CA 95340 Tel: (209) 628-1246 ralph.gladwin@countyofmerced.com
Cape Coral, FL	Vacant Lot Debris Removal	\$2,923,339.56	Time and Materials	October 2023 – April 2024	Private Property Debris Removal from vacant lots following Hurricane Ian	Terry B. Schweitzer, Solid Waste Manager; P.O. Box 150027 Cape Coral, Florida 33915-0027 Tel: 239-573-3136; tschweitzer@capecoral.gov
FDOT District 2 – Taylor County, FL	Emergency Debris and Hazardous Tree, Limb, and Stump Removal Operations	\$30,991,644	1,752,129	September 2023 – February 2024	Removal and reduction of Debris following Hurricane Idalia	Kevin Rogers, Dist. 2 Construction Services Manager, 1109 South Marion Avenue, Lake City, FL 32025; Tel (352) 961-7416; FAX (386) 961-7416, Kevin.Rogers@dot.state.fl.us

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Columbia County, FL	Disaster Debris Removal and Disposal	\$663,803	52,643	September – November 2023	Removal and reduction of Debris following Hurricane Idalia	Kevin Kirby, Assistant County Manager; 135 NE Hernando Ave, Suite 203 Lake City, FL 32055; Tel. 386-755-4100; kevin_kirby@columbiacountyfla.com Chad Williams, County Engineer, 135 NE Hernando Ave, Suite 203 Lake City, FL 32055, Tel: (386) 758-1019; chad_williams@columbiacountyfla.com
Taylor County, FL	Debris Management Services Contract	\$365,308	23,614	September - November 2023	Removal and reduction of Debris following Hurricane Idalia	LaWanda Pemberton, County Administrator; 201 East Green Street, Perry, FL 32347; 850-843-5381; LPemberton@taylorcountygov.com
St. Tammany Parish, LA	Waterway Debris Removal	\$8,381,699	381,333 LF	September 2022 - September 2023	Removal of debris from waterways throughout the Parish.	Holly O'Neal, Assistant Director of Public Works, Tel.: (985) 898-2557; honeal@stpgov.org
City of Perry, FL	Hurricane Idalia Debris Removal and Disposal Services	\$249,218	15,715	September - October 2023	Removal and reduction of Debris following Hurricane Idalia	John Hart, City Manager; 224 South Jefferson Street, Perry, FL 32347; Tel. (850) 584-7161; jhart@cityofperry.net
Glynn County, GA	Debris Removal and Disposal Services	\$332,556	25,440	September – November 2023	Removal and reduction of debris following Hurricane Idalia	Danny Smith, Public Works Director, 4145 Norwich Street Ext, Brunswick, GA 31520; Tel. 912-554-7746 ; Danny.Smith@glynncounty-ga.gov
State of Vermont	Debris Management Services	\$634,553	1,855.7 CY of Veg and 5920 Tons of C&D	July – September 2023	Removal of Debris Following July Severe Flooding Event	Steven Young, State Debris Management Coordinator, 1 National Life Drive – Davis 1, Montpelier, VT, 05620, (802) 261-5823, Steven.Young@vermont.gov
Shreveport, LA	Vegetative Storm Debris Removal and Disposal Services	\$2,180,607	195,220	July – September 2023	Removal of Debris Following June Major Storm	Tom Dark, Chief Administrative Officer, 505 Travis St., Suite 610 Shreveport, LA 71101, 318-505-4218 tom.dark@shreveportla.gov
Tulare County, CA	Flood and Storm Debris Removal	\$231,921.72	5,982.25	March – September 2023	Removal of Debris Following Flood Disaster	Michael Washam (Associate Director), 5961 S Mooney Blvd, Visalia, CA 93277, Cell (559) 749-1884, Office (558) 624-6128, Additional Number: (559) 308-9341 Mwasham@tularecounty.ca.gov

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Livingston Parish, LA	Vegetative Debris Removal from Parish Waterways	\$65,467,989	3,306,224 Linear Feet	May 2018 – September 2023	Removal of waterway debris as part of the NRCS funded Emergency Watershed Protection Project	Shannon Dyer, Deputy Director of Homeland Security & Emergency Preparedness; 20355 Government Boulevard, Livingston, LA 70754; Tel. (225) 247-8883; lohsep1@lbgov.com
Harris County, TX	Emergency Services for Debris Clearing, Removal and Disposal, and Operation of Temporary Staging and Reduction Sites	\$423,305.10	21,152.35	June – July 2023	Removal of Debris Following June Windstorm	Jennifer Almonte, P.E. 1001 Preston, Suite 924 Houston, Texas 77002, 713-274-3132. Jennifer.Almonte@pct3.hctx.net
Carroll County, MS	MS Exigent Circumstances-Tornadoes	\$362,202	34,613.30	March – July 2023	Removal of Debris Following March Mississippi Tornadoes	Casey Carpenter, Chancery Clerk, 600 Lexington St B, Carrollton, MS 38917, office: 662-237-9274, fax:662-237-9642, caseyc@carrollcounty.ms
Williamson County, TX	Debris Management Services	\$3,422,753	95,550 CY	March-June 2023	Removal of Debris Following Winter Storm Mara	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	Removal of Debris Following Winter Storm Mara	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	Removal of Debris Following Hurricane Ian	Steve Underwood, Director of Public Works, City of Arcadia 23 N. Polk Ave, Margaret Way building, Arcadia, FL 34266, Tel. (863) 494-4334, publicworks@arcadia-fl.gov
Bradenton, FL	Disaster Debris Collection Services	\$588,862	34,738	September – November 2022	Removal of Debris Following Hurricane Ian	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

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Cape Coral, FL	Emergency Disaster Assistance and Debris Removal	\$64,888,996	2,707,047	September 2022 – May 2023	Removal of Debris Following Hurricane Ian	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	Removal of Debris Following Hurricane Ian	Phyllis Wallace, Deputy Public Works Director 2345 Providence Boulevard, Deltona FL 32725, Tel: (386) 878-8860
FDOT, District 1- Collier County	Emergency Debris Removal Operations	\$18,486	440 trees 240 CY	December 2022	Removal of Debris Following Hurricane Ian	Steven Kelly, Environmental Specialist at FDOT, Steven.Kelly@dot.state.fl.us
FDOT, District 1- Hendry County	Emergency Debris Removal Operations	\$17,259	1,218	January 2023	Removal of Debris Following Hurricane Ian	Steven Kelly, Environmental Specialist at FDOT Steven.Kelly@dot.state.fl.us
FDOT, District 1- Lee County	Emergency Debris Removal Operations	\$820,572	45,262	October 2022 – February 2023	Removal of Debris Following Hurricane Ian	Charles Parish, Fort Myers OPS Operations Program Manager, Tel: (239) 985-7829, Charles.parish@dot.state.fl.us
FDOT, District 1- Manatee County	Emergency Debris Removal Operations	\$935,156	45,768	October 2022 – February 2023	Removal of Debris Following Hurricane Ian	Joey Sites, Manatee Operations Program Manager, Tel: (941) 708-4403, joseph.sites@dot.state.fl.us
FDOT, District 1- Sarasota County	Emergency Debris Removal Operations	\$1,346,299	67,002	October 2022 – February 2023	Removal of Debris Following Hurricane Ian	Joey Sites, Manatee Operations Program Manager, Tel: (941) 708-4403, joseph.sites@dot.state.fl.us
Hardee County, FL	Debris Management	\$2,712,465	170,673	September 2022 – November 2022	Removal of Debris Following Hurricane Ian	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	Removal of Debris Following Hurricane Ian	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	Removal of Debris Following Hurricane Ian	James Ennis, Assistant Public Works Director, 1801 27th Street, Vero Beach 32960, Tel: (772) 226-1221, jennis@ircgov.com

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Longwood, FL	Disaster Debris Removal Services	\$236,358	14,485	October 2022 – November 2022	Removal of Debris Following Hurricane Ian	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	Removal of Debris Following Hurricane Ian	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	\$358,039	37,043	October 2022 – December 2022	Removal of Debris Following Hurricanes Ian and Nicole	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	\$112,132	8,774	September – December 2022	Removal of Debris Following Hurricanes Ian and Nicole	George Marek, Director of Public Works Department, 900 N Donnelly Street, Mount Dora, FL 32757, Tel: (352) 735-7151, marekg@cityofmountdora.com
North Port, FL	Disaster Debris Clearance and Removal Services	\$42,031,396	2,446,843	October 2022 – March 2023	Removal of Debris Following Hurricane Ian	Frank Lama, Solid Waste Manager, 1100 North Chamberlain Blvd., North Port, FL 34286, Tel.: (941) 240-8074; flama@northportfl.gov
Palmetto, FL	Emergency Response Debris Removal Services	\$309,118	26,293	October 2022 – November 2022	Removal of Debris Following Hurricane Ian	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	Removal of Debris Following Hurricane Ian	Lois Rose, Manager Landfill Operations, Tel: (941) 544-2817, lerose@scgov.net
Sarasota, FL (City of)	Disaster Recovery Services	\$2,405,850	114,340	October 2022 – January 2023	Removal of Debris Following Hurricane Ian	Doug Jeffcoat, Public Works Director, Tel: (941) 239-6101 ext 6101, douglas.jeffcoat@sarasotafgov.com
Sebastian, FL	Disaster Debris Removal and Disposal	\$28,353	3,161	October 2022	Removal of Debris Following Hurricane Ian	Karen Miller, Public Works Director / City Engineer, 1225 Main Street, Sebastian, Florida 32958, Tel: (772) 228-7056, kmiller@cityofsebastian.org

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Seminole County, FL	Disaster Debris Hauling	\$2,573,750	182,533	October 2022 – January 2023	Removal of Debris Following Hurricane Ian	Alan Harris, Chief Administrator for Emergency Management, 1950 State Road 419, Longwood FL 32750, (407) 665-5102, aharris@seminolecountyfl.gov
Wellington, FL	Disaster Recovery Services	\$39,052	3,387	October 2022	Removal of Debris Following Hurricane Ian	Jim Barnes, Village Manager, 12300 Forest Hill Boulevard, Wellington, FL 33414, Tel: (561) 791-4085, jlbarnes@wellingtonfl.gov
Winter Park, FL	Emergency Debris Management Services	\$270,711	19,822	October – November 2022	Removal of Debris Following Hurricane Ian	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	Removal of debris and cleaning of drainageway	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	Debris Clearance and Removal Services	Taylor Burgin, Construction Engineering Manager; Tel. (319) 286-5802; T.Burgin@cedar-rapids.org; 101 1st St SE, Cedar Rapids, IA 52401
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	Removal and disposal of debris following Hurricane Ida	Roderick Matthews, OEP Director, Office of Homeland Security and Emergency Preparedness, 17911 Highway 43 Greensburg, LA 70441; (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	Removal and disposal of debris following Hurricane Ida	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	Removal and disposal of debris following Hurricane Ida	Joseph "Jody" Moreau, Emergency Preparedness Director, 12064 Marston St. Clinton, LA 70722; 225-244-5526; parishmanager@efparish.org

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Mandeville, LA	Emergency Debris Removal and Disposal	\$5,576,418	306,702	September-December 2021	Removal and disposal of debris following Hurricane Ida	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	Removal and disposal of debris following Hurricane Ida	Chris Brown CBO, CFM, 317 N Jefferson Ave. PO Box 778, Covington, LA 70434; (985)-867-1218 ext. 230; cbrown@covla.com
Westwego, LA	Emergency Debris Removal	\$298,695	18,787	September – December 2021	Removal and disposal of debris following Hurricane Ida	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	Removal and disposal of debris following Hurricane Ida	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	Removal and disposal of debris following Hurricane Ida	Jackie Baumann, City Engineer, 120 S. Irma Blvd., Gonzales, LA 70737; Tel. (225) 647-9589; jackie@gonzalesla.com
New Orleans, LA (Zone 1)	Debris Collection, Removal, Processing, and Disposal	\$2,635,055	112,085	September-January 2022	Removal and disposal of debris following Hurricane Ida	Matt Torri, Director, Department of Sanitation. 1300 Perdido Street, Suite 1W03, New Orleans, LA 70112; Tel. (504) 658-3800; mrtorri@nola.gov
New Orleans, LA (Zone 2)	Debris Collection, Removal, Processing, and Disposal	\$2,149,393	72,289	September-January 2022	Removal and disposal of debris following Hurricane Ida	Matt Torri, Director, Department of Sanitation. 1300 Perdido Street, Suite 1W03, New Orleans, LA 70112; Tel. (504) 658-3800; mrtorri@nola.gov
New Orleans, LA (Zone 3)	Debris Collection, Removal, Processing, and Disposal	\$2,436,468	97,421	September-January 2022	Removal and disposal of debris following Hurricane Ida	Matt Torri, Director, Department of Sanitation. 1300 Perdido Street, Suite 1W03, New Orleans, LA 70112; Tel. (504) 658-3800; mrtorri@nola.gov
Richwood, TX	Debris Removal and Disposal Services	\$140,461	11,437	September-October 2021	Removal and disposal of debris in response to Tropical Storm Nicholas	Eric Foerster, City Manager, 1800 Brazosport Blvd. Richwood, Texas 77531, Tel. (979) 265-3583; efoerster@richwoodtx.gov

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Thibodaux, LA	Disaster Debris Management Services	\$1,653,961	105,691	August – November 2021	Removal and disposal of debris following Hurricane Ida	Jacques Thibodeaux, Special Projects Coordinator, Emergency Preparedness Director; P.O. Box 5418; 310 W. 2nd St; Thibodaux LA, 70301; Main Phone: (225) 925-7500 Fax: (225) 925-7501; Jacques.Thibodeaux@LA.GOV
Livingston Parish, LA	Debris Removal & Site Management for Debris Reduction and Emergency Roadway Clearance	\$23,019,328	1,322,210	August 2021 – January 2022	Removal and disposal of debris following Hurricane Ida	Shannon Dyer, Deputy Director of Homeland Security & Emergency Preparedness; 20355 Government Boulevard, Livingston, LA 70754; Tel. (225) 247-8883; lohsep1@lpgov.com
Larimer County, CO	Poudre Canyon Mudslide	\$308,779	3,655 CY	July – Aug 2021	Debris removal following a mudslide in Poudre Canyon. Debris included land and waterway vegetation, C&D, and hazardous materials such as asbestos.	Lori Hodges, Director, Office of Emergency Management, 200 W. Oak Street Fort Collins, CO 80521; Tel. (970) 619-4900; hodgeslr@co.larimer.co.us
Macon-Bibb County, GA	Waste Disposal Services	\$665,027.95	2,304 tons	July – September 2021	Mixed debris removal	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	Non-emergency yard waste collection	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	Hazard tree removal steep slope tree removal, and tree grinding following Cameron Peak Fire in Colorado	Lori Hodges, Director, Office of Emergency Management, 200 W. Oak Street Fort Collins, CO 80521; Tel. (970) 619-4900; 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	Removal and disposal of debris in response to Winter Storm Uri.	Jennifer Almonte, P.E. 1001 Preston, Suite 924 Houston, Texas 77002, 713-274-3132. Jennifer.Almonte@pct3.hctx.net

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
City of Sarasota, FL	Disaster Recovery Services – Red Tide Clean Up	\$51,317	Hourly	August 2021	Manual and mechanical beach and shoreline raking for red tide debris removal	Doug Jeffcoat, Public Works Director; 1761 12th Street, Sarasota, FL 34236; Tel. (941) 263-6101; douglas.jeffcoat@sarasotafl.gov
Linn County, IA	Derecho Storm Debris Removal from Waterways	\$89,353	3,284	June-August 2021	Removal of waterway debris following the 2020 Derecho in Iowa	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	Removal of Hurricane Laura debris from levee systems	(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	Debris removal and disposal services as a result of Winter Storm Uri.	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	Removal and disposal of debris generated by Winter Storm Uri.	Cary Walker, Public Works Manager, 202 East Pilar Street Nacogdoches, TX 75961 Tel. (936) 559-2582, walkercl@nactx.us
Oregon Department of Transportation (ODOT)	Hazard Tree Removal Services	\$36,294,618	22,311 trees	February 2021 – April 2022	Hazard Tree Removal in 3 Operational Branches: Branch 1: Archie Creek Fire, Douglas County, Branch 5: Thielson Fire, Douglas County and Branch 6: Two Four Two Fire, Klamath County.	James Doll, ODOT Region 2, Area 4 Project Leader, 4040 Fairview Industrial Dr SE Salem, OR 97302 (541) 286-8358 James.P.Doll@odot.state.or.us
Oklahoma Emergency Management Agency (OEMA)	Emergency Debris Removal	\$3,024,587	205,069	November 2020 – January 2021	Ice Storm Debris Grinding	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	Ice storm debris removal within the City limits of Calumet.	Steve Snow, Trustee, 118 W. 2 nd Street, PO Box 190, Calumet, OK 73014; Tel. (405) 850-8704; trusteesnow@townofcalumentok.com

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Oklahoma City, OK	Emergency City Street Access Tree and Debris Removal	\$487,300.00	5000 Tons	December 2020 - Current	Removal and disposal of vegetative debris generated by the 2020 ice storm.	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	Vegetative debris removal as a result of the 2020 ice storm.	Jason Orr, City Manager, 314 Edmond Road NW, Piedmont, OK 73078; Tel. (405) 373-2621; jasonorr@piedmont-ok.gov
New Orleans, LA (Zone 1)	Disaster Street – Clearing and Debris Collection, Removal, Processing and Disposal	\$884,403.50	42,742	November - December 2020	Debris removal, processing, and disposal as a result of Hurricane Zeta.	Cynthia M. Sylvain-Lear, Director, 1300 Perdido Street, Suite 1W03, New Orleans, LA 70112; Tel. (504) 658-3800; sanitation@nola.gov
New Orleans, LA (Zone 3)	Disaster Street – Clearing and Debris Collection, Removal, Processing and Disposal	\$534,109.88	20,244	November - December 2020	Debris removal, processing, and disposal as a result of Hurricane Zeta.	Cynthia M. Sylvain-Lear, Director, 1300 Perdido Street, Suite 1W03, New Orleans, LA 70112; Tel. (504) 658-3800; sanitation@nola.gov
Kingfisher, OK	Emergency Debris Removal Services	\$377,799.11	46,241.50	November - December 2020	Ice storm debris removal within the City limits of Kingfisher.	Dave Slezickey, City Manager, 301 North Main Street, Kingfisher, OK 73750; Tel. (405) 375-3705; citymgr@pldl.net
El Reno, OK	Emergency Debris Removal Services	\$1,381,052.01	98,408.50	November - December 2020	Vegetative debris removal as a result of the 2020 ice storm.	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	Removal, reduction and disposal of debris generated by Hurricane Zeta.	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	Bulk waste removal for the Department of Forestry as a result of reduced staff due to COVID-19.	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	Debris removal as a result of Hurricane Delta.	Christopher Duque, City Manager, PO Box 967, Nederland, TX 77627; Tel. (409) 723-1503; cduque@ci.nederland.tx.us

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Scott, LA	Debris Removal and Disposal Services	\$370,425.99	16,099.15	October - November 2020	- Removal and disposal of debris generated from Hurricane Delta.	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	- Debris removal, reduction and disposal as a result of Hurricane Delta.	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	Collection and disposal of debris generated from Hurricane Laura.	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	- Debris removal and disposal as a result of Hurricane Sally.	Jim Higgins, Assistant Director of Maintenance, 75 North Pace Blvd, Pensacola, FL 32505; Tel. (850) 554-4197; jhiggins@ecsdf.us
Santa Rosa County, FL	Disaster Debris Removal Services	\$9,394,981.31	595,746	September 2020 - Feb 2021	Collection, reduction and disposal of debris generated from Hurricane Sally.	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	Hurricane Laura debris removal and disposal.	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	Removal and disposal of debris resulting from August derecho.	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	Collection and disposal of furniture, appliances, and other approved waste materials as a result of reduced staff due to COVID-19.	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	Hurricane Hanna debris collection, reduction, and disposal.	Cynthia Puente, Environmental Supervisor, 118 S. Cage, Pharr, TX 78577; Tel. (956) 402-4350; cynthia.puente@pharr-tx.gov

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Linn County, IA	Debris Clearance and Removal Services (30-day Post-Event Contract)	\$6,662,897.33	479,167.52	August - September 2020	Removal and disposal of debris resulting from August derecho.	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	Hurricane Hanna debris collection and disposal.	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	Removal, reduction, and disposal of debris generated from Hurricane Laura and Hurricane Delta.	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	Bulk waste removal for the Public Works Department as a result of reduced staff due to COVID-19.	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	Debris removal and disposal as a result of Hurricane Hanna.	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	Debris removal and disposal as a result of severe weather in April 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	Collection, reduction by air curtain incineration, and disposal of tornado generated debris.	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	Tornado debris collection, reduction, and disposal.	John Agan, Director of Engineering & Facilities Maintenance, 4005 Cromwell Road, Chattanooga, TN 37421; Tel. (423) 315-3840; johna@hamiltontn.gov
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	Wildfire Structure and Debris removal in Butte County, CA Camp Fire	Todd Thalhamer, PE, 1001 I Street, Sacramento, CA 95814; Tel: (530) 391-2230; Todd.Thalhamer@calrecycle.ca.gov

B.3 Knowledge and Experience - FEMA Reimbursement Procedures

From experience on over 330 FEMA-reimbursed projects, Ceres Environmental Services, Inc. knows that accurate and organized recordkeeping and reporting is vital to the successful completion of a project and full FEMA reimbursement. To meet this need, Ceres starts with training and education covering changes in FEMA rules, regulations and policies with follow-on topics including debris management planning and review. During the project, Ceres works to ensure debris eligibility and proper documentation for NTPs, work orders, debris site permits, truck certifications, load tickets, tree tickets, haul out tickets and final disposal locations. After the project is complete, Ceres assists in project closeouts with State and FEMA, supports clients through FEMA Requests for Information (RFIs), OIG audits and arbitration, attends post-project briefings, and provides lessons learned and recommendations for the next project. This careful attention to FEMA rules, regulations and policies, compliant documentation and strict internal quality control procedures serves to protect Franklin County’s FEMA reimbursement and future budgets. **Throughout Ceres’ history, no client has been denied reimbursement for eligible work Ceres has performed.**

Ceres has FEMA reimbursement liaison officers on staff that provide expertise to Ceres and the County in order that all Project Worksheet activities and other reimbursement documentation are filed successfully.

Over the past ten 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. One of the things that can greatly affect reimbursement is careful recordkeeping. Ceres will assist Franklin County with record keeping ensuring maximum reimbursement. **Ceres will meet all program standards as provided for in the FEMA “Public Assistance Debris Management Guide”, FEMA “Public Assistance Debris Monitoring Guide”, and FEMA “Public Assistance Program and Policy Guide” (PAPPG) v.4.**

Even long after Project Worksheet development, submittal and funding, Ceres supports its clients during the closeout and audit process. In 2020, Florida Division of Emergency Management’s consultant, KPMG, requested additional information on two projects during closeout – Indian River County, Florida and Palm Beach County, Florida. Ceres was able to assist the client with detailed documentation that met KPMG’s needs and resolved the outstanding closeout issues quickly. Similarly, in 2021 and 2022, Ceres assisted Vermillion Parish and Allen Parish with Hurricane Laura/Delta Project Worksheet development and closeout. Because we have great understanding and experience with the FEMA reimbursement process, we keep detailed records during and after the project. When clients like Vermillion Parish or Allen Parish request assistance, Ceres can quickly pull project records and provide them to the client to satisfy State and FEMA requests.

The following are some of the examples of our FEMA reimbursement experience.

Owner	Location	Title of Work	Total Cost of the Project	Time Period	Percentage of Fed and State Funds Received	Description
Cape Coral	Cape Coral, FL	Emergency Disaster Assistance and Debris Removal	\$64,888,996	September 2022 – May 2023	100% Fed. for the first 60 days, outside 60 days: 90% Fed., 5% State, 5% Local	Removal of Debris Following Hurricane Ian
North Port	North Port, FL	Disaster Debris Clearance and Removal Services	\$42,031,396	October 2022 – March 2023	100% Fed. for the first 60 days, outside 60 days: 90% Fed., 5% State, 5% Local	Removal of Debris Following Hurricane Ian
Livingston Parish	Livingston Parish, LA	Debris Removal & Site Management for Debris Reduction and Emergency Roadway Clearance	\$24,632,444	August 2021 – January 2022	100% Fed. cost share reimbursement for recovery costs incurred within the first 30 days of the disaster emergency declaration. 90% Fed. reimbursement after the first 30 days	Removal and disposal of debris following Hurricane Ida

Owner	Location	Title of Work	Total Cost of the Project	Time Period	Percentage of Fed and State Funds Received	Description
Cameron Parish	Cameron Parish, LA	Debris Clearance and Removal Services	\$28,880,677	August 2020 – May 2021	100% Fed. for the costliest 30 days, outside costliest 30 days: 90% Fed., 5% State, 5% Local	Removal, reduction, and disposal of debris generated from Hurricane Laura
Linn County	Linn County, IA	Debris Clearance and Removal Services	\$9,476,677	August 2020 – January 2021	75% Fed., 12.5% State, 12.5% Local	Removal and disposal of debris resulting from August derecho.
U.S. Army Corps of Engineers	13 Counties across Southwest Georgia	ACI Debris Management	\$134,159,610	October 2018 – March 2019	100% Fed.	Removal of debris and hauling following Hurricane Michael within 13 Southwest Georgia Counties.
Seminole County	Seminole County, FL	Disaster Debris Hauling Services	\$13,151,655.57	September 2017 – January 2018	75% Fed., 12.5% State (90% Fed. for the first 30 days ending 10/18/17; 80% for 60 more days through 12/17/17)	Hauling debris resulting from Hurricane Irma
Columbia County	Columbia County, GA	Removal and Disposal of Disaster Debris	\$8,539,038.00	February – August 2014	85% Fed., 8.5% State	Removal, collection, reduction, and disposal of over 500,000 CY of vegetative debris

Training

The Ceres Pre-Event Training Program covers a wide array of disaster topics and is tailored specifically to the County’s needs and education. Topics focus on three different timelines to better understand the entire contract life cycle:

- What can we do today?
- How do we respond to the event?
- Where do we go from here?

These timelines allow Ceres to develop a Pre-Event Training Program based on the specific needs and education of each client. Clients with little or outdated debris experience may want to focus on debris planning or Franklin County-Ceres response immediately following an event. Conversely, clients with repeated experience from the recent hurricane seasons may want to focus on project documentation after a debris project is complete. Below, we break down each of the three timelines to expand on the Ceres Pre-Event Training Program.

What can we do today?

Ceres routinely works with clients on what can be done today in clear skies. The topics are:

- **Disaster Debris Management Planning**
 - Review of existing Emergency Operations Plan and Disaster Debris Management Plan – Using FEMA’s Debris Management Plan Job Aid, Ceres reviews existing debris management plans for the 10 basic elements of a comprehensive plan. Further still, Ceres offers internal lessons learned from past projects to bolster the effectiveness of the plan and uses other Federal and State guidance as an additional check, including U.S. EPA’s *Planning for Natural Disaster Debris*.

- Draft a Disaster Debris Management Plan – Ceres personnel have written many disaster debris management plans for local governments, State governments and the U.S. Army Corps of Engineers. In 2019, following Hurricane Dorian, Ceres wrote the disaster debris management plan for the Commonwealth of the Bahamas which was also adopted by the United Nations Developmental Programme, Caribbean Region.
- Disaster Debris Management Plan Workshop – Ceres provides a classroom-style training covering the various planning considerations for the emergency push operations, debris estimating/preliminary damage assessments (PDAs), debris collection strategies, locating and identifying temporary debris sites, pros/cons of different debris reduction methods, final disposal options, debris monitoring, OSHA compliance and safety, environmental protection, historical preservation (Section 106 compliance) and countless others.
- **Changes in Federal and State Guidance**
 - Continued Growth: Changes in FEMA Policy – Ceres provides classroom-style training to highlight changes, or considered changes, in FEMA rules, regulations and policies. During past trainings, Ceres has focused on changes in FEMA procurement policies, introduction of the PAPPG and recent Disaster Specific Guidance from hurricanes Harvey, Irma, Maria, Florence and Michael.
 - Recent State Legislative Changes – As States gather more experience, their response mechanisms often change. Recently, Ceres gave a presentation to the American Public Work Association, Texas Chapter regarding the recent State legislative changes and the implementation of the State's new Catastrophic Debris Management Annex.
 - Know Where to Look: Additional Funding Mechanisms for Debris – Ceres expands on little known or understood alternative Federal grant programs that offer additional funding for debris through NRCS, FHWA, USACE, USDA, USDOL and HUD.

How do we respond to the event?

The Ceres goal with each client is to develop a partnership that seamlessly integrates two diverse teams to realize a quick and organized debris management project. To achieve this goal, we say how do we respond in an event? The topics are:

- **Tabletop Exercises** – Ceres offers and/or participates in disaster exercises with clients to better understand the client's disaster response mechanisms. When developing exercises for a client, Ceres addresses the highest client-specific disaster risk, i.e. hurricanes or tornadoes. The exercises include pre-event activities leading up to disaster impact, immediate response following the aftermath of the disaster and subsequent transition to long-term debris operations. Throughout the process, Ceres uses sealed manila envelopes to surprise participants with various debris related issues, such as damage to a curb stop by a debris hauler, debris site is full and require an additional site, etc.
- **Tricks of Trade: Tough Lessons Learned from 45+ Years of Experience** – Just over the past 4 years, Ceres has responded to 100+ federal-funded contracts, performed over \$500mil in projects, and worked in 3 distinct islands groups in the Caribbean and across the U.S. With those experiences, Ceres has learned a lot. This classroom like training covers those experiences and how we currently adapt the lessons learned into our ongoing and future operations. Two such topics include private property debris removal requests and commercial debris removal requests, both of which Ceres has extensive experience assisting local FEMA funding.
- **Communication with a Displaced Population: How Can We Do It?** – This is a classroom-style training with breakouts into teams to develop catch phrase and different ways to communicate to the County's residents. Ceres focuses on different methods of communication with shelter-in-place, evacuated and displaced residents while developing content that expedites debris removal and fits Franklin County's recovery timeline. During the training, Ceres provides sample videos, radio advisories, newspaper articles, door hangers, mail inserts, social media posts, etc.
- **Document, Document, Document: Debris Monitoring** – Accurate and compliant documentation is critical to FEMA reimbursement. In this classroom-style training, Ceres discusses debris monitoring in each phase of a debris management project and what information is critical to FEMA reimbursement. We look at technological advances in debris monitoring like automated debris management systems and discuss critical elements of a 214 Activity Log, truck certification, load ticket and tree ticket.

- **Back to the Basics: Debris Management 101** – This is a classroom style training focused on providing inexperienced client personnel with an introduction to debris management operations.
- **Keeping It Between the Lines: Working with Regulatory Agencies for Debris** – Numerous State and Federal agencies and departments have a role to play in a debris removal project. This classroom style training focuses on various debris guidance from OSHA, EPA, EHP
- **Behind the Curtain: Becoming a Ceres Project Manager** – In short, this is the training Ceres offers to incoming and returning project managers. This helps client personnel understand the considerations Ceres uses when establishing zones, assigning, and dispatching trucks, selecting and constructing temporary debris management sites, closing out zones, remediating damage and wrapping up a project.

Where do we go from here?

The topics are:

- **After Action Reports/Meetings** – Ceres is a very big proponent of after-action reports and meetings. What did we do well? What did we do poorly? Ceres brings an honest and introspective view to Ceres operations and the debris project as a whole. Since 2016, Ceres has expanded different elements of internal operations based on action items from these meetings. For example, following hurricanes Harvey, Irma and Maria, Ceres invested in more knucklebooms and grinders to insulate the company from subcontractor no shows and skip outs – unless your name is on the side of the truck, you cannot guarantee a response time. Ceres name is on the side of those trucks.
- **Avoiding the Disaster After the Disaster: Your FEMA Reimbursement** – Ceres focuses heavily on ensuring our clients are reimbursed for all disaster debris work performed. Topics vary depending on the audience (Finance vs. Procurement vs Public Works) and the knowledge level but can include the following.
 - Procurement Conducted Under Exigent of Emergency Circumstances (FEMA Fact Sheet)
 - Elements of a Project Worksheet (FEMA Fact Sheet 9580.5) – Ceres discusses various elements of Project Worksheet and focuses largely on damage description, scope of work, cost estimate, contract documentation and materials back up documentation.
 - Closing out debris projects with the State – Ceres helps package critical and frequently requested debris documentation in a usable and easily retrievable format.
 - Preparing for an OIG Audit – Ceres reviews past FEMA OIG entrance questionnaires and pulls recent OIG reports to better understand debris issues and pitfalls to local government responses.
 - Responding to FEMA RFIs – Ceres routinely helps clients gather documents and develop responses to FEMA Requests for Information.
 - Ready for Arbitration – On a few occasions, Ceres clients have run the course with FEMA RFIs and opted to head into arbitration. Ceres assists clients and their legal representation in developing arguments to successfully win arbitration hearings.

Reimbursement Assistance

Ceres has experienced personnel trained in providing the necessary documentation and assistance in the preparation of reimbursement claims for the County. If requested, Ceres will provide the County with turnkey services or guidance and technical assistance to ensure proper preparation and submittal of claims for reimbursement and other available funding. Our FEMA reimbursement liaisons have supervised and trained personnel on disaster response and relief efforts in New York following 9/11 and on subsequent events including Hurricanes Ian, Ida, Laura, Delta, Sally, Michael, Irma, Maria and Florence. We can help a local government make certain that federal funding approvals are followed by timely reimbursement.

Program Management Assistance

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

- Developing Preliminary Damage Assessment (PDA) for Submittal to State and FEMA
- Emergency Work Definition and Application to Franklin County (Category A and Category B)
- Permanent Work Definition and Application to Franklin County (Categories C through G)
- Assistance with Applicant's Briefing
- Identifying Expenditures Eligible for Reimbursement
- Review of Scope of Work

- Recovery Process Documentation
- Recovery Process Oversight
- Force Account Labor Assistance
- Preparation of Project Worksheet (PW)
- Review of records system for applicability to State and Federal Requirements
- Orientation and training of client personnel on documentation requirements
- Assist in the establishment of the “Clerk of Records”
- Claim Documentation
- Public Service Announcements

Documentation – Field Operations

Ceres has its own forms for truck certification, load tickets, force account labor and equipment, man-hours, and equipment supplied. Ceres is pleased to provide these, and any other forms needed for the County.



Ceres often provides these forms to clients during disaster response projects. For example, Ceres performed debris removal for Indian River County following back-to-back hurricanes Matthew and Irma in 2016 and 2017. Since the County performed its own monitoring, Ceres brought its own truck certifications, load tickets, and other required forms for the County monitors' use. During project closeout, Ceres scanned all truck certification and load tickets and provided back to the County for recordkeeping. Lastly, Ceres has transitioned its time and materials logs for emergency debris clearance to mirror an ICS Form 214 more closely. This is the standard ICS form used in emergency management to log activities performed by various ESFs. By mirroring this form in our own activities, Ceres can more seamlessly assimilate into Franklin County's emergency response functions and quicken PW development and cost tracking.

In addition to its proprietary forms, Ceres is also familiar with the sample forms included in the 2021 version of the Public Assistance Debris Monitoring Guide and the guidance provided by the Public Assistance Program and Policy Guide (**PAPPG v4**). These FEMA publications provide guidelines for debris management from preparation to concluding response and offer multiple sample forms for use during monitoring, including load tickets and truck certifications.

Ceres is also intimately familiar with PAPPG, Title 2 of the Code of Federal Regulations (CFR) Part 200 Procurement Standards, the Procurement Disaster Assistance Team Field Manual (2019 version) and other pertinent FEMA policy guides, fact sheets, and disaster specific guidance. Ceres maintains this information in a central repository to quickly compare policy guide revisions and distribute it to clients. When FEMA transitioned from 44 C.F.R. 13.36 to 2 C.F.R. 200, Ceres and its attorney wrote a crosswalk article highlighting the changes from one set of regulations to the other (*The Construction Lawyer*, Volume 36, Number 4, Fall 2016, *Emergency Contracting: Avoiding a Disaster After the Disaster*). In short, Ceres has access to and understands the various rules, regulations and policies required to meet FEMA reimbursement guidelines.

Ceres has recently expanded its field operations reporting with the latest ESRI GIS software suite, ArcGIS 10.7TM. Ceres can create sector, zone and subzone maps to augment completion of PDA Forms, provide better estimates of debris quantities/types, track the progress of debris collection operations and help closeout zones/subzones. In totality, ArcGIS helps create a common operating picture between Ceres, its various department and the County. ArcGIS has become an integral part of Ceres overall operations and is developing a common operating picture within Ceres and among our partners.

To highlight the importance of ArcGIS, Ceres recently implemented the software suite during Ceres' completion of CalRecycle's Camp Fire debris removal project, as well as for ongoing operations in Abaco, Bahamas from Hurricane Dorian. Ceres can tailor forms and reports with each project to capture required information and help create an administrative record to protect the County FEMA reimbursement. A screenshot of a sample report is provided on the previous page; complete copies are available upon request.


Documentation – Administrative

Tickets and Truck Certification Forms are the foundation of the major expenses on most projects. Tickets are designed in several versions depending on what information is required. Tickets may track debris by cubic yard, tons, each, or load. The debris stream may also influence the ticket form that is selected for any particular project phase. Truck Certification forms are also critical documentation that must be accurately and carefully recorded. These forms are carefully structured to ensure that all necessary information, as required by FEMA, is recorded. FEMA requires signed truck certification forms for every vehicle hauling on the project and a signed dump ticket for every load. Ceres supplies these 5-part carbonless forms if the County wishes.


Ceres has developed a powerful custom database that links key components of documentation including the truck certification database, ticket database, and the database containing all of the images of each individual ticket and the truck certifications. Ceres' ticket database has been in use for more than 10 years and is easily modified to meet the varying needs of our clients. The database is also designed to make data entry easy. One data entry person, with minimal training, can enter over 700 tickets per day. Drop down selections, short cuts and static information retrieval make data entry fast and accurate. The system does not allow entry of duplicate tickets thus preventing duplicate billing and duplicate payments. The system does not allow a ticket to be entered with an amount that exceeds the certified load amount of the truck. Additional features of this custom software make it flexible enough to record data that is known to be required for a particular circumstance or project. Ceres maintains separate databases for each project to ensure that data integrity is maintained.

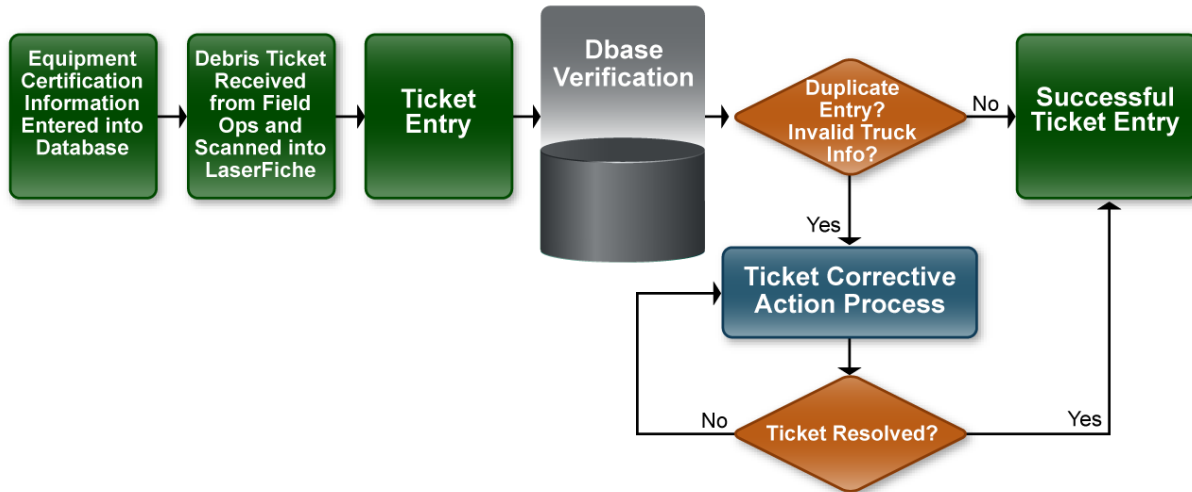
Each completed truck certification form and each load ticket are electronically scanned at the field office and then transmitted to an imaging database located on a secure Ceres server outside the disaster area. The scanned information is then retrieved by our data entry staff and entered into the appropriate project database under normal office conditions. Database rules require that first the truck owner (Ceres or one of its subcontractors) and then the individual truck be established in the database before the system will accept any load ticket information for that truck.

Ceres has taken great care to develop both policies and procedures that can be consistently applied to every project. The Ceres "Data Entry/Accounting Procedures" manual is used to provide guidance to our data entry personnel, so all data is entered in a consistent manner to ensure data integrity. This extra planning makes the implementation of a project easier and faster. Additionally, the use of advanced communication technologies, such as wireless and satellite internet connections; cell phones with voice, data and text; and electronic imaging of paper documents, allow Ceres to simultaneously manage multiple projects, in multiple states. All reimbursable activities under a particular contract, for example, stump removal, operation of hourly rate equipment, and personnel hours, are recorded by our operations staff.



Quality Control Form
Debris Removal
Submitted Time: 10/05/2019 7:01 AM
APN: 058-520-009-000
Address: 058-520-009 BARDEES BAR RD

QC Name	Mike Randall	
SUB	P31	
TF	9	
Weather Conditions	Weather Class	Class A
	Min Temperature	45
	Max Temperature	70
	Precipitation	0
Unique Features	Yes, Steep rutted driveway to top site	
Access	Poor up top, bottom is good.	
Rock	Yes, 3 loads on driveway	
Proximity to Stream or Watershed	Neither	
Walls or Chimney	No	
Multiple Outbuildings	No	
Vehicles	Yes, 1 pick up truck	
Pool	No	
Fencing	No	
Property Progress	Start: 60, End: PFI	
Picture #1		



Ceres 00

This flow chart illustrates the data flow and system logic for handling completed load tickets. The system will check for a non-duplicate ticket number, a valid truck number and that the load does not exceed the verified capacity of the truck before information will be saved in the data base.

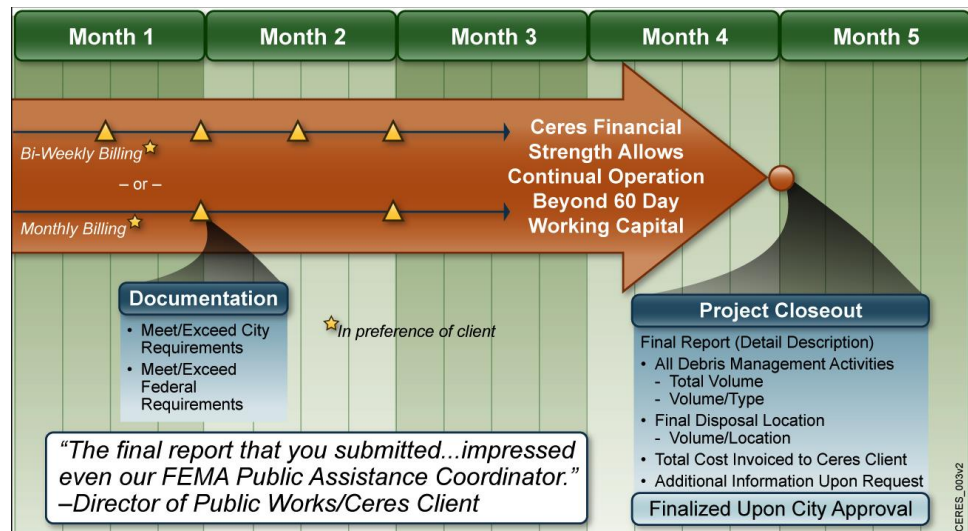
At any time, Ceres' image databases (images include both tickets and truck logs) are available to all our governmental customers as password protected read only files on the internet. The data has been used for audits by such Federal agencies as the U.S. Army Corps of Engineers.

Ceres audits the database for inconsistencies, data entry error and data integrity daily. This ensures that records of all potentially reimbursable activities are acceptable and auditable by FEMA.

Both standard and custom reports can be generated from Ceres databases. These reports are used to invoice work performed to the Client, to pay subcontractors, and to provide management/field operations with production reports. This information is readily shared in a variety of formats.

Invoicing

Ceres can invoice the County on a weekly, bi-weekly or monthly basis and in any format the client or a client's representative requires. Each invoice is submitted with appropriate documentation relating to the services provided. Documentation shall meet or exceed County and federal requirements for funding and reimbursement purposes. Ceres will provide technical



Invoices are generated as contractually agreed with all necessary supporting documentation. Project closeout is expedited by automated controls on truck identification, load sizes and ticket number validity.

assistance to the County 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 County throughout the invoicing and reimbursement process long after

the work has been completed. Ceres' financial strength enables Ceres to operate within the working capital requirement of the contract.

Internal Audit

Ceres regularly conducts internal audits of the debris data to ensure foul play is not occurring on the project. For example, a Project Accountant will run reports on the average load calls, number of hauls per day, and total cubic yards hauled per day. That information is then compared for every truck to determine if someone falls outside the expected range. If a truck is below or above the expected range, the Project Manager or QC team will review the work of the individual truck and generate a report to document the discrepancy. Additionally, our GIS team may map all the collection locations across the County. One area seems to have tens of loads originating from the same or close by location. Similarly, the Project Manager or QC team will review the work and generate a report to document the discrepancy.

Monitoring Consultants

Many of Ceres' clients choose to contract with a firm providing monitoring services. The services provided by a monitoring firm may include: damage assessment, training, emergency and pre-event planning, direct communications with the County, incorporation of County forms and FEMA forms, post-event construction management, funding, and grants management. To eliminate any question of conflict of interest we will not involve ourselves in the actual selection process and we do not endorse nor recommend any of the monitoring companies. We do strongly recommend that the County verify that the proposed monitoring firm is not de-listed by the federal government on the "Excluded Parties List System" at www.epls.gov.

Ceres maintains extensive experience working with almost every debris monitoring firm in the industry today. Given the countless projects with each debris monitoring firm, Ceres understands the ins and outs of each firm's response and recovery structure, their respective automated debris management system (ADMS) and their respective invoicing procedures to ensure compliant documentation and payment recommendations. This seamless integration happens at the field level with truck certifications, monitor dispatches, zone assignments, zone closeouts and the administrative level with contracts/pricing schedule during project kick off, final disposal permits/documentation, ADMS login/downloads, and invoice reconciliation. Each day, Ceres' accounting staff imports the monitor's ADMS data by mapping the Excel spreadsheet and uploading it to Ceres database. Ceres' accounting staff then reconciles the previous day's data, identifies inconsistencies, and communicates those inconsistencies back to the monitoring firm to help ensure data integrity used in reports and invoices. Much of these elements happen outside the purview of the County, but because of the experience with each debris monitoring firm, Ceres can anticipate your needs and proactively help fill out Franklin County's contract record for FEMA reimbursement.

Production Reporting

Ceres has developed specific procedures to ensure proper and thorough documentation of daily project activities and adherence to strict quality control requirements. Daily documentation required for each debris management project will meet or exceed contractual, FEMA or other agency requirements. Ceres has developed project-tracking forms to ensure accurate reporting. In addition to the forms already mentioned, other forms include truck certification logs, production logs, shift inspection checklists, safety meeting report forms, daily crew reports, and various equipment usage reports. From this information, Ceres can provide daily, weekly, monthly and quarterly reports as requested by the client. A few reports generated for clients in the past 5 years include Diversity Plan Monthly Status Reports, Paid Summary Reports, and Utilization and Data Monthly Reports. Ceres strong and accurate field administration feeds the production reporting developed and submitted by the accounting staff.

B.4 Meeting Federal Codes, Regulations, and Requirements

Ceres Environmental Services, Inc. will meet all federal codes, regulations, and requirements as provided for the following documents, including subsequent and related versions of such documents:

Stafford Act, as amended.

<https://www.govinfo.gov/content/pkg/COMPS-2977/pdf/COMPS-2977.pdf>

Code of Federal Regulations, 44 CFR, as amended

<https://www.ecfr.gov/>

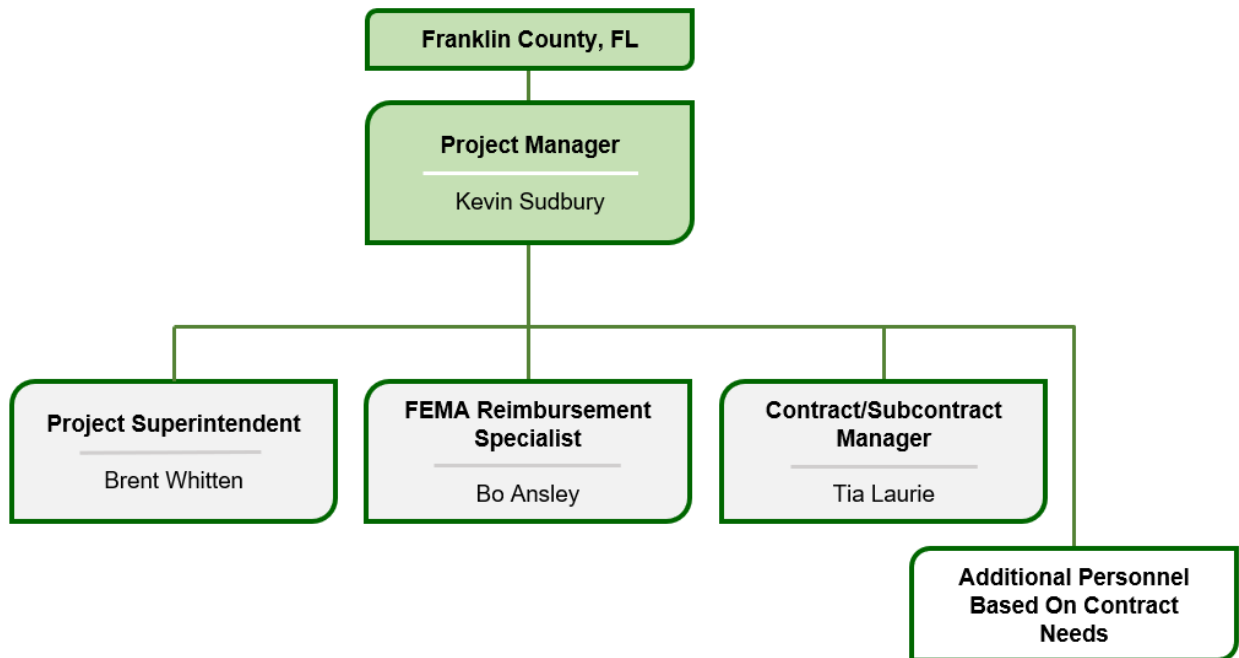
Code of Federal Regulations, 2 CFR CHAPTER II, PART 200 et.al., as amended

<https://www.govinfo.gov/app/details/CFR-2023-title2-vol1/CFR-2023-title2-vol1-part200>

B.5 Qualifications and Abilities of Assigned Personnel

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 Franklin County, 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 Franklin County for the life of the contract. Additional personnel will be assigned based on the size and severity of an event affecting Franklin County.



Mr. Kevin Sudbury will be the **Project Manager** assigned to Franklin County. Mr. 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.

Mr. Brent Whitten will be the **Project Superintendent** assigned to the County. 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.

Mr. Hubert Russell (Bo) Ansley will be the **FEMA Reimbursement Specialist** assigned to Franklin County. Mr. Ansley worked with the U.S. Army Corps of Engineers (USACE) for 33 years. His experience includes Emergency Management; Technical Support to FEMA applicants, and sub-applicants to ensure FEMA eligibility, compliance with State regulations and adherence to contract specifications; review of FEMA eligibility and processing documentation for FEMA reimbursement; training sessions with clients; and development of new documentation systems. His experience runs deep both with Ceres and the US Army Corps of Engineers (USACE), where he served as a technical liaison to FEMA for Emergency Support Function 3 (ESF3) – Public Works and Engineering, and a Senior Level Debris Removal Subject Matter Expert (SME).

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 Franklin County efforts are well under way within the time frames required.

Mr. Omar Arroyo will be the **Safety Manager** assigned to the County. Mr. Arroyo has more than 22 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. The safety manager reports directly to the President of the company.

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 proposal. 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 Franklin County event, or are not acceptable to the County, personnel with equivalent or better backgrounds and skills will be made available and will be presented for approval.

Key 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 the Project and Operations Manager for many of the projects 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

- **Hurricane Idalia 2023.** Management oversight for debris removal in Florida and Georgia following a Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **California Floods 2023.** Management oversight for flood debris removal services in Tulare County, CA and Merced, CA. 54,645 cubic yards of debris have been removed.
- **Texas Winter Storm Mara 2023.** Management oversight for debris removal in two Texas jurisdictions following a winter storm. 330,846 cubic yards of debris were removed.
- **State of Vermont Summer Flood 2023.** Management oversight for 5920 tons of debris removal in (sixteen) 16 jurisdictions across the State of Vermont
- **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. 22,311 trees were removed.
- **Oklahoma Ice Storm 2020.** Management oversight for debris removal in 5 cities following an ice storm. Over 200,000 cubic yards of debris were removed.
- **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 681,998 cubic yards 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. Over 409,500 cubic yards of debris were removed.
- **Jones County, MS Tornado 2020.** Provided management oversight for removal and disposal of over 240,000 cubic yards 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. 768,558 tons of debris were removed.
- **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

- **Hurricane Idalia 2023.** Management oversight for Ceres' response to Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **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. 768,558 tons of debris were removed.
- **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

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

- **Hurricane Idalia 2023.** Project Manager. Responsible for the management of Hurricane Idalia generated debris in Glynn County, GA. 25,440 cubic yards of debris were removed.
- **Red Tide Cleanup 2023.** Project Manager. Responsible for managing all aspects of Red Tide Cleanup in Sarasota, FL.
- **State of Vermont Summer Flood 2023.** State Manager. Responsible for managing sixteen (16) debris removal projects across the State. Services included ROW C&D debris haul in, ROW vegetation debris haul in, site restoration and hazardous materials handling. Localities served include cities, towns and villages. 5920 tons of debris were removed.
- **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. 330,846 cubic yards of debris were removed.
- **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. Over 409,500 cubic yards of debris were removed.
- **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. 3,306,224 linear feet of debris were removed.
- **St. Tammany Parish Waterway Debris Removal Project 2022 - 2023.** Project Superintendent in Louisiana for a waterway debris removal project.
- **Hurricane Ida 2021.** Project Superintendent for Livingston Parish, LA, responsible for recovery operations as a result of Hurricane Ida. 1,322,210 cubic yards of debris were removed.
- **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. 84,000 tons of debris were removed.
- **Hurricane Irma 2017.** Project Manager in Pinellas County, FL for the Disaster Debris Collection and Removal of 123,916 cubic yards 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. 455,554 cubic yards of debris were removed.
- **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

Hubert Russell (Bo) Ansley, FEMA Reimbursement Specialist/Operations Planner

Mr. Ansley worked with the U.S. Army Corps of Engineers (USACE) for 33 years. His experience includes Emergency Management; Technical Support to FEMA applicants, and sub-applicants to ensure FEMA eligibility, compliance with State regulations and adherence to contract specifications; review of FEMA eligibility and processing documentation for FEMA reimbursement; training sessions with clients; and development of new documentation systems. His experience runs deep both with Ceres and the US Army Corps of Engineers (USACE), where he served as a technical liaison to FEMA for Emergency Support Function 3 (ESF3) – Public Works and Engineering, and a Senior Level Debris Removal Subject Matter Expert (SME).

PROFESSIONAL EXPERIENCE

- **Hurricane Idalia 2023.** Provided operational oversight and FEMA reimbursement assistance for debris removal in Georgia following Hurricane Idalia.
- **Hurricanes Ian and Nicole 2022.** Operations Area Manager and Client Services Liaison for 8 contract activations in Florida.
- **Yellowstone River Floods 2021.** Senior USACE Debris Removal SME and FEMA Liaison. Provided a comprehensive assessment of flooding impacts and waterway debris for the State of Montana.
- **Hurricanes Laura, Sally, and Zeta 2020.** Senior USACE SME and FEMA Liaison. Provided Technical Support to FEMA as well as multiple applicants in Louisiana, Alabama, and Florida. Provided supervisory oversight for 21 Federal Technical Monitors.
- **Southeast Tennessee Tornadoes 2020.** Senior USACE Debris Removal SME and FEMA Liaison for 3 local activations in the Chattanooga, TN area.
- **Hurricane Michael 2018.** Lead USACE Debris Removal SME and FEMA Liaison for 6 Florida Counties and 13 Georgia Counties. Served as Contracting Officers Representative for USACE Advanced Contract Initiative (ACI) in Georgia.
- **Hurricane Irma 2017.** Lead USACE ESF3 Liaison to FEMA Region 2. Prepositioned with Forward Team to VITEMA prior, during and after landfall. Supported Recovery Field Office and assisting in activating the Debris ACI for USACE.
- **Hurricane Maria 2017.** Supported recovery efforts in Puerto Rico as Emergency Management Chief, Mobile District. Managed USACE Recovery Field Office for multiple FEMA missions including power restoration, temporary roofing, debris removal and repair of critical public facilities.
- **Southeast Tornadoes 2017.** Lead USACE Debris Removal SME and FEMA Liaison for multiple activations near the City of Albany, GA.
- **Hurricane Matthew 2016.** Lead USACE Debris Removal SME. Provided technical assessment of storm impacts along the Florida Coast from St. Augustine to Melbourne.
- **Hurricane Hermine 2016.** Lead ESF3 Representative to FEMA in Florida. Developed debris volume estimate and debris removal cost estimate.
- **Pacific Ocean Storms 2015.** Served as USACE ESF3 forward for Guam (Typhoon Dalphin) and Saipan (Typhoon Soudler). Provided impact assessments for FEMA.
- **Oso, WA Landslide 2014.** Assistant ESF3 Team Lead and Debris SME supporting FEMA. Provided preliminary report and debris removal estimate.
- **Hurricane Sandy 2012-2013.** Lead Debris SME and Contracting Officers Representative – Suffolk County, NY. Oversaw Debris Removal Operation for Fire Island, NY.
- **Alabama Tornadoes 2011.** Supported recovery efforts as Emergency Management Chief, Mobile District. Managed USACE Recovery Field Office for multiple FEMA missions including temporary power, debris removal and repair of critical public facilities.
- **Hurricane Ike 2008.** USACE liaison to Texas and ESF3 lead in support of FEMA Region 6.
- **Hurricane Katrina 2005-2006.** Debris SME for Alabama recovery.

EDUCATION/CERTIFICATIONS

- Bachelor of Landscape Architecture, University of Georgia
- Graduate Certificate, Homeland Security and Emergency Management, George Washington University
- FEMA ICS 100, 200, 300, 400, 700, 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

- **Hurricane Idalia 2023.** Director of Administration including subcontracting and contract management for debris removal in Florida and Georgia following Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **California Floods 2023.** Director of Administration including subcontracting and contract management for flood debris removal services in Tulare County, CA and Merced, CA. 54,645 cubic yards of debris have been removed.
- **Texas Winter Storm Mara 2023.** Director of Administration including subcontracting and contract management for debris removal in 2 Texas jurisdictions following a winter storm. 330,846 cubic yards of debris were removed.
- **State of Vermont Summer Flood 2023.** Director of Administration including subcontracting and contract management for 5920 tons of debris removal in (sixteen) 16 jurisdictions across the State of Vermont
- **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. 22,311 trees were removed.
- **Oklahoma Ice Storm 2020.** Director of Administration including subcontracting, and management of 5 contract activations as a result of the Oklahoma Ice Storm. Over 200,000 cubic yards of debris were removed.
- **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. Over 1 million cubic yards of debris were removed.
- **Hamilton County, TN and Jones County, MS Tornadoes 2020.** Director of Administration including subcontracting. Managed 6 subcontractors providing debris collection, reduction, and disposal. Over 600,000 cubic yards of debris were removed.
- **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. 5,966 tons of waste were removed.
- **Paradise and Butte County, CA Fire 2019.** Director of Administration including subcontracting and managing over 23 subcontractors and working contract administration with CalRecycle. 768,558 tons of debris were removed.
- **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. 185,758 cubic yards of debris were removed.
- **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

Omar Arroyo, Safety Manager

Mr. Arroyo has more than 22 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 for NMDOT Hermits Peak/Calf Canyon Flood, Straight Line Wind and Wildfire Recovery in 2022-Current.
 - Safety and Health Officer for Taylor County, FDOT following Hurricane Idalia. Over 1,703,000 cubic yards of debris have been removed.
 - Safety and Health Officer for the Luma Vegetation Clearing Service Contract in 2022 and 2023 in Puerto Rico.
 - Safety Officer for Wildfire recovery for the Oregon Department of Transportation in 2020-2022. 22,311 trees were removed.
 - Safety Officer for the Wildfire clean up and logging operations for California, Colorado, and Oregon.
 - 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.
- **PES Performance Energy Services 2015-2016.** HSSE 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 workplace 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
 - OSHT- Safety Program Management
 - OSHT- Physical Hazards Control
 - OSHT- Accident Prevention, Inspection, and Investigation
 - OSHT- OSHA Regulation General Industry
- College of the Mainland (Conducting Safety Audits)
- OSHA 30 Hour Construction
- OSHA 500
- OSHA 502
- BASIC Arborist Training Certification
- 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
- HAZWOPER, OSHA 30 FR, OSHA 500,

Personnel (Alphabetically by Last Name)

Marian Banks, Project Superintendent

Mr. Banks joined the Ceres Team in 2018. Prior to working at Ceres, Mr. Banks was a reliable police officer dedicated to saving lives, increasing community safety, and decreasing crime rates for more than 18 years. He proudly served in Desert Storm, Gulf War, and Operations Iraqi Freedom. As a project superintendent for Ceres, Mr. Banks is responsible for overseeing and managing storm removal teams for disaster recovery projects. His responsibilities include but are not limited to maintaining contract schedules, dispatching subcontractors, enforcing site safety requirements and liaising with clients and monitoring agencies.

PROFESSIONAL EXPERIENCE

- **FDOT, Taylor County, FL Sept. 2023 - Current.** Project Superintendent overseeing operations for collection, removal, reduction, and disposal of debris following Hurricane Idalia. Over 1,703,000 cubic yards of debris have been removed.
- **Shreveport, LA Wind Event 2023.** Project Superintendent overseeing operations for collection, removal, and disposal of debris. 195,220 cubic yards of debris were removed.
- **Cameron Parish, LA PPDR 2023.** Project Superintendent for Cameron Parish, LA for the private property debris removal and disposal program following Hurricanes Laura and Delta.
- **Hurricane Ian 2022.** Project Superintendent overseeing debris management and removal in Palmetto, FL, Bradenton, FL and North Port, FL. Over 2,500,000 cubic yards of debris were removed.
- **Cedar Rapids, IA Derecho 2022.** Project Superintendent overseeing operations for collection, reduction, and disposal of debris. 52 acres of debris were removed.
- **Hurricane Ida 2021.** Project Superintendent in Westwego, LA and New Orleans, LA for removal and disposal of hurricane debris. Over 300,000 cubic yards of debris were removed.
- **Winter Storm Uri 2021.** Project Superintendent overseeing and managing removal and disposal of debris in response to Winter Storm Uri.
- **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. Over 3000 properties were cleaned up during this project. This was the largest debris mission in California in more than 100 years.
- **Hurricane Laura and Delta 2020.** Project Superintendent for Cameron Parish, LA for the collection, reduction, and disposal of Hurricane Laura generated debris. Over 1,150,000 cubic yards of debris were removed.
- **Hamilton County, TN 2020.** Project Superintendent for collection, reduction, and disposal of tornado generated debris in Hamilton County, TN. Over 500,000 cubic yards of debris were hauled as part of this project.
- **Camp Fire, Butte County 2019.** Divisional Supervisor for the campfire project in Paradise, CA for wildfire structure and debris removal.
- **Hurricane Michael 2018.** Quality Control Technician following Hurricane Michael in Marianna, FL.
- **2005-2115. Lead Detective Cornelia Police Department – Cornelia, GA.** Promoted from patrol to lead detective. Responded quickly to dispatch and took appropriate action at crime and disaster scenes. Gathered preliminary investigation information as a first responder to crime scenes. Organized and recorded facts to prepare incident reports.
- **2000-2005 Deputy & Jailer Habersham County Sheriff Department – Clarkesville, GA.** Gathered preliminary investigation information as a first responder to crime scenes. Monitored and investigated suspicious persons and situations and unusual activities.

EDUCATION/CERTIFICATIONS

- OSHA 40 Hour HAZWOPER
- OSHA 30-Hour Construction Safety
- NIMS IS100
- FEMA Introduction to Incident Command System ICS-100
- FEMA Initial Action Incident ICS-200

Demetri Bassil, Equipment Director

Mr. Demetri Bassil is responsible for overseeing Ceres' \$108 million equipment division, comprising of over 30 employees and over 2,019 pieces of equipment. Demetri's responsibilities include maximizing the effectiveness of Ceres' assets while providing leadership to the equipment division. He is responsible for supporting Ceres' operations by optimizing the methods and materials required for each mission.

PROFESSIONAL EXPERIENCE

- **Ceres Environmental Services Inc. April 2024 – Present.** Equipment Director. As Director oversee its equipment division. The division has 30+ full-time employees; a fleet of 2,019 pieces of equipment and commercial trucks/trailers with an acquisition value approaching \$110 million.
- **Alleyton Resource (Summit Materials) 2015 – 2024.** Vice President of Equipment. Alleyton Resource / Summit Materials (NYSE: SUM) is an integrated aggregate and ready-mix concrete company based in Denver Co. The Alleyton operations include aggregate mining, material transportation, ready mix concrete delivery, concrete pumping and stabilized sand and slurry. In 2014 Alleyton Resource became part of Summit Materials, a leading vertically integrated materials-based company that supplies aggregates, cement, ready-mix concrete and asphalt in the United States and British Columbia, Canada. As the VP of Equipment, responsibilities included managing fleets for 4 business units including Ready mix, RM Pumping, Cement / Materials Fleet, and Aggregates.
 - Realigned existing team and with training / coaching have created a productive, cohesive, and profitable cost center.
 - Created Maintenance procedures and developed best practices for all lines of business.
 - Reduced R&M costs by \$5.75M
 - Increased unit availability from 78% to 96% while reducing overtime by 23%
 - Reduced Mobile capital acquisition cost by 21%
 - Reduced Yellow iron acquisition cost by 14%
 - Successfully integrated fleets multiple acquisitions
- **Chicago Bridge & Iron 2010 – 2015.** Manager Batch Plant Operations / Superintendent 4. CB&I (NYSE: CBI) is the most complete energy infrastructure focused company in the world and a major provider of government services. With more than a century of experience and the expertise of approximately 50,000 employees, CB&I provides reliable solutions while maintaining a relentless focus on safety and an uncompromising standard of quality. As the Site Superintendent, supplying concrete to support the construction of 2 Westinghouse Model AP 1000 power generating reactor units, responsibilities included managing site preparation, erection of batch plant and facilities, fixed and mobile equipment maintenance, along with assisting in actual placement and civil activities.
 - Successfully completed 3 continuous placements 6990cy, 7010 cy 5395cy of SCC, 2880 cy of RCC
 - Produce concrete to NQA1 standards with <2% non conformance.
 - Managed 2 central mix batch plants, 1 -150-ton ice plant, and 4 liquid nitrogen stations.
- **Lafarge Corporation 1991 – 2009.**
 - **Southeast Division 2008 – 2009.** North Georgia Equipment and Maintenance Manager. Equipment and Maintenance Manager, responsibilities included: full accountability for divisional maintenance costs, leading a team of supervisors and support staff responsible for the maintenance and repair of 720 mobile units and 57 RM production sites from 2 maintenance facilities.
 - Assembled a strong team through a focus on heavy personal coaching, skills training and safety
 - Dramatic reduction in injuries from 3 to 0 with 3 consecutive years with zero accidents
 - 18% reduction in maintenance cost from \$2.26 to \$1.86 in difficult inflationary periods through improved equipment availability, strong labor efficiencies and effective scheduling
 - improved shop productivity by 8%
 - restructured hourly workforce, developing a dedicated maintenance crew resulting in increased productivity and uptime while decreasing operating hours and maintaining budgeted yardages

- Reduced asset base, generating \$1.5M in cash and reducing annual depreciation by nearly \$1M
- **Southeast Region 2004 – 2008.** General Manager Downtown Atlanta Market. The Downtown Atlanta Market was the largest market in the Division with 425K cubic yards produced, 2 permanent production facilities, 2 portable production facilities, \$40M+ in expenses and 75 employees. As General Manager, responsibilities included: full cost accountability, quality, productivity, capital expenditures, environmental management, community relations, labor relations, and safety.
 - Instituted strong culture of safety with no injuries or equipment roll-overs for over 4 years
 - Achieved 19% annual gains in delivery and production labor productivity plus strong increases in uptime through implementation of a comprehensive performance improvement program
 - Reduced delivery cost from \$18.66 to \$15.28
 - Reduced material cost delivery \$83K annually by renegotiating haul rates
 - Achieved 4.15 yards per driver hour in delivery efficiencies by 2005—the first market area to do so
- **Southeast Region 2002 – 2008.** Southeast Regional Director Transportation and Maintenance. The Transportation, Maintenance and Construction Department managed and maintained 1,440 mobile units (ready mix trucks, loaders, excavators, dozers, passenger vehicles, tractors, and trailers) and 90 production facilities. As Director of Transportation and Maintenance, responsibilities included: leading a team of 12 salaried and 85 hourly employees with fixed facilities and mobile crews, managed \$34M in expenses, developed and implemented capital projects, continued to improve maintenance practices and safety.
 - 18% reduction in maintenance costs from \$2.74 to \$2.26
 - Reduced overtime 15%
 - Increased shop productivity 14%
 - Managed construction projects such as building new and refurbishing existing ready mix facilities
- **Lafarge Corporate Business Performance Group 2000 – 2002.** North America TMT Manager. The Business Performance Group led the creation and implementation of methodologies and systems to drive performance improvement across North America. As TMT Manager (a server-based maintenance information system), responsibilities included: development and implementation of the process to utilize the technology tool to reduce operating expenses and improve equipment utilization and life across the NA operations.
 - Increased North American utilization of the system from 40% to 100% through audits, and training
 - Trained, coached and mentored TMT users and maintenance personnel on standardized processes
 - Developed “Managing with TMT” and case studies used for training 175+ employees at annual meeting
 - Championed of The Lafarge Maintenance Best Practice Team, Lafarge Maintenance Best Practice Manual, and assisted with the National Tire Re-Treading Program
- **Louisiana Division 1991 – 2000.** Equipment Manager/Divisional TMT Coordinator. The Lafarge Louisiana Ready-Mix Concrete Division is the largest producer in the New Orleans Metro Market. As Equipment Manager, responsibilities included: full cost responsibility for the divisional mobile maintenance department, leadership of 3 mobile maintenance facilities with 12 employees and 200 mobile units, along with full implementation of TMT, a maintenance information system.
 - Reduced maintenance costs by 23% through standardized maintenance practices

EDUCATION/CERTIFICATIONS

- AEMP – CEM(Certified Equipment Manager) Certification
- Strayer University

- Southeastern Louisiana University
- Delgado JR College
- Southeastern Louisiana University
- 1988 Gretna Police Training Academy

Mike L. Beevers, Project Manager

Mr. Beevers has been in environmental services for almost 20 years, starting in earthwork 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

- **Hurricane Idalia, 2023.** Project Manager for debris removal operations following Hurricane Idalia in Columbia County, FL, Taylor County, FL, and Perry, FL.
- **Louisiana Windstorm 2023.** Project Manager for Shreveport, LA. Just under 200,000 cubic yards of debris was removed following a windstorm in July.
- **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. 595,746 cubic yards of debris were removed.
- **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. Over 50,000 cubic yards of debris were removed.
- **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. 238 white good units were removed.
- **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. Over 417,000 cubic yards of debris were removed.
- **Black Forest Fire 2013.** Superintendent for debris removal following forest fire in El Paso County, Colorado. Over 100,000 cubic yards of debris were removed.
- **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

- **Mississippi Tornado 2023.** Project Superintendent overseeing the cleanup of 32,500 cubic yards of tornado generated debris in Carroll County, MS.
- **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 – 2020.** 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

- **New Mexico DOT Fire and Flood Recovery 2023.** Project Manager for New Mexico Department of Transportation providing Hazardous Debris Removal and Remediation oversight. Over 18,000 Hazardous trees were removed, and 101,210 tons of debris was managed Ceres.
- **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. 22,311 trees were removed.
- **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

- **New Mexico DOT Fire and Flood Recovery 2023.** Superintendent for New Mexico Department of Transportation providing Hazardous Debris Removal and Remediation oversight. Over 18,000 Hazardous trees were removed, and 101,210 tons of debris was managed by Ceres.
- **Hurricane Laura 2020 – 2021.** Project Manager in Cameron Parish, LA for the collection, reduction, and disposal of Hurricane Laura generated debris. Over 1,150,000 cubic yards of debris were removed.
- **HCFC 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 Truittier 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)
- ATTSA Traffic Control Supervisor – CA Specific
- ATTSA Traffic Control Technician – CA Specific

Chad Dorsey, Planning Chief

Mr. Dorsey is a self-motivated, results-driven individual who seeks opportunities for growth and knowledge. He joined the Ceres team working in quality control and quickly worked his way to becoming a Project Superintendent/Planning Chief. Prior to working at Ceres, Mr. Banks was a reliable police officer for over 20 years which helped sharpen his leadership and communication skills. Mr. Dorsey demonstrates those skills daily and one of his roles included training others. Some of Mr. Dorsey's other responsibilities include, but are not limited to, preparing daily progress reports, creating and coordinating work schedules, communicating with current clients, ordering the appropriate tools and materials, and resolving any issues that may arise.

PROFESSIONAL EXPERIENCE

- **NMDOT Hermits Peak/Calf Canyon Flood, Straight Line Wind and Wildfire Recovery. September 2022-November 2023.** Project Superintendent/Planning Chief in San Miguel County and Mora County for hazard tree, flood, and fire debris removal. Over 90,000 tons of sediment and debris, 18,000 hazard trees and hazardous materials removed from private residences.
- **Hurricane Ian 2022.** Project Superintendent/Planning Chief in Cape Coral, FL and Arcadia, FL for emergency debris removal following a 2022 hurricane.
- **Cedar Rapids, IA Derecho 2022.** Project Superintendent/Planning Chief overseeing operations for collection, reduction, and disposal of debris.
- **Hurricane Ida 2021.** Project Superintendent/Planning Chief for debris removal in Mandeville, LA.
- **Winter Storm Uri 2021.** Project Superintendent/Planning Chief in Pearland, TX and Nacogdoches, TX for debris removal operations following an ice storm.
- **Oklahoma Ice Storm 2020.** Project Superintendent in El Reno, OK for the collection, reduction, and disposal of ice storm generated debris.
- **Hurricanes Laura and Delta 2020.** Project Superintendent/Planning Chief in Allen Parish, LA and St. Martins Parish, LA following Hurricanes Laura and Delta.
- **Hurricane Hanna 2020.** Truck boss in Edinburgh TX following a hurricane.
- **Laurel, Mississippi 2020.** Truck boss following a tornado.
- **Hamilton County, TN Tornado 2020.** Truck boss following a Tennessee tornado in 2020.
- **Bahamas September 2019-2020.** Project Superintendent for debris removal following Hurricane Dorian.
- **Hurricane Michael 2019.** Started work in quality control and was later promoted to truck boss.
- **Law Enforcement 1998 – 2018.** Maintained a clear understanding of and enforce the laws of the State of Georgia. Responsibilities and skills included conflict resolution/de-escalation, courtroom testimony, investigations, emergency vehicles operations and control.

EDUCATION/CERTIFICATIONS

- Certified Police Officer, Investigations, Interviews and, Supervision, Georgia Public Safety Training Center
- OSHA 30 and HAZWOPER certified
- Class A CDL

Bryan S. Fike, National Client Services Manager

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 Idalia 2023.** Provided senior oversight/administration over debris removal in Florida and Georgia following Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **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

- **Hurricane Ian 2023.** Project Superintendent responsible for overseeing the clearing of vegetative debris generated from 2022 Hurricane Ian on vacant lots in Cape Coral, FL.
- **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. 595,746 cubic yards of debris were removed.
- **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.
- **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 management
- **Hurricane Fran 1996.** Project Superintendent for USACE

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 Idalia 2023.** Project Superintendent in Columbia County, FL and Perry, FL for debris removal following Hurricane Idalia. Over 68,000 cubic yards of debris were removed.
- **Hurricane Ian 2022.** Project Superintendent for the removal of over 100,000 cubic yards of debris in Sarasota, FL following Hurricane Ian.
- **Hurricane Ida 2021.** Project Manager for debris removal in Kenner, LA. 239,906 cubic yards of debris were removed.
- **Oklahoma Ice Storm 2020.** Senior Project Manager in Oklahoma City, El Reno, and Piedmont for collection, reduction, and disposal of ice storm generated debris. Over 140,000 cubic yards of debris were removed.
- **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. Just under 100,000 cubic yards of debris were removed.
- **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 sub-contractors 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

- **Hurricane Idalia 2023.** Operations and Logistics Manager for shipping supplies and equipment for debris removal in Florida and Georgia following Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **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. 150,734 cubic yards of debris were removed.
- **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 – 2012,** Logistics Manager in charge for shipping supplies and equipment for operations in New Zealand.
- **Haiti Earthquake 2010 - 2013,** 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 Civil Engineer, Certified Traffic Control Manager, ATSSA-ODOT Traffic Control Flagger Instructor, USACE Construction Quality Manager, EPA Certified Lead/Asbestos Abatement Supervisor with approximately 40 years of CQC Heavy Civil Construction and Disaster Project Management in addition to extensive CQC Planning experience. He has expertise in guiding a wide range of Heavy Civil Project Operations, including Roads/Bridges Construction/Reconstruction, Drainage, Erosion Control, Laboratory Material Testing, CQC Material Sampling, CQC Field Inspection Management and Traffic Control Plans/Management. Mr. Hardy is proficient in construction project layout, concrete/asphalt roadway operations, concrete construction management, 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, to drive a strong team with multiple trades. He maintains a professional acquaintance towards CSLB with Classifications in reference to Class A General Engineering, C-31 Traffic Control, California Business & Law, and Hazardous Substance Removal in respect to several licenses.

PROFESSIONAL EXPERIENCE

- **Florida Hurricane Idalia _ County Debris Clean-Up Project October 2023 – November 2023.** Quality Control Manager for work provided on the 1.7 million Disaster Debris Response in 3 Florida Counties to include hurricane generated vegetative debris collection, transportation and disposal services and hazard (leaner and hanger) tree removal and trimming. Ensured quality control personnel and subcontractors met the required qualifications of the project contract. Trained all Ceres Area, Sector and QC management and operations personnel, subcontractors in the debris mission operational, documentation and eligibility requirements. Provided FDOT - ATSSA Traffic Control Flagger training in a classroom setting to Ceres flaggers, operations personnel and subcontractor operation crews.
- **Ceres Caribe _ Luma Vegetation Clearing Service Contract June 2022 – July 2023.** Provided continuous support on purchasing project equipment and traffic control devices. Maintained equipment inventory on project assets Generated Traffic Control Plans on various logistic locations due to roadway orientation. ATSSA Traffic Control Flagger Training for all Ceres and Subcontractor personnel.
- **New Mexico Department of Transportation Soil Debris and Hazard Tree Removal May 2022 – July 2023.** NM Department of Transportation Hazard Tree Removal and Soil Disposal Project for Mora County and San Miguel County. Removed 22,318 hazard trees using conventional logging and specialized tree removal methods to include Heli-logging, low ground pressure and low impact mechanical and hand techniques in culturally ecological sensitive riparian and wetland environments along New Mexico Highway Corridors. Coordinated the processing of merchantable timber and slash in USFS, BLM, OR Department of Parks and private properties. Generated traffic control plans and ATSSA traffic control flagger training for all Ceres and Subcontractor personnel. Daily Management of QC inspection and addressing Quality Control Plan (QC Plan) issues.
- **Florida Hurricane Ian _ County Debris Clean-Up Project October 2022 – March 2023.** Quality Control Manager for work provided on the 2.3 million Disaster Debris Response in 7 Florida Counties to include hurricane generated vegetative debris collection, transportation and disposal services and hazard (leaner and hanger) tree removal and trimming. Ensured quality control personnel and subcontractors met the required qualifications of the project contract. Trained all Ceres Area, Sector and QC management and operations personnel, subcontractors in the debris mission operational, documentation and eligibility requirements. Provided FDOT - ATSSA traffic control flagger training in a classroom setting to Ceres flaggers, operations personnel and subcontractor operation crews.
- **Oregon _ Wildfire Recovery 2021 – 2022.** Quality Control Manager (CQCM) for Oregon Department of Transportation Hazard Tree Removal and Disposal Project for Archie Creek, Thielsen Fire, Two Four Two and South Obenchain Fires. Removed 22,318 hazard trees using conventional logging and specialized tree removal methods to include Heli-logging, low ground pressure and low impact mechanical and hand techniques in culturally and ecological sensitive

riparian and wetland environments along ODOT Hwy Corridors. Processed merchantable timber and slash in USFS, BLM, OR Department of Parks and private properties. Generated traffic control plans and ATSSA traffic control flagger training for all Ceres and Subcontractor personnel. Daily Management of QC inspection and addressing Quality Control Plan (QC Plan) issues.

- **California Wildfires – Camp Fire, Butte County 2020 – 2021.** Contractor Quality Control Manager (CQCM) for the Cal Recycle Hazardous Tree Removal and Disposal Project resulting from the Camp Fire in California in 2017. Removed 59,000 hazard trees along 2,500 rights-of-way (ROW) and rights of entry (ROE) properties to include steep slope terrain operations and sensitive areas. Monitored the multidisciplinary execution to ensure that biological and archaeological resources were protected. Extensive cultural and environmental resources in Concow and Honey Run required intensive coordination and specialized operations. Generated traffic control plans and ATSSA traffic control flagger training for all Ceres and Subcontractor personnel.
- **Kuykendahl, Glen Forest and Aldine Westfield Detention Basin 2015 – 2019.** Contractor Quality Control Manager (CQCM) managing QC inspection in reference to complex features conflicting with engineering designs, for Kuykendahl, Glen Forest and Aldine Westfield stormwater detention basins in Houston, TX. Performing submittals and permitting in support to the \$39 million Kuykendahl Detention Basin Project incorporated 4500 CY Concrete, 3.6 million CY Soil Excavation, 5060 Lin Ft Concrete Pipe and 100 Acres Tree Removal. The \$25 million Glen Forest Project entailed 2500 CY Concrete, 2.2 million CY Soil Excavation, 2400 Lin Ft Concrete Pipe and 130 Acres Tree Removal. The \$7.1 million Aldine Westfield Detention Basin utilized 1850 CY Concrete, 700,000 CY Soil Excavation, 10,000 Lin Ft Concrete Pipe, and 38 Acres Tree Removal. In addition to maintaining monthly pay request, performing daily management of QC inspection, CQC construction material submitting/environmental permitting, generating traffic control plans, ATSSA traffic control flagger training was achieved, to assure Quality Assurance (QA).
- **California Wildfires-Camp Fire, Butte County 2018 - 2019** Wildfire Structure and Debris removal in Butte County, CA Camp Fire. Quality Control Manager for the 1.4 million CY Cal Recycle/Cal OES clean-up project for removal, transportation, and disposal of asbestos and structural debris on 3,100 properties generated by Camp Fire in 2018.
- **Hurricane Michael 2018 - 2019.** Quality Control Manager for work provided on the 4.9 million CY USACE Disaster Debris Response (SAD) in 13 Southwest Georgia counties to include hurricane generated vegetative debris collection, transportation and disposal services and hazard (leaner and hanger) tree removal and trimming. Ensured quality control personnel and subcontractors met the required qualifications of the project contract. Trained all Ceres Area, Sector and QC management and operations personnel, sub-contractors in the debris mission operational, documentation and eligibility requirements. Provided ATSSA traffic control flagger training in a classroom setting to Ceres flaggers, operations personnel and sub-contractor operation crews. Developed 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.
- **Morganza Hurricane Levee Project 2015.** Quality Control Manager (CQCM) responsible for the planning, scheduling, conducting, and coordinating detailed phases of the engineering for a \$58 million Hurricane Coastal Levee Protection Project in Terrebonne Parish, LA. Supervised and coordinated the work with engineers, draft persons, plan reviews, as-built, specifications and CQC material testing frequencies in addition to Quality Assurance (QA) Testing.
- **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. Quality Control Manager – responsible for the planning, scheduling, conducting, and coordinating detailed phases of the engineering for a \$10 million Concrete Reservoir. Supervised and coordinated the work with

engineers, draft persons, plan reviews, as-built, specifications and QC material testing frequencies to develop an accurate cost proposal.

EDUCATION/CERTIFICATIONS

- Bachelor of Science – Civil Engineer from the University of Louisiana at Lafayette.
- USACE Construction Quality Management for Contractors Certificate
- LADOTD Asphaltic Concrete Roadway
- LADOTD Embankment and Base Course Certification
- LADOTD Portland Cement Concrete Paving Certification
- LADOTD Portland Cement Concrete Structural Certification
- LADOTD Authorized Density Tester
- ATSSA Traffic Control Supervisor
- ATSSA Certified Traffic Control Supervisor
- ATSSA Certified Flagger
- ATSSA Certified Traffic Control Flagger Instructor
- ODOT Traffic Control Supervisor
- ODOT Certified Flagger
- ODOT Certified Traffic Control Flagger Instructor
- CSLB C31 Traffic Control Classification
- CSLB Business/Law Classification
- CSLB General Engineering Class A Classification
- OSHA 30 for Construction Certificate
- Radiation Safety Officer APNGA Certification
- Radiation Safety Officer NORM Certificate
- Heavy Bid Training Certificate
- South Carolina Pesticide Applicators Core Standards Certificate
- South Carolina General Structural Pest Management Certificate
- Georgia Lead Supervisor Initial Certificate
- EPA Lead Supervisor Training Certificate
- Puerto Rico Lead Supervisor Certificate
- Louisiana DEQ Lead Supervisor Certificate
- New Mexico EPA Lead Supervisor Certificate
- California Lead Supervisor Initial Course Completion
- Texas Lead Supervisor Refresher Certificate
- Puerto Rico Asbestos Supervisor Certificate
- Florida Asbestos Respiratory Protection Certificate
- Florida Asbestos Supervisor Initial Certificate
- California Asbestos Supervisor Initial Certificate
- Texas Asbestos Supervisor Initial Certificate
- Louisiana Arborist/Utility Arborist License

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

- **Ceres Environmental Services, Inc. 2022 – Current.**
 - **Hurricane Idalia 2023.** Project Safety Manager for emergency debris operations in Taylor County. 23,614 cubic yards of debris were removed.
 - **Hurricane Ian 2022.** Project Safety Manager for emergency debris operations for FDOT in Charlotte County, Collier County, Hendry County, Lee County, Manatee County, and Sarasota County. Over 138,000 cubic yards of debris were removed.
- **Department of Homeland Security 2021 – 2022.** 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, 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 included but were 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. Over 60,000 cubic yards of debris were removed.
- **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. Over 550,000 cubic yards of debris were removed.
- **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
- US Army Corps of Engineers (USACE) – CQM Certified
- APMP Bid and Proposal Writing Certified

Kerry Kennedy, Regional Client Services Director

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. Under his role as Regional Client Services Director for the east coast, he regularly meets with clients to assist with general inquires and to provide pre-event training to help them prepare for disasters.

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. 768,558 tons of debris were removed.
- **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

Thomas “Allen” Morse, Senior Debris Management Advisor / Director of Business Development

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 Idalia 2023.** Provided support to operations in Florida and Georgia following Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **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. Over 84,000 tons of debris were removed.
- **Fire Island 2014.** Provided technical assistance to USACE for the highly specialized debris removal mission off the coast of Long Island, NY.
- **Alabama Tornadoes 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/specifications for debris clean up following ice flow damage.
- **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.** PM 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

- **The Ground Up (TGU) (Ceres Affiliate) 2021.** Accountant for TGU. This business unit is a Houston-based green waste recycling company focusing on yard waste disposal, grinding, and mulching operations.
- **Soteria (Ceres affiliate) 2018 – 2021.** 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 – 2021.** 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 2016.** 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 – 2013.** 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

Michael (Mike) Randall, Project Superintendent

Mr. Mike Randall has worked on multiple upper multi-million-dollar contracts as a Project Manager and Project Superintendent. Mr. Randall works closely with government officials and the Army Corps of Engineers by conducting daily meetings while working on projects. Mr. Randall demonstrates strong leadership and management skills by overseeing the management of Ceres employees and subcontractors, conducting meetings where he issues daily assignments, and troubleshooting operations to ensure continuity of work between all the different State, environmental, archeological, subs and cultural groups working on our projects. Mr. Randall focuses on achieving jobs on time and with profits above projection, achieving protection standards such as environmental standards, and safety.

PROFESSIONAL EXPERIENCE

- **NMDOT Hermits Peak/Calf Canyon Flood, Straight Line Wind and Wildfire Recovery. September 2022-September 2024.** Project Superintendent for hazard tree, flood, and fire debris removal. Over 90,000 tons of sediment and debris. 18,000 hazard trees and hazardous materials removed from private residences.
- **Hurricane Nicole 2022.** Project Manager for debris removal Melbourne, FL.
- **Hurricane Ian 2022.** Project Manager for disaster recovery services in Wellington, FL.
- **Oregon Wildfire Recovery 2020.** Area Branch Manager providing hazard tree removal for the Oregon Department of Transportation.
- **California Wildfire – Camp Fire, Butte County 2019-2020.** Area Manager for the campfire project in Paradise, CA. Responsible for managing 8 to 10 division supervisors and over 40 plus working crews.
- **Hurricane Michael 2018.** Project Supervisor for Jackson County, FL and Project Manager for Mitchell County, GA for emergency debris removal.
- **California Wildfires 2018.** Quality Control Manager for Napa County, CA and Redwood Valley, CA for a USACE debris removal project following the California Wildfires.
- **Hurricane Irma 2017.** Project Manager in Tampa, FL and USACE – Virgin Islands for debris removal.
- **North American Senior Benefits 2015 – 2017.** Insurance Broker responsible for scheduling sales leads and preparing and presenting presentations to clients based on their needs.
- **One Main Financial / Citi Group 2007-2015.** Branch Account Manager responsible for planning and directing the activities of workers, networking, reviewing reports, establishing relationships with clients, and providing customer service.
- **Chestatee Counseling Center 2003-2007.** Parent Aide responsible for assisting clients in completing case plans, facilitating parenting lessons, substance abuse counseling, and anger management to clients, and served as a liaison between the Department of Family and Children Services and the DFCS clients.

EDUCATION/CERTIFICATIONS

- Piedmont University, Bachelor of Arts – Major in Sociology and Minor in Business.
- U.S. Army Corp of Engineering construction quality management for contractors.
- OSHA 30-hour construction safety training.
- HAZWOPER 40-hour site worker training.
- Completion of numerous ICS courses (incident command system).

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. Ms. Smith is a specialist in coordinating with the City's monitoring firm, assuring a smooth billing and reconciliation process.

PROFESSIONAL EXPERIENCE

- **Ceres Environmental Services, Inc.** Director of Accounting Operations. In coordination with the accounting team, responsible for the day-to-day functions of the entire storm accounting department and assisting the field operations to establish internal protocols.
 - Hurricane Idalia – 2023
 - California Floods – 2023
 - Texas Winter Storm Mara – 2023
 - State of Vermont Summer Flood – 2023
 - 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 monthly. 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.
- **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, President of CTL Forest Management, Inc.

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. In 2023, Mr. Smith was promoted to President of CTL Forest Management, Inc. CTL Forest Management is an affiliate of Ceres. CTL Forest Management, Inc. addresses the growing need in the Pacific Northwest and Southwest United States for pre-disaster wildfire mitigation and post-wildfire hazard tree removal services.

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. Over 140,000 cubic yards of debris were removed.
- **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. Over 327,000 cubic yards of debris were removed.
- **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

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

- **MN Mulch/Snow 2022 – Current.** Project Superintendent for routine debris related tasks during the winter season.
- **Hurricane Ian 2022.** Project Superintendent in Indian River County, FL, Mt. Dora, FL, Winter Park, FL, Seminole County, and, Deltona, FL for debris management and removal following Hurricane Ian. Over 363,500 cubic yards of debris were removed.
- **Hurricane Ida 2021.** Project Manager in Gonzales, LA. 106,041 cubic yards of debris were removed.
- **Cameron Peak Wildfire 2021.** Project Manager in Larimer County, CO. over 14,000 trees were removed.
- **Hurricane Laura 2020.** Project Superintendent in Vermillion Parish and City of Scott, LA for debris clean-up after Hurricane Laura in September 2020. Over 265,000 cubic yards of debris were removed.
- **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 turf 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.**

EDUCATION/CERTIFICATIONS

- OSHA Standard 1910.178

Jay Martin Zulinke, Project Superintendent

Jay Martin Zulinke has over 20 years of experience with debris removal, construction, utilities, and environmental operations. As his role as a superintendent, Mr. Zulinke promotes a safety-first mindset and a culture centered around productivity and profitability. His skills include strong leadership, problem solving, and analytical thinking. Mr. Zulinke is knowledgeable on a wide variety of equipment and safety protocols and regulations which ensures that he and his team stay safe and organized.

PROFESSIONAL EXPERIENCE

- **Ceres Environmental Services, Inc., Superintendent 2020 – Present**
 - **NMDOT Hermits Peak/Calf Canyon Flood, Straight Line Wind and Wildfire Recovery. September 2022-November 2023.** Superintendent in San Miguel and Mora County, New Mexico following Hermits Peak & Calf Canyon Fire. Mr. Zulinke's roles included supervising daily crew operations, leading quality control personnel, and facilitating daily meetings with traffic control crews, monitors, environmental and archeological personnel.
 - **Oregon Wildfire Recovery. Archie Creek Fire 2021 - 2022.** Superintendent in Douglas County, OR and Glide, OR. following Archie Creek Wildfire. Mr. Zulinke's roles included evaluating job sites to determine all trees in need of removal for ROW., recording and tracking all trees for invoicing, reviewing operations and crew completed assignments to ensure compliance with all state and contract policies, and overseeing daily operations of machinery and tree fallers for tree removal, slash removal, and log removal. Contributed to the layout of all traffic control operations for the safety of the crews and the public.
 - **Tropical Storm Nicholas 2021.** Superintendent in Richwood, TX for vegetative debris removal following Tropical Storm Nicolas.
 - **Hurricane Ida 2021.** Superintendent in Thibodaux, LA for the removal and disposal of debris following Hurricane Ian. Over 100,000 cubic yards of debris were removed.
 - **California Wildfire – Camp Fire, Butte County 2019-2020.** Superintendent in Butte County, CA. His roles included managing personnel and equipment, leading quality control of hazard trees to ensure all processes were executed according to protocol, reconciling invoices to eliminate errors, and overseeing maintenance of all tools and equipment. (Over 3000 ROEs managed; 768,458 tons of debris removed)
 - **Obenchain Fire 2020.** Superintendent in Jackson County, Oregon following the Obenchain Fire. Mr. Zulinke's roles included overseeing tree removal operations, creating layout plans for correct placement of equipment and materials, verifying safety procedures and policies among crews, facilitating daily meetings, directing operations for chipping of slash and logs, and creating layout plans.
- **Northeast Foods, Sanitation Supervisor 2022-2020.** Led a team of technicians to maintain a high level of sanitation for food manufacturing plant and ensured regulatory requirements are met for FDA, OSHA Safety, HAZMAT, and GMP.
- **Ameritech Utilities, DROP Construction Manager 2008-2011.** Trained subcontractors on OSHA safety standards and troubleshoot machinal repairs for construction equipment.
- **Vermeer Northeast, Territory Technical Sales Manager 2006-2008.** Obtained factory certifications as Underground Specialist and Waste Reduction Specialist and sold industrial equipment to DOT, municipalities, and statewide programs.
- **Bryd Brothers, LLC, Project Manager – Emergency Department 2004 -2005.** Directed crew members in Volusia County following the 2004 Hurricane Season.
- **Mitchell Distribution Company, Manufacturer's Representative 2000-2003.** Sold heavy construction equipment.
- **U.S Army (Honorable Discharge).** Assembled over 100 steel bridges for use in military training in Germany in 3 years. Received commendations for representing 8th Infantry Division as part of the U.S. Army Ski Team. Served as a Truck Driver and Heavy Equipment Operator.






EDUCATION/CERTIFICATIONS


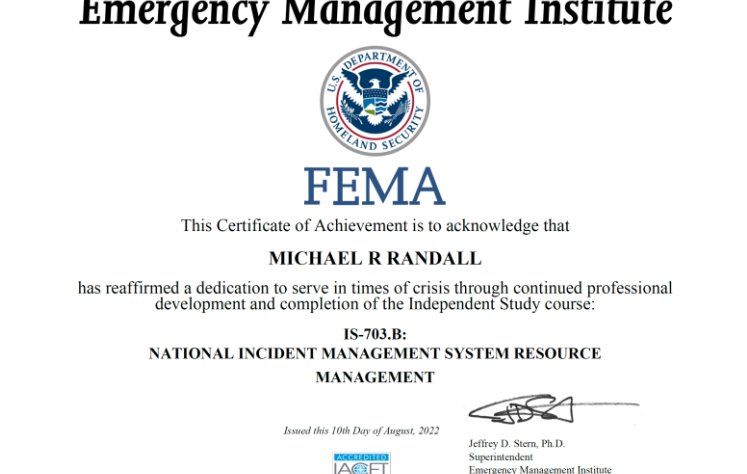
- Johnson Community College – Welding Program
- Alfred State College – HVAC Certificate
- Erie Community College – Basic Carpentry


















- Construction Safety & Health (30-Hour) | OSHA
- OSHA 40-Hour HAZWOPER
- OSHA Academy – Introduction to Job Hazard Analysis
 - Conducting a Job Hazard Analysis
 - Introduction to Safety Supervision
 - Safety Supervision and Leadership
 - Introduction to Safety Management
- Emergency Management Institute
 - Introduction to Debris Operations
 - Debris Management Plan Development
 - FEMA Safety Orientation

Professional Certifications










<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">BRENT S WHITTEN</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00100.a Introduction to the Incident Command System, ICS-100</p> <p style="text-align: center;"><i>Issued this 13th Day of May, 2009</i></p>  <p style="text-align: center;"><small>Cortez Layrence, PhD Superintendent Emergency Management Institute</small></p> <p>0.3 CEU</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Kevin Sudbury ▪ Tia Laurie ▪ Marian Banks ▪ Bryan Fike ▪ Brent Whitten ▪ David Preus ▪ Earl Lutz ▪ Felicia Smith ▪ Gail Hanscom ▪ Michael Randall ▪ Mike Hansen ▪ Milagros Gonzalez ▪ Patricia Macey (Deville) ▪ Mike Smith ▪ Robert Smith ▪ Tammy Hunt ▪ Everett Bond ▪ Alonzo Clay ▪ Linda Smith ▪ Marcus Smith ▪ Mike Dillard ▪ Chad Dorsey ▪ Joslyn Ginn ▪ Jay Zulinke ▪ Chris Shelnut
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">ALONZO CLAY</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the Independent Study course:</p> <p style="text-align: center;">IS-101.C: PREPARING FOR FEDERAL DISASTER OPERATIONS: FEMA</p> <p style="text-align: center;"><i>Issued this 28th Day of July, 2022</i></p>  <p style="text-align: center;"><small>Jeffrey D. Stern, Ph.D. Superintendent Emergency Management Institute Federal Emergency Management Agency</small></p> <p>0.10 IACET CEU</p> 	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Patricia Deville ▪ Alonzo Clay ▪ Marcus Smith ▪ Chad Dorsey ▪ Mike Randall ▪ Chris Shelnut




 <p>Emergency Management Institute</p> <p>FEMA</p> <p>This Certificate of Achievement is to acknowledge that</p> <p>TIA N LAURIE</p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p>IS-00700 National Incident Management System (NIMS), An Introduction</p> <p><i>Issued this 22nd Day of December, 2008</i></p> <p>0.3 CEU</p> <p><i>Cortez Leyva, PhD</i> Superintendent Emergency Management Institute</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Tia Laurie ▪ Bryan Fike ▪ Linda Smith ▪ Alonzo Clay ▪ Chris Shelnut ▪ Chuck Owens ▪ Derek Pruner ▪ Earl Lutz ▪ Gail Hanscom ▪ Tammy Hunt ▪ Kevin Sudbury ▪ Marcus Smith ▪ Marian Banks ▪ Michael Randall ▪ Mike Hansen ▪ Patricia Deville ▪ Tammy Hunt
 <p>Emergency Management Institute</p> <p>FEMA</p> <p>This Certificate of Achievement is to acknowledge that</p> <p>MICHAEL R RANDALL</p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the Independent Study course:</p> <p>IS-703.B: NATIONAL INCIDENT MANAGEMENT SYSTEM RESOURCE MANAGEMENT</p> <p><i>Issued this 10th Day of August, 2022</i></p> <p>0.40 IACET CEU</p> <p>IACET</p> <p><i>Jeffrey D. Stern, Ph.D.</i> Superintendent Emergency Management Institute Federal Emergency Management Agency</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Mike Randall










<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">MICHAEL SMITH</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00120.c An Introduction to Exercises</p> <p style="text-align: center;"><i>Issued this 9th Day of December, 2021</i></p>  <p style="text-align: center;">Jeffrey D. Stern, Ph.D. Superintendent Emergency Management Institute Federal Emergency Management Agency</p> <p style="text-align: center;"></p> <p>0.3 IACET CEU</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Michael Smith ▪ Marcus Smith
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">PATRICIA C MACEY</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00200.b ICS for Single Resources and Initial Action Incident, ICS-200</p> <p style="text-align: center;"><i>Issued this 22nd Day of December, 2010</i></p>  <p style="text-align: center;">Václav Šviháček Superintendent (Acting) Emergency Management Institute</p> <p style="text-align: center;"></p> <p>0.3 IACET CEU</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Chuck Owens ▪ Derek Pruner ▪ Gail Hanscom ▪ Patricia Macey (Deville)
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">MICHAEL SMITH</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00200.c Basic Incident Command System for Initial Response</p> <p style="text-align: center;"><i>Issued this 3rd Day of September, 2019</i></p>  <p style="text-align: center;">Dr. Jeff Stern Superintendent Emergency Management Institute Federal Emergency Management Agency</p> <p style="text-align: center;"></p> <p>0.4 IACET CEU</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Michael Smith ▪ Earl Lutz ▪ Mike Hansen ▪ Patricia Deville ▪ Alonzo Clay ▪ Everett Bond ▪ Robert Smith ▪ Milagros Gonzalez ▪ Mike Hansen ▪ Marcus Smith ▪ Marian Banks ▪ Mike Dillard ▪ Brent Whitten ▪ Chad Dorsey









	<ul style="list-style-type: none"> ▪ Joslyn Ginn ▪ Mike Randall ▪ Jay Zulinke ▪ Chris Shelnut
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">BRYAN S FIKE</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00242.b Effective Communication</p> <p style="text-align: center;">Issued this 20th Day of July, 2016</p>   <p style="text-align: center;">Tony Russell Superintendent Emergency Management Institute</p> <p>0.8 IACET CEU</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Bryan Fike ▪ Patricia Deville ▪ Marcus Smith ▪ Mike Dillard ▪ Mike Randall ▪ Jay Zulinke
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">BRENT WHITTEN</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00276 Benefit-Cost Analysis (BCA) Fundamentals</p> <p style="text-align: center;">Issued this 8th Day of October, 2013</p>   <p style="text-align: center;">Tony Russell Superintendent Emergency Management Institute</p> <p>0.1 IACET CEU</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Brent Whitten








	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Earl Lutz ▪ Gail Hanscom ▪ Mike Hansen ▪ Patricia Deville
	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Earl Lutz ▪ Gail Hanscom ▪ Mike Hansen ▪ Patricia Deville
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">BRYAN S FIKE</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00800.b National Response Framework, An Introduction</p> <p style="text-align: center;">Issued this 12th Day of June, 2017</p>   <p style="text-align: center;">Tony Russell Superintendent Emergency Management Institute</p> <p>0.3 IACET CEU</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Bryan Fike ▪ Tia Laurie ▪ Linda Smith ▪ Alonzo Clay ▪ Chris Shelnut ▪ Chuck Owens ▪ Marcus Smith ▪ Marian Banks ▪ Michael Randall ▪ Patricia Deville

<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">LONNIE M BEEVERS</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-0005.a An Introduction to Hazardous Materials</p> <p style="text-align: center;"><i>Issued this 26th Day of March, 2020</i></p>   <p style="text-align: center;">Michael J. Sharon Deputy Superintendent Emergency Management Institute Federal Emergency Management Agency</p> <p>1.0 IACET CEU</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Mike (Lonnie) Beevers ▪ John Gallicchio ▪ Mike Randall ▪ Marcus Smith
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">TIA N LAURIE</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-0010 Animals in Disaster, Awareness and Preparedness</p> <p style="text-align: center;"><i>Issued this 31st Day of December, 2008</i></p>   <p style="text-align: center;">Cortez Loyrence, PhD Superintendent Emergency Management Institute</p> <p>1.0 CEU</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Tia Laurie ▪ Marcus Smith ▪ Tammy Hunt
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">TIA LAURIE</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-0018 Equal Employment Opportunity (EEO) for Employees</p> <p style="text-align: center;"><i>Issued this 21st Day of December, 2009</i></p>   <p style="text-align: center;">Cortez Loyrence, PhD Superintendent Emergency Management Institute</p> <p>0.1 IACET CEU</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Tia Laurie

<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">BRYAN FIKE</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00033.16 FEMA Initial Ethics Orientation 2016</p> <p style="text-align: center;"><i>Issued this 23rd Day of July, 2016</i></p>   <p style="text-align: center;">Tony Russell Superintendent Emergency Management Institute</p> <p>0.1 IACET CEU</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Kevin Sudbury ▪ Bryan Fike
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">JAY M ZULINKE, II</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the Independent Study course:</p> <p style="text-align: center;">IS-42.A: SOCIAL MEDIA IN EMERGENCY MANAGEMENT</p> <p style="text-align: center;"><i>Issued this 21st Day of July, 2022</i></p>   <p style="text-align: center;">Jeffrey D. Stern, Ph.D. Superintendent Emergency Management Institute Federal Emergency Management Agency</p> <p>0.30 IACET CEU</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Jay Zulinke ▪ John Gallicchio ▪ Robert Smith ▪ Marcus Smith ▪ Marian Banks ▪ Mike Dillard ▪ Mike Randall
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">TIA LAURIE</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00102 Deployment Basics for FEMA Response Partners</p> <p style="text-align: center;"><i>Issued this 2nd Day of January, 2009</i></p>   <p style="text-align: center;">Cortez Lawrence, PhD Superintendent Emergency Management Institute</p> <p>0.1 CEU</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Tia Laurie ▪ Kevin Sudbury ▪ Brent Whitten ▪ Michael Randall ▪ Alonzo Clay ▪ Marcus Smith ▪ Derek Pruner ▪ Linda Smith ▪ Chris Shelnut

<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">JASON ALBER</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00120.a An Introduction to Exercises</p> <p style="text-align: center;"><i>Issued this 8th Day of July, 2016</i></p>   <p style="text-align: center;"><small>Tony Russell Superintendent Emergency Management Institute</small></p> <p><small>0.5 IACET CEU</small></p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Marcus Smith ▪ Michael Smith
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">BRYAN S FIKE</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00230.d Fundamentals of Emergency Management</p> <p style="text-align: center;"><i>Issued this 21st Day of July, 2016</i></p>   <p style="text-align: center;"><small>Tony Russell Superintendent Emergency Management Institute</small></p> <p><small>0.6 IACET CEU</small></p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Alonzo Clay ▪ Bryan Fike ▪ Chad Dorsey ▪ Chris Shelnut ▪ John Gallicchio ▪ Michael Dillard ▪ Michael Randall ▪ Patricia Deville ▪ Tammy Hunt
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">JASON ALBER</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00235.c Emergency Planning</p> <p style="text-align: center;"><i>Issued this 8th Day of July, 2016</i></p>   <p style="text-align: center;"><small>Tony Russell Superintendent Emergency Management Institute</small></p> <p><small>0.5 IACET CEU</small></p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Alonzo Clay ▪ Marcus Smith ▪ Michael Randall

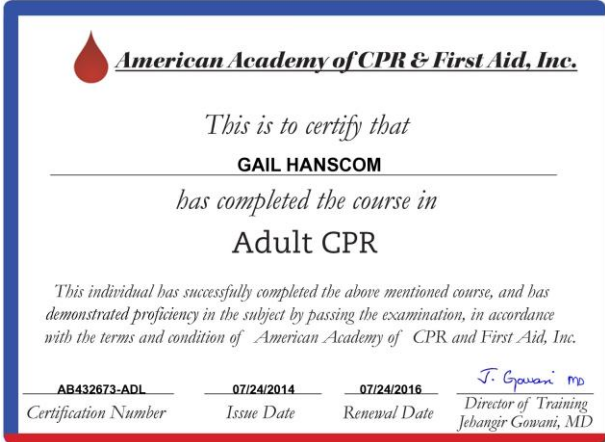

<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">BRYAN S FIKE</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00035.21 FEMA Safety Orientation 2021</p> <p style="text-align: center;"><i>Issued this 8th Day of June, 2021</i></p>  <p style="text-align: center;"><small>Jeffrey D. Stern, Ph.D. Superintendent Emergency Management Institute Federal Emergency Management Agency</small></p>  <p style="text-align: center;"><small>0.2 IACET CEU</small></p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Bryan Fike ▪ Mike Beevers ▪ Alonzo Clay ▪ Marcus Smith ▪ Jay Zulinke ▪ Chris Shelnut
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">JASON ALBER</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00240.b Leadership and Influence</p> <p style="text-align: center;"><i>Issued this 11th Day of July, 2016</i></p>  <p style="text-align: center;"><small>Tony Russell Superintendent Emergency Management Institute</small></p>  <p style="text-align: center;"><small>0.3 IACET CEU</small></p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Linda Smith ▪ Chad Dorsey ▪ Chris Shelnut ▪ Jay Martin Zulinke ▪ Patricia Deville ▪ Marcus Smith ▪ Michael Dillard ▪ Michael Randall ▪ Robert Smith
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">TIA LAURIE</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00630 Introduction to the Public Assistance Process</p> <p style="text-align: center;"><i>Issued this 21st Day of December, 2009</i></p>  <p style="text-align: center;"><small>Cortez Lawrence, PhD Superintendent Emergency Management Institute</small></p>  <p style="text-align: center;"><small>0.2 IACET CEU</small></p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Tia Laurie ▪ Patricia Macey (Deville)

<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">BRENT S WHITTEN</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00631 Public Assistance Operation I</p> <p style="text-align: center;"><i>Issued this 10th Day of February, 2008</i></p> <p style="text-align: center;">0.7 CEU</p>  <p style="text-align: center;"><small>Cortez Lybrance, PhD Superintendent Emergency Management Institute</small></p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Brent Whitton
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">TIA N LAURIE</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;">IS-00632 Intro to Debris Opers in FEMA's Public Assis. Prg</p> <p style="text-align: center;"><i>Issued this 8th Day of August, 2008</i></p> <p style="text-align: center;">0.5 CEU</p>  <p style="text-align: center;"><small>Cortez Lybrance, PhD Superintendent Emergency Management Institute</small></p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Kevin Sudbury ▪ Tia Laurie ▪ Alonzo Clay ▪ Brent Whitton ▪ Bryan Fike ▪ Chad Dorsey ▪ Chris Shelnut ▪ Marcus Smith ▪ Marian Banks ▪ Michael Dillard ▪ Michael Randall ▪ Patricia Deville ▪ Robert Smith Jr. ▪ Tammy Hunt ▪ Kerry Kennedy
<p style="text-align: center;">Emergency Management Institute</p>  <p style="text-align: center;">FEMA</p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;">MARCUS SMITH</p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the Independent Study course:</p> <p style="text-align: center;">IS-706: NIMS INTRASTATE MUTUAL AID AN INTRODUCTION</p> <p style="text-align: center;"><i>Issued this 19th Day of September, 2022</i></p> <p style="text-align: center;">0.20 IACET CEU</p>  <p style="text-align: center;"><small>Jeffrey D. Stern, Ph.D. Superintendent Emergency Management Institute Federal Emergency Management Agency</small></p> 	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Marcus Smith

 <p>Emergency Management Institute</p> <p>U.S. DEPARTMENT OF HOMELAND SECURITY</p> <p>FEMA</p> <p>This Certificate of Achievement is to acknowledge that</p> <p>DEREK E PRUNER</p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p>IS-00803 Emergency Support Function (ESF) #3 Public Works and Engineering</p> <p>Issued this 15th Day of April, 2010</p> <p>0 IACET CEU</p> <p>IACET</p> <p>Ceres, Lorraine, PhD Superintendent Emergency Management Institute</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Derek Pruner ▪ Kerry Kennedy 								
 <p>U.S. ARMY CORPS OF ENGINEERS</p> <p>USACE LEARNING CENTER HUNTSVILLE, ALABAMA</p> <p>CERTIFICATE TIA LAURIE SE9-02-15-00025</p> <p>has completed the Corps of Engineers and Naval Facility Engineering Command Training Course</p> <p>CONSTRUCTION QUALITY MANAGEMENT FOR CONTRACTORS - #784</p> <table border="0"> <tr> <td>University of North Florida Jacksonville, FL Location</td> <td>November 12, 2014 Training Date(s)</td> <td>NAVFAC SE Instructional District/ NAVFAC</td> <td>Robert "Whit" Heffington P.E. NAVFAC SE CS1 904-542-6880 COA-6 Manager</td> </tr> <tr> <td>Robert "Whit" Heffington P.E. Facilitator/Instructor</td> <td>robert.heffington@navy.mil Email</td> <td>904-542-6680 Telephone</td> <td><i>[Signature]</i> Facilitator/Instructor Signature</td> </tr> </table> <p>THIS CERTIFICATE EXPIRES FIVE YEARS FROM DATE OF ISSUE Florida Construction Industry Licensing Board - 10 Continuing Education Hours University of North Florida / NAVFAC SE - Provider # 0001340, Course # 0608220</p> <p><i>[Signature]</i> Director, USACE Learning Center</p>	University of North Florida Jacksonville, FL Location	November 12, 2014 Training Date(s)	NAVFAC SE Instructional District/ NAVFAC	Robert "Whit" Heffington P.E. NAVFAC SE CS1 904-542-6880 COA-6 Manager	Robert "Whit" Heffington P.E. Facilitator/Instructor	robert.heffington@navy.mil Email	904-542-6680 Telephone	<i>[Signature]</i> Facilitator/Instructor Signature	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Kevin Sudbury ▪ Tia Laurie ▪ Alonzo Clay ▪ Brent Whitton ▪ Everett Bond ▪ Gail Hanscom ▪ John Ulschmid ▪ Kerry Kennedy ▪ Marcus Smith ▪ Michael Randall ▪ Michael Smith ▪ Paulino Ortiz ▪ Ron Rodriguez ▪ Tammy Hunt ▪ Jay Martin Zulinke II ▪ Bobby Harrell ▪ Raymond Arndt
University of North Florida Jacksonville, FL Location	November 12, 2014 Training Date(s)	NAVFAC SE Instructional District/ NAVFAC	Robert "Whit" Heffington P.E. NAVFAC SE CS1 904-542-6880 COA-6 Manager						
Robert "Whit" Heffington P.E. Facilitator/Instructor	robert.heffington@navy.mil Email	904-542-6680 Telephone	<i>[Signature]</i> Facilitator/Instructor Signature						
 <p>Certificate of Completion</p> <p>Presented to: JAKOB THOMPSON</p> <p>On 1/27/2012, JAKOB THOMPSON successfully completed the OSHA 30 Hour Outreach Training for General Industry.</p> <p><i>[Signature]</i> OSHA Authorized Trainer</p> <p>OSHA Authorized Trainer - I certify that I have conducted the OSHA Outreach training course in accordance with OSHA Outreach training program requirements. I will document this date of training program completion. Upon successful completion of the documentation, I will provide each student their completion card within 30 days of the end of the class.</p> <p>OSHA TRAINING CENTER USF UNIVERSITY OF SOUTH FLORIDA American Safety Council</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Kevin Sudbury ▪ Alonzo Clay ▪ Brent Whitten ▪ Chad Dorsey ▪ Chris Shelnut ▪ Jake Thompson ▪ Jay Martin Zulinke II ▪ Mike Beevers ▪ Marcus Smith ▪ Marian Banks ▪ Michael Randall ▪ Michael Smith ▪ Omar Arroyo Jr. 								

	<ul style="list-style-type: none"> ▪ Patricia Deville ▪ Robert E Smith Jr. ▪ Ron Rodriguez ▪ Tammy Hunt
 <p>Certificate of Completion</p> <p>Presented to: JAKOB THOMPSON</p> <p>On 1/20/2012, JAKOB THOMPSON successfully completed the 10-Hour OSHA Outreach Training Course for General Industry.</p> <p>OSHA TRAINING CENTER UNIVERSITY OF SOUTH FLORIDA American Safety Council</p> <p><i>Jacob Thompson</i></p> <p><small>OSHA Authorized Trainer As an OSHA authorized trainer, I certify that I have conducted the OSHA outreach training course in accordance with OSHA Outreach Training Program requirements. I will document this date as my authorizing OSHA training representative. I am a trained worker or supervisor. I will continue to monitor the participant and advise you both at the end of the course.</small></p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Alexander Ziegler ▪ Brian Ritter ▪ David Davenport ▪ Huey Deville ▪ Jake Thompson ▪ Joey Deville ▪ John Ulschmid ▪ Michael Hansen ▪ Michael Smith ▪ Mike Hansen ▪ Ron Rodriguez ▪ Tammy Hunt ▪ Raymond Arndt
 <p>Certificate of Completion</p> <p>This is to certify that Michael Smith Has completed HAZWOPER 40 HR</p> <p>Completion Date: 03/20/2020 Course Duration: 40.0</p> <p><i>Scott McLeod</i></p> <p>360training.com</p> <p><small>6801 N Capital of Texas Hwy, Bldg 1, Suite 250 • Austin, TX 78731 • 877.881.2235 • www.360training.com</small></p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Kevin Sudbury ▪ Alexander Ziegler ▪ Alonzo Clay ▪ Bobby Harrell ▪ Brent Whitten ▪ Chad Dorsey ▪ Charles Schlueter ▪ Chris Shelnut ▪ David Grutkoski ▪ Edward D Ziegler Sr ▪ Everett Bond ▪ Jake Thompson ▪ Jay Martin Zulinke II ▪ John Gallicchio ▪ Michael Lonnie Beevers ▪ Marcus Smith ▪ Marian Banks ▪ Michael Randall ▪ Michael Smith ▪ Patricia Deville

	<ul style="list-style-type: none"> ▪ Patricia Macey (Deville) ▪ Ricardo Morales ▪ Ronnie Prince ▪ Simon Neuens ▪ Tammy Hunt ▪ Domenick Fazio ▪ Reginald Harden ▪ Raymond Arndt
 <p>360training.com® Certificate of Completion This is to certify that <i>Michael Smith</i> has completed the course GHS and OSHA Hazardous Communication Completion date: 03/20/2020 Course duration: 1.0 Certificate # 000015709446 <i>Samantha Moliterno</i> Samantha Moliterno Chief Operating Officer 6901 N. Capital of Texas Hwy, Building 1, Suite 250 • Austin, Texas 78731 • 877.881.2235 • www.360training.com</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Michael Smith
 <p>Certificate of Completion Awarded to <i>Gail M. Hanscom</i> Debris Management Planning for State, Tribal, and Local Officials National Hurricane Conference Orlando, Florida March 31-April 1, 2008 Emergency Management Institute Federal Emergency Management Agency <i>Vilma Schifano-Milnes</i> Vilma Schifano-Milnes Acting Superintendent Emergency Management Institute</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ David Preus ▪ Gail Hanscom

 <p>American Academy of CPR & First Aid, Inc.</p> <p><i>This is to certify that</i> GAIL HANSCOM <i>has completed the course in</i> Adult CPR</p> <p><i>This individual has successfully completed the above mentioned course, and has demonstrated proficiency in the subject by passing the examination, in accordance with the terms and condition of American Academy of CPR and First Aid, Inc.</i></p> <p>AB432673-ADL 07/24/2016 07/24/2016 Certification Number Issue Date Renewal Date</p> <p><i>J. Gowani MD</i> Director of Training Jehangir Gowani, MD</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Chuck Owens ▪ Elizabeth Bennett ▪ Gail Hanscom ▪ Jesse Deville ▪ John Gallicchio ▪ Marek Gacek ▪ Marlon Davis ▪ Milagros Gonzalez ▪ Sammy Aaron ▪ Tammy Hunt ▪ Wyatt Watson
 <p>CHC Training Environmental Compliance Certification Experts Missouri State Approval MO-136</p> <p>www.chctraining.com 303.422.9306 855.66.CERTIFY</p> <p>1775 W. 325th Avenue Denver, Colorado 80223 United States of America</p> <p>CERTIFICATE OF ACHIEVEMENT</p> <p>This certificate is awarded to: RANDY HARDY</p> <p>In recognition of satisfactory completion of the EPA-approved annual asbestos refresher training course under section 206 of the Toxic Substance Control Act (TSCA), Title II entitled:</p> <p>CONTRACTOR / SUPERVISOR</p> <p>COURSE COMPLETION: OCTOBER 16, 2023 EXAMINATION DATE: OCTOBER 16, 2023 EXPIRATION DATE: OCTOBER 16, 2024 COURSE HOURS: 8.0</p> <p><i>Steven S. Mc...</i> CEO & Training Program Manager</p> <p><i>Steven S. Mc...</i> Instructor</p> <p>Credentialed License ID: 84543576</p> <p>CHC TRAINING ACCREDITED ALUMNI</p> <p>CHC Training Certificate No. R23-1531-AS-MO</p> <p>Verify this Certificate Renew this Certificate</p>	<p>Ceres Employees Holding This Certification</p> <ul style="list-style-type: none"> ▪ Randy Hardy

C FINANCIAL INFORMATION

C.1 Firm's Financial Capacity

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.

Bank of Record (Letter Attached):

1st Source
Art Bayley
Box 266
Oconomowoc, WI 53066
262-567-7057 telephone

Surety Company Contact (Letter Attached):

Ted Jorgensen
Liberty Mutual Insurance Company
150 S 5th Street, Ste. 2800
Minneapolis, MN 55402
612-349-2464 telephone

Insurance Company Information (Insurance Certificate Provided in Tab G Insurance):

Rob Dahlin
Holmes Murphy
225 South Sixth Street, Ste. 1900
Minneapolis, MN 55402
612-349-2420 telephone

Audited Financial Statements (Confidential & Proprietary)

Please note that Ceres is a privately held corporation that is not otherwise required to disclose financial information to the general public. Our Audited Financials are therefore considered Trade Secret and are labeled as Confidential & Proprietary. **They have been provided in a separate envelope.**

Box 333
Lannon, WI 53046
262-488-3800

April 8, 2024

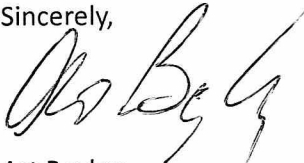
RE: Ceres Environmental Services, Inc.

Dear Sir/Madam:

1st Source Bank has had an excellent relationship with Ceres Environmental Services Inc. for over 30 years. We provide Ceres a medium 8 figure revolving line of credit, a medium 8 figure equipment finance line and they maintain a medium 7 figure deposit account.

All accounts are handled in a very satisfactory manner. Please contact me at the above address if you have any questions.

Sincerely,



Art Bayley
Vice President



Liberty Mutual Surety

June 25, 2024

Re: Ceres Environmental Services, Inc.
Contractor's Qualification Statement

To Whom It May Concern:

Ceres Environmental Services, Inc. is a highly regarded and valued client of Liberty Mutual Insurance Company ("Liberty Mutual"). Ceres has been a client for over 35 years. They have completed projects up to \$453,000,000 for the USACE. Currently, we provide a bond program of \$2,000,000,000 single project, \$2,000,000,000 aggregate. We are confident in their ability to perform.

Liberty Mutual is an A (Excellent) A.M. Best rated insurance company in Financial Size Category XV (\$2 Billion or greater).

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

If you have any questions or need any additional information, please do not hesitate to contact me at (612) 349-2464.

Sincerely,

Liberty Mutual Insurance Company

Ted Jorgensen
Attorney-in-Fact



This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

Certificate No: 8210698 - 190054

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Brian J. Oestreich, Colby D White, Emily White, Joshua R. Loftis, Lin Ulven, Melinda C. Blodgett, Michelle Morrison, Nathan Weaver, Nicole Stillings, R. C. Bowman, R. W. Frank, Rachel Thomas, Ross S. Squires, Sandra M. Engstrum, Sarah Dragt, Ted Jorgensen, Tina Domask

all of the city of Minneapolis state of MN each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 31st day of August, 2023.



Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

By: David M. Carey, Assistant Secretary

State of PENNSYLVANIA
County of MONTGOMERY ss

On this 31st day of August, 2023 before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at Plymouth Meeting, Pennsylvania, on the day and year first above written.



Commonwealth of Pennsylvania - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2025
Commission number 1126044
Member, Pennsylvania Association of Notaries

By: Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV - OFFICERS: Section 12. Power of Attorney.

Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII - Execution of Contracts: Section 5. Surety Bonds and Undertakings.

Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

Certificate of Designation - The President of the Company, acting pursuant to the Bylaws of the Company, authorizes David M. Carey, Assistant Secretary to appoint such attorneys-in-fact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

Authorization - By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company do hereby certify that the original power of attorney of which the foregoing is a full, true and correct copy of the Power of Attorney executed by said Companies, is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 25th day of June, 2024.



By: Renee C. Llewellyn, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

For bond and/or Power of Attorney (POA) verification inquiries, please call 610-832-8240 or email HOSUR@libertymutual.com.

D 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. The following tables contain a selection of our references from projects completed in the past ten (10) years.

Three (3) Applicable References

Event	Contract Activity	Government Entity	Amount	Contract Period
Hurricane Idalia	Emergency Debris Removal Services	FDOT District 2 – Taylor County	\$30,991,644 1,717,950 CY	September 2023 February 2024
	Point of Contact: Kevin Rogers, Dist. 2 Construction Services Manager, 1109 South Marion Avenue, Lake City, FL 32025; Tel (352) 961-7416; FAX (386) 961-7416, Kevin.Rogers@dot.state.fl.us			
Hurricane Ian	Emergency Disaster Assistance and Debris Removal	Cape Coral, FL	\$64,888,996 2,707, 047 CY	October 2022 – May 2023
	Point of Contact: 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
	Point of Contact: Frank Lama, Solid Waste Manager, 1100 North Chamberlain Blvd., North Port, FL 34286, Tel.: (941) 240-8074; flama@northportfl.gov			

Additional References

Event	Contract Activity	Government Entity	Amount	Contract Period
Hurricane Idalia	Hurricane Idalia Debris Removal and Disposal Services	City of Perry, FL	\$249,218 15,715 CY	September - October 2023
	Point of Contact: John Hart, City Manager; 224 South Jefferson Street, Perry, FL 32347; Tel. (850) 584-7161; jhart@cityofperry.net			
Hurricane Idalia	Debris Removal & Disposal Services	Columbia County, FL	\$663,803 52,643 CY	September – October 2023
	Point of Contact: Kevin Kirby, Assistant County Manager, 135 NE Hernando Ave, Suite 203 Lake City, FL 32055, Tel: (386) 755-4100; kevin_kirby@columbiacountyfla.com Chad Williams, County Engineer, 135 NE Hernando Ave, Suite 203 Lake City, FL 32055, Tel: (386) 758-1019; chad_williams@columbiacountyfla.com			
Hurricane Ian	Emergency Debris Hauling and Disposal	Mount Dora, FL	\$77,132 8,774	September – October 2022
	Point of Contact: 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 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@pbqfl.com			
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			
Summer Flood Event	Debris Management Services	State of Vermont	\$634,553 5,920 Tons	July – September 2023
	Point of Contact: Steven Young, State Debris Management Coordinator, 1 National Life Drive – Davis 1, Montpelier, VT, 05620, (802) 261-5823, Steven.Young@vermont.gov			

Event	Contract Activity	Government Entity	Amount	Contract Period
EF2 Tornado	Debris Removal for Emergency Management Agency	Rockdale County, GA	\$346,773 30,606 CY	April 2024
	Point of Contact: Dan Morgan, GA-ACEM, Director, 1329 Portman Dr. Suite E, Conyers, GA 30094; Tel: (770) 278-8405; dan.morgan@rockdalecountyga.gov			
Hurricane Idalia	Debris Removal and Disposal Services	Glynn County, GA	\$332,556 35,440 CY	September – November 2023
	Point of Contact: Danny Smith, Public Works Director, 4145 Norwich Street Ext, Brunswick, GA 31520; Tel 912-554-7746; Danny.Smith@glynncounty-ga.gov			
Hurricane Irma	Debris Removal & Disposal Services	Glynn County, GA	\$6,423,081.22 381,865 CY	September-December 2017
	Point of Contact: Danny Smith, Public Works Director, 4145 Norwich Street Ext, Brunswick, GA 31520; Tel 912-554-7746; Danny.Smith@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: Danny Smith, Director, Public Works Director, 4145 Norwich Street, Brunswick, GA 31520; Tel: 912-554-7746; Fax (888) 558-1549; Danny.Smith@glynncounty-ga.gov			
Waterway Cleanup	Waterway Debris Removal	Livingston Parish, LA	\$65,467,989 3,306,224 Linear Feet	May 2018 – September 2023
	Point of Contact: Shannon Dyer, Deputy Director of Homeland Security & Emergency Preparedness; 20355 Government Boulevard, Livingston, LA 70754; Tel. (225) 247-8883; lohsep1@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	Disaster Debris Management Services	Thibodaux, LA	\$1,653,961 105,691	August – November 2021
	Point of Contact: Jacques Thibodeaux, Special Projects Coordinator, Emergency Preparedness Director; P.O. Box 5418; 310 W. 2nd St; Thibodaux LA, 70301; Main Phone: (225) 925-7500 Fax: (225) 925-7501 ; Jacques.Thibodeaux@LA.GOV			
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			
June Windstorm	Emergency Services for Debris Clearing, Removal and Disposal, and Operation of Temporary Staging and Reduction Sites	Harris County, TX	\$423,305.10 21,152.35 CY	June – July 2023
	Point of Contact: Jennifer Almonte, P.E. 1001 Preston, Suite 924 Houston, Texas 77002, 713-274-3132. Jennifer.Almonte@pct3.hctx.net			
2023 Winter Storm Mara	Debris Removal Services	Austin, TX	\$2,895,125 235,346 CY	February -March 2023
	Point of Contact: Amy Slagle, Litter Abatement Division Manager, Austin Resource Recovery, 1520 Rutherford Ln, Austin, TX 78754, 512-653-4545, Amy.Slagle@austintexas.gov			
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			

Event	Contract Activity	Government Entity	Amount	Contract Period
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			



224 South Jefferson Street
Perry, Florida 32347-3235
P: 850-584-7161

February 6, 2024

Ceres Environmental Services
6968 Professional Pkwy E.
Sarasota FL 34240

To Whom It May Concern:

I am writing this letter in sincere appreciation for the exceptional efforts and performance of CERES Environmental Services in the aftermath of Hurricane Idalia.

The City of Perry has never been hit by a storm of this magnitude and CERES immediately responded with the mobilization of their employees, fleet of trucks and equipment showcasing their preparedness for such emergencies.

CERES employees provided amazing customer service and addressed our needs as they arose. They were very professional, but also very pleasant and easy to work with. Their communication and cooperation made the whole process smooth and efficient.

Given the exceptional performance and positive impact CERES had on our community, the City of Perry would call upon CERES Environmental Services again, should we face the impact of another hurricane in the future.

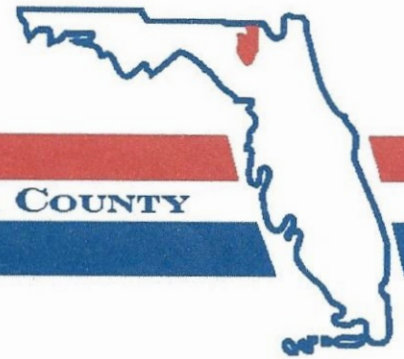
Sincerely,

A handwritten signature in black ink that reads "Danielle Ondash". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Danielle Ondash
General Services Superintendent

District No. 1 - Ronald Williams
District No. 2 - Rocky Ford
District No. 3 - Robby Hollingsworth
District No. 4 - Everett Phillips
District No. 5 - Tim Murphy

BOARD OF COUNTY COMMISSIONERS • COLUMBIA COUNTY



November 14, 2023

David McIntyre
Owner, Ceres Environmental Services
6968 Professional Pkwy E. Sarasota, FL 34240

Mr. McIntyre,

I am writing this letter to express my sincere appreciation and commendation for the exceptional efforts and outstanding performance of Ceres Environmental Services in the aftermath of Category 3 Hurricane Idalia, which struck Columbia County, Florida on August 30th, 2023.

In the wake of the devastating hurricane, the debris removal mission posed significant challenges for our community, requiring prompt and efficient response. Ceres Environmental Services not only met but surpassed our expectations in undertaking this critical task. The dedication, professionalism, and expertise demonstrated by the Ceres team was truly commendable.

One of the most impressive aspects of Ceres' response was the rapid mobilization of their fleet of trucks and equipment, all owned by Ceres, showcasing the company's robust infrastructure and preparedness for such emergencies. The ability to self-perform the work contributed significantly to the efficiency and effectiveness of the debris removal operations.

From the moment Ceres was called upon, they demonstrated a commitment to prompt action and a keen understanding of the urgency of the situation. The responsiveness of the Ceres team was exemplary, and their ability to exceed expectations in terms of volume, production, and timelines was truly remarkable.

Working with the Ceres Environmental Services Team, I found them to be not only professional, but also pleasant to work with. The team's collaboration with our local authorities was seamless, and their commitment to open communication and cooperation made the entire process smooth and efficient.

BOARD MEETS FIRST AND THIRD THURSDAY AT 5:30 P.M.

P.O. BOX 1529

LAKE CITY, FLORIDA 32056-1529

PHONE (386) 755-4100

Given the exceptional performance and positive impact Ceres had on our community during this challenging time, there is no doubt that Columbia County would enthusiastically call upon Ceres Environmental Services again, should we face the impact of another hurricane in the future.

In conclusion, I want to express our deepest gratitude for the invaluable support and exemplary service provided by Ceres Environmental Services. Your dedication to the well-being of our community did not go unnoticed, and we are grateful for the partnership forged during this critical period.

Sincerely,



Kevin Kirby

Assistant County Manager, Columbia County
135 NE Hernando Avenue, Suite 203 Lake City, FL 32055



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.

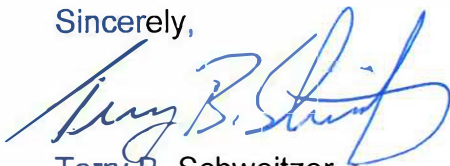
At the 60-day mark of the declared disaster, Ceres had removed over 1,800,000 cubic yards of vegetation and C&D from city streets. At project completion, CERES collected, chipped, and disposed of 1,510,773 cubic yards of vegetative debris; and collected, staged and disposed of 454,308 cubic yards C&D 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 that reads "Frank Lama".

Frank Lama

City of North Port, FL



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,



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'

BOARD OF COMMISSIONERS

OZ NESBITT, SR., CHAIRMAN
SHERRI WASHINGTON, ESQ., COMMISSIONER POST I
DR. DOREEN WILLIAMS, COMMISSIONER POST II

SUE SANDERS, CHIEF OPERATING OFFICER
JENNIFER O. RUTLEDGE, COUNTY CLERK



ROCKDALE COUNTY EMERGENCY MANAGEMENT AGENCY

Dan Morgan, GA-ACEM, Director
Dan.morgan@rockdalecountyga.gov
OFFICE: 770-278-8405
FAX: 770-278-8905

May 6, 2024

Recommendation Letter for CERES Environmental

To Whom It May Concern:

Rockdale County, Georgia, sustained damage from an EF2 tornado in the morning hours of April 2nd, 2024. After surveying the damage and the amount of vegetative debris, Rockdale County EMA activated our debris management plan. CERES is the contracted hauler and processor for Rockdale County.

They responded with the correct amount of equipment, did a thorough assessment of the damaged area and set up operations at the Debris Management Site (DMS). Their operations manager, Marian Banks, kept in constant contact while overseeing the total operation. The daily operations needed very little oversight from Rockdale County as CERES handled all aspects of the debris response.

As the EMA Director, I feel confident in the abilities of the CERES team to successfully respond to and complete any debris disaster. I would highly recommend CERES as a valuable addition to any disaster response team.

Sincerely,

A handwritten signature in black ink, appearing to read "Dan Morgan", is written over a large, faint circular watermark or ghost image of the Rockdale County EMA logo.

Dan Morgan
EMA Director
Rockdale County, Georgia



Letter of Recommendation

March 7, 2023

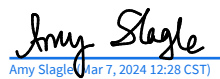
Ceres Environmental Services, Inc.
6968 Professional Parkway East
Sarasota, Florida 34240

It is my pleasure to write a letter of reference for Ceres Environmental Services. I had the opportunity to work with Ceres staff during the Winter Storm Mara (2023) recovery efforts in Austin, Texas.

Ceres collected, processed, hauled and disposed of approximately 230,000 cubic yards of debris. Ceres its employees are very knowledgeable in the disaster process of debris removal. They understand FEMA regulations and requirements and communicated the cleanup and recovery steps throughout the event. The staff we worked directly with were knowledgeable, compassionate and brought confidence to the situation.

Ceres staff were reliable, organized and executed their tasks with efficiency and timeliness. Their integrity as a company was evident throughout the event and played a critical role in helping Austin recover from Winter Storm Mara. I would recommend them for their services as a debris contractor.

If you have any questions, please do not hesitate to contact me at amy.slagle@austintexas.gov.


Amy Slagle (Mar 7, 2024 12:28 CST)

Amy Slagle
Acting Assistant Director
City of Austin
Austin Resource Recovery



Glynn County Georgia

Glynn County Public Works
4145 Norwich Street Ext.
Brunswick, GA 31520
912.554.7746
Fax 888.558.1549

To Whom It May Concern:

I am writing this letter to recommend Ceres Environmental Services, Inc. as a debris removal contractor. I had the pleasure of working with Ceres in 2023 during the aftermath of Hurricane Idalia that hit parts of Florida and Georgia, causing damage across Glynn County, GA. I was very impressed with Ceres' professionalism, efficiency, and dedication to their work.

Following Hurricane Idalia, Ceres collected, hauled, and disposed of 35,440 cubic yards of debris. Their prompt and efficient service helped in the restoration of the community and allowed for quick return to normalcy for our residents. Their team of professionals were highly skilled, efficient, and reliable in carrying out the required tasks and keeping the County informed of the progress on a daily basis.

Overall, I highly recommend Ceres Environmental Services, Inc. for any future debris removal projects, and I am confident that they will 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 "Danny Smith".

Danny Smith, CPWP-M
Public Works Director
4145 Norwich Street
Brunswick, GA 31520
Office Phone: 912-554-7701
Danny.Smith@glynncounty-ga.gov



ST. TAMMANY PARISH

MICHAEL B. COOPER
PARISH PRESIDENT

To Whom It May Concern:

Ceres Environmental Services has done an exceptional job clearing numerous waterways in St. Tammany Parish. In 2022 and 2023, we had the pleasure of collaborating with Ceres on an NRCS-funded project aimed at preventing flooding by removing debris from our extensive canals, channels, and various waterway systems. Their dedication, professionalism, and expertise were instrumental in the success of this project.

In total, Ceres cleared 381,333 linear feet of waterways, working within the National Wild and Scenic Rivers System. Ceres demonstrated efficiency, effectiveness, and high levels of expertise in their waterway debris removal efforts. They exhibited a profound understanding of the challenges posed by our waterways, requiring specialized knowledge and equipment to ensure project success while minimizing the environmental impact. They applied various debris removal techniques to tackle challenges such as the varying depth and width of the waterways, the limited availability of access points, and the presence of obstacles in the waterways.

Ceres complied with all applicable rules and regulations and provided thorough documentation to NRCS to ensure St. Tammany Parish's reimbursement eligibility.

I highly recommend Ceres for any future projects related to waterway debris removal and restoration. Their unwavering dedication to quality, safety, and efficiency sets them apart. We are grateful for their dedication, and we look forward to future collaborative efforts.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael B. Cooper".

MICHAEL B. COOPER
Parish President

LARIMER COUNTY | OFFICE OF EMERGENCY MANAGEMENT

P.O. Box 1190, Fort Collins, Colorado 80522-1190, 970.498.7010, Larimer.org

January 21, 2022

RE: Ceres Environmental Services

To Whom It May Concern:

This letter should serve as a letter of recommendation for Ceres Environmental Services for their debris management efforts on Larimer County's behalf after the Cameron peak Wildfire and the Black Hollow Debris Flow.

Ceres Environmental Services, Inc. provided exceptional performance during the roughly \$4,200,000.00 hazard tree removal project inside the Front Range resulting from the Cameron Peak Fire. As the Director of Emergency Management for Larimer County, I was responsible for all aspects of the hazard tree removal project, including coordination amongst key stakeholders from the U.S. Forest Service, FEMA, the State of Colorado, other County Departments, multiple HOAs, and individual residents. Ceres met the challenging demands of the project with strong leadership, and a team of professionals possessing expert knowledge of planning for and removing hazardous trees. It was evident that Ceres had completed projects of similar scope and complexity numerous times before our project in Larimer County.

The Ceres' project management team engaged with the County early and often prior to the start of the project. During the initial planning phase, we collectively shared ideas for the concept of operations, unique features of the impacted area, path through the project, messaging to residents, and overall goals for the program. Ceres brought continuity and competency to the response offering lessons learned from past fire responses and disaster projects. At final tally, Ceres removed 14,207 hazardous trees along 65+ miles of roads in very difficult terrain. When a debris flow impacted the County near the project, Ceres quickly changed focus, and mobilized personnel and equipment to assist search and rescue and recovery operations. Even with the changing scope, the project finished ahead of schedule.

During the hazard tree removal process, a catastrophic debris flow occurred in the Black Hollow drainage in the Cameron Peak Fire area, causing the death of four people and the destruction of multiple structures. Ceres was able to shift operations quickly and effectively to assist with Search and Rescue efforts and later with debris removal from the site.



I specifically appreciated Ceres consistent attention to any concern I raised and their commitment to resolving any problem quickly and effectively. Ceres started and finished operations along ROWs mile-by-mile in a systematic and orderly fashion. This is a key component of any disaster project as it reduces the length of time that our operations impact residents as they rebuild on their property.

Ceres is also deserving of our recognition and its accomplishments are quite noteworthy.

- Ceres deployed cutting-edge forestry resources (Sennebogens) and efficient industry work methods, completing over 60% of the work with its own forces.
- Ceres introduced forestry and tree removal practices not anticipated in the original contract, providing cost savings while consistently protecting areas containing sensitive environmental resources.
- Ceres developed and implemented a Steep-Slope Operations Plan to remove and chip hazardous trees on rugged terrain. The steep slope operations plan reduced the overall safety risk to all stakeholders while improving project performance.
- Working inside the Front Range, the County has a limited window to start and finish infrastructure projects. Ceres coordinated with other County Departments and their contractors to ensure hazard tree removal operations did not adversely impact other county infrastructure and recovery projects.

I highly recommend Ceres to any other jurisdiction, both in Colorado and across the United States. Please contact me with any questions or concerns at 303-656-3214 or via email at hodgeslr@co.larimer.co.us. Thank you.

Regards,

A handwritten signature in black ink, appearing to read "Lori R. Hodges", with a stylized flourish at the end.

Lori Hodges, Director
Office of Emergency Management
Larimer County



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 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 cursive script 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

MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

PUBLIC WORKS, Sanitation Division
Tel: (305) 673-7616, Fax: (305) 673-7627

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:

CHRISTOPHER S. COHILAS, CHAIRMAN
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

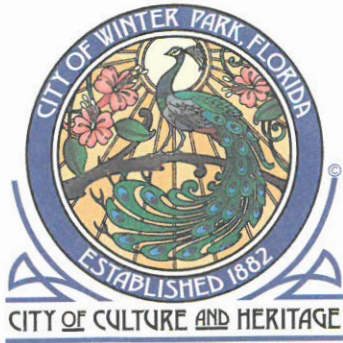
(772) 618-5093 - C

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,

A handwritten signature in blue ink that reads "Pamela P. Tucker". The signature is written in a cursive style.

Pamela P. Tucker
Director

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

E PROPOSAL MATRIX

E.1 Project Approach





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 Franklin County. As part of its response, Ceres has identified our office in Sarasota, Florida 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 Franklin County 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 Franklin County. 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 Franklin County when the day comes for a disaster response.	
Contract Award	Upon contract award and at the County'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 County. During an event, a Project Manager will be assigned only to Franklin County and will be available to the County 24 hours per day, 7 days per week.	
Planning and Training	If included in the contract, Ceres will provide training to designated County 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 Franklin County 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 County 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 County 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 Franklin County on an as-requested, as-needed basis to ensure that records are kept and maintained to provide maximum allowable reimbursement to the County.	
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 Franklin County 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 Franklin County 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 County 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 Franklin County 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 County 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
- County Public Works Offices
- County 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 County'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 County 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 Franklin County, 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 County'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 County'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 County 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 County 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.

Pre-Landfall Activities

Ceres Representative (Early Rep): Ceres will provide, at the **County's** request, a representative prior to hurricane landfall. When a disaster threatens, Ceres is pleased to provide to Franklin County one or more representatives to be present at the Emergency Operations Center prior to landfall. The Early Rep will interface with County 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 **County'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 County 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 County Representative within one (1) hour of notification.

If requested by the County, 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 County. 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 County.

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 County 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 County.

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 Franklin County 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 **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 County.



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 County. 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 County'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 County's priorities and the removal schedule adopted in coordination with the County 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 County and Ceres. Zones and Sections will be identified and prioritized. Progress will be updated and reported to the County at the close of business each day. Additional passes will be conducted prior to project completion in agreement with the County 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 is an expert at removing hazardous trees, limbs, and stumps. Ceres sister companies, C.T.L. Forest Management, Inc., focuses on fuels reduction, wildfire mitigation, and infrastructure hardening out west while TSU, Inc. conducts routine maintenance and emergency work around power lines in California and Puerto Rico. Coupled with our disaster work, Ceres removes tens of thousands of trees, limbs and stumps every year. Through these sister companies and trusted subcontractor base, Ceres also maintains access to specialized equipment and personnel. The Ceres Family owns insulated boom trucks, chip trucks, various size chippers, harvesters, skidders, and highly specialized units such as Sennebogens and Albachs. To operate all this equipment, Ceres employs hundreds of professional foresters, sawyers, tree climbers and line clearance tree trimmers. Our operators are also keenly aware of FEMA eligibility criteria concerning removal of hazardous trees, limbs and eligibility having cross-trained across hundreds of disaster projects. In 2016 following Hurricane Matthew, Ceres removed over 62,000 hazardous trees, limbs, and stumps without a single FEMA deobligation. In 2020, Ceres removed over 59,000 trees from over 2,500 right-of-entries (private property) resulting from the Camp Fire. 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. With this much experience, company-owned equipment, and a professional workforce, Ceres maintains a robust safety program resulting in an excellent safety record.

In the past several years, FEMA has increased the federal cost share for many disasters in the first 30 or 60 days. To maximize the client's reimbursement, Ceres will mobilize and deploy bucket trucks to zones and subzones to remove hazardous leaners and hangers ahead of the haul trucks. This helps front-load debris removal costs with a sizable first pass and hazardous tree work complete. Prior to any deployment, Ceres conducts a project safety briefing to discuss the safety concerns associated with disaster tree work, special consideration given to tornado projects with the twisted, heavily co-mingled debris.

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

If requested by the County, 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 County. Ceres can assist the County 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 County. 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 County. 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 County 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 County, 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 County.

Temporary Power Generation

Through agreements with various suppliers, Ceres can provide many options for temporary power generation. Both gas and diesel generators ranging from 5kw up to 1,600kw can be onsite, available for use in short order.

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 County 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 County.

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.



A licensed technician removing Freon from refrigerators at a TDMS waterway debris in Livingston Parish, LA. Ceres has also completed waterway debris removal in Iowa, Georgia, South Carolina and Florida.

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.

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

County and will be subject to the County'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 County, 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.

Beach Restoration

Ceres will screen debris-laden sand from beach areas and will remove sand if acceptable adjacent borrow areas exist, to replace sand lost to storm activity. If appropriate borrow areas do not exist, Ceres will transport County-purchased sand at trucking prices consistent with existing proposal trucking prices. Ceres will use a trommel screen or equivalent onsite at the beach for screening and will use appropriate dump trucks or off-road dump trucks to transport clean sand. Ceres will use a long-boom hydraulic excavator to excavate borrowed sand adjacent to the beach and will use a wheel loader to place the sand after dumping.

River and Canal Shore Line Restoration

Ceres will transport and place fill material purchased by the County 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.

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.



Flood debris from 2016 Louisiana Floods

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 County. 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 Franklin County 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 County. 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.

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 County 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 County Management Team and the Ceres Management Team. As the project progresses, the needs of the County 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 fieldwork, 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 County and will meet with the designated representative on a daily basis. The Site Manager is responsible for management and operation of 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 County 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 with a binder containing all 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 County 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 County 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 County 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 County.

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 County Operations Manager on an "on call basis" and be capable of responding within one hour of notification.



The PM will ensure that all County 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 County 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 County. 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 County 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 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 County. In the event that additional sites are required, Ceres will work closely with the County 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
- One Foreman with cell phone
- Four walking floor trucks (120cubic yards) for hauling mulch
- Additional Equipment as determined by the Contract and Site Manager

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 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 County 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.

County 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 County. 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

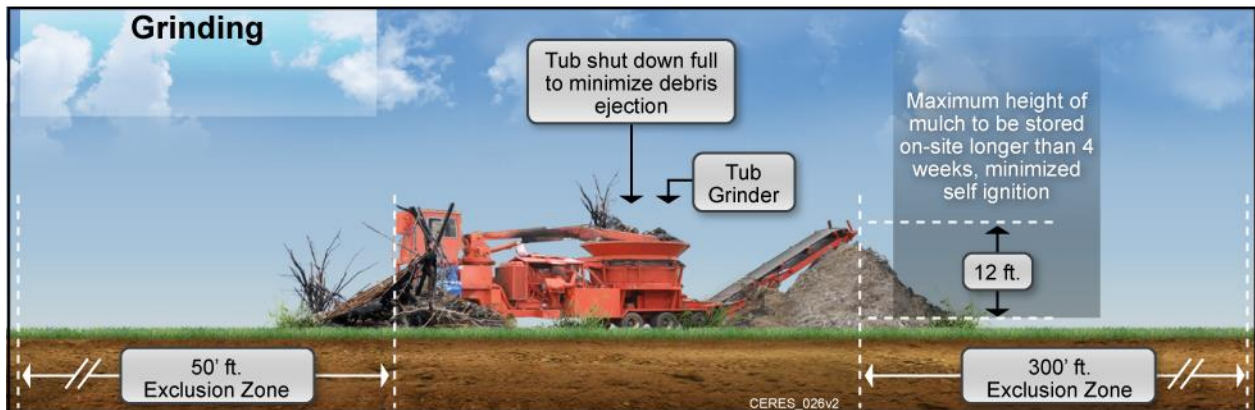
Due to the nature of these operations, material separation is required in order to properly and efficiently process debris. Collection crews will separate non-grindable debris to the maximum extent possible during collection and loading operations. The inspection tower will also assume responsibility 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 County, 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 County 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 County. 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 County. 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 County.

Formalized quality control procedures are applied to each project to ensure documentation procedures are properly 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 County, capture incidents/costs in the field and provide a valuable record to help County 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

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.

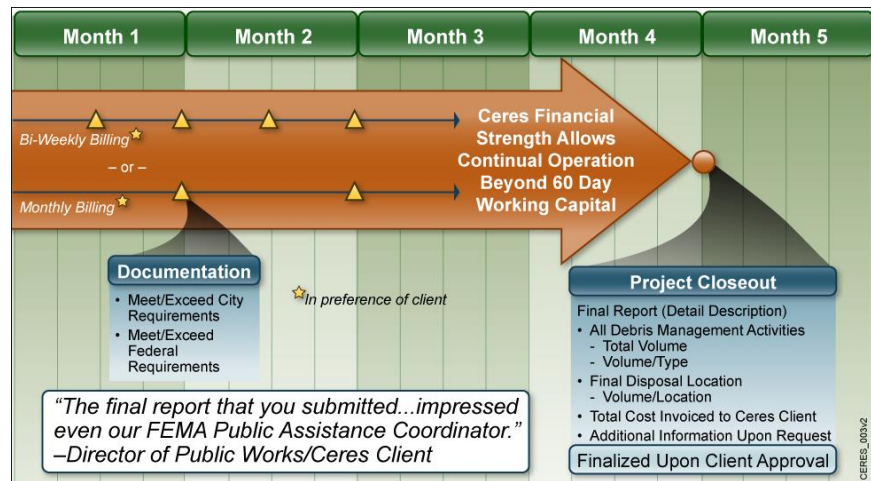
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- Zone Punchlist Form
- Damage Form

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 County on zone completion status and offer recommendations on the path through the project.

Invoicing

Ceres can provide invoices to the County 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 County requirements and the federal requirements for funding and reimbursement purposes. Ceres will provide technical assistance to the County 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 County 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 County. If needed, Ceres will provide the County with turnkey services or guidance and technical assistance to ensure proper preparation and submittal of claims for reimbursement and other available funding. Ceres' careful attention to documentation and strict quality control procedures will aid in the acceptance of a claim for reimbursement.

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

Program Management Assistance

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

- 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 County personnel on documentation requirements
- Claim documentation

Project Closeout

A final report will be submitted to the County 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 County. Ceres will also supply additional information upon request of the County and understands that final project reconciliation must be approved by the County.

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.

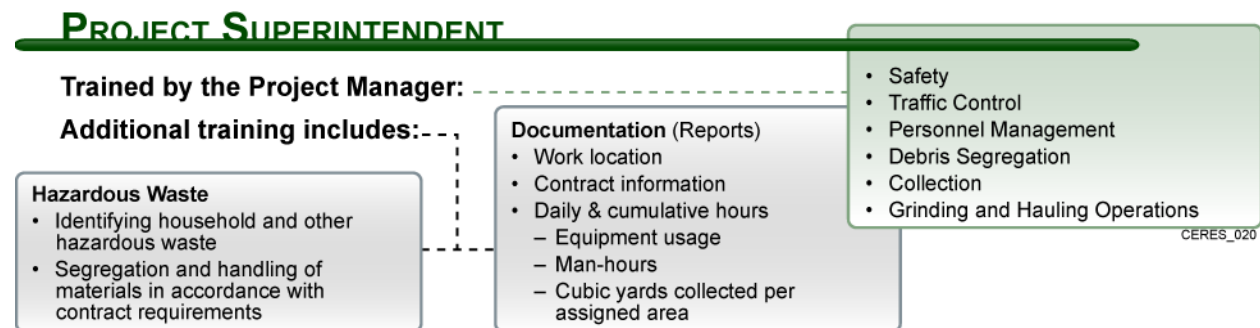
Training Program Description

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:



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

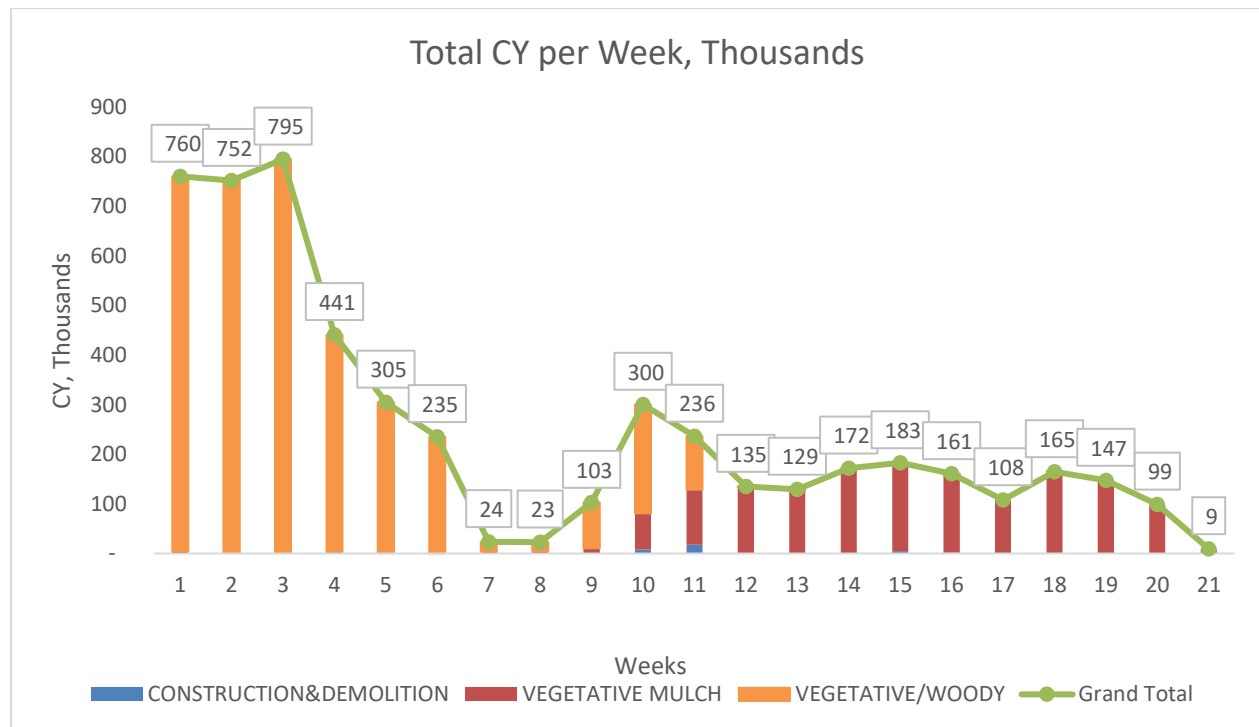
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E.2 Potential Scenarios

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 –County-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 330 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 Franklin County will vary depending on the actual storm event and physical conditions, and also depending on the County'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

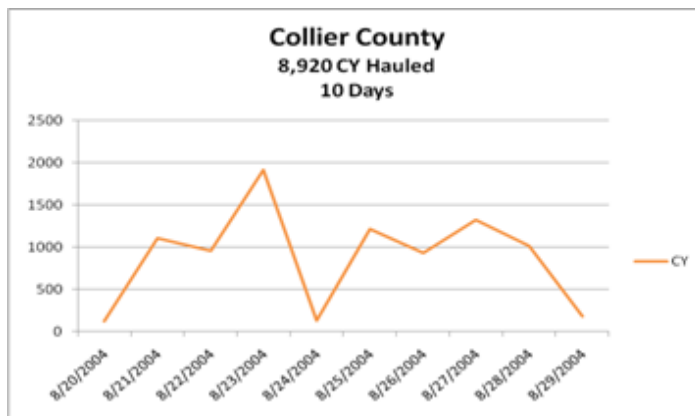
Spot Jobs – Localized

Ceres Headquarters Office Location: Sarasota, Florida permanent office with mobile Franklin County 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 County field representative, and a Ceres project manager would supervise the foreman and interface with the County 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 County.

Administration: All trucks would be placarded and certified by Ceres and County personnel, and each load would be ticketed by a County-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a County-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 County. Ceres, with the County'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 County-wide

Ceres Headquarters Office Location: Sarasota, Florida permanent office with mobile Franklin County 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

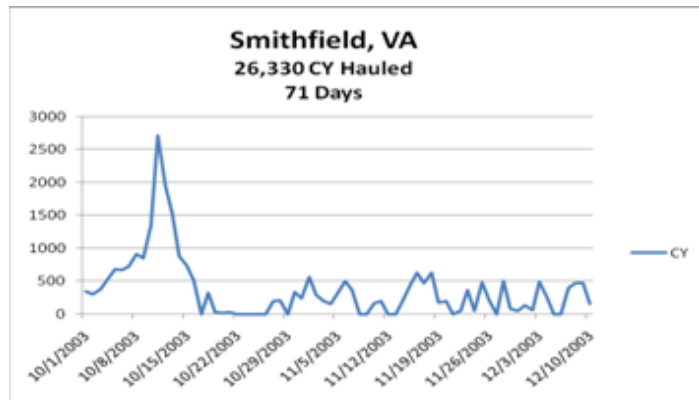
Quantity of Hauling Equipment: up to 3 crews with a total of up to 12 trucks and 2 bobcats

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 County 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 County 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 County.

Administration: All trucks would be placarded and certified by Ceres and County personnel, and each load would be ticketed by a County-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a County-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 County. Ceres, with the County'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 County-wide

Ceres Headquarters Office Location: Sarasota, Florida permanent office with mobile Franklin County 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

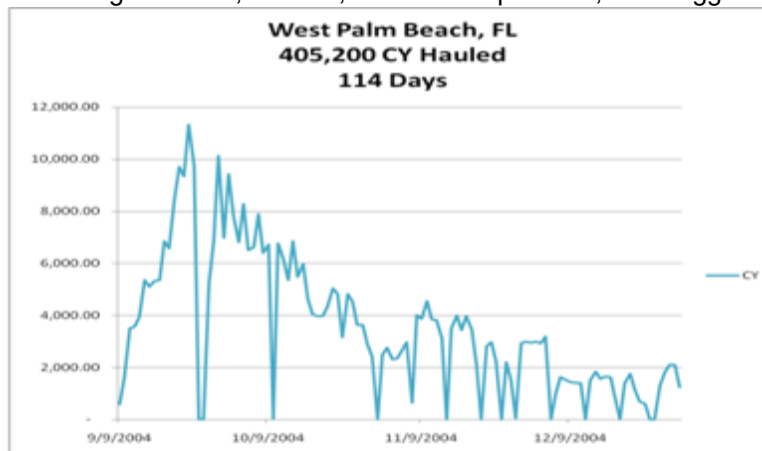
Quantity of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers, approximately 8 crews with approximately 46 trucks total.

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 County 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 County 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 County personnel, and each load would be ticketed by a County-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a County-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 County. Ceres, with the prior approval of the County, 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 County-wide

Ceres Headquarters Office Location: Sarasota, Florida permanent office with mobile Franklin County 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

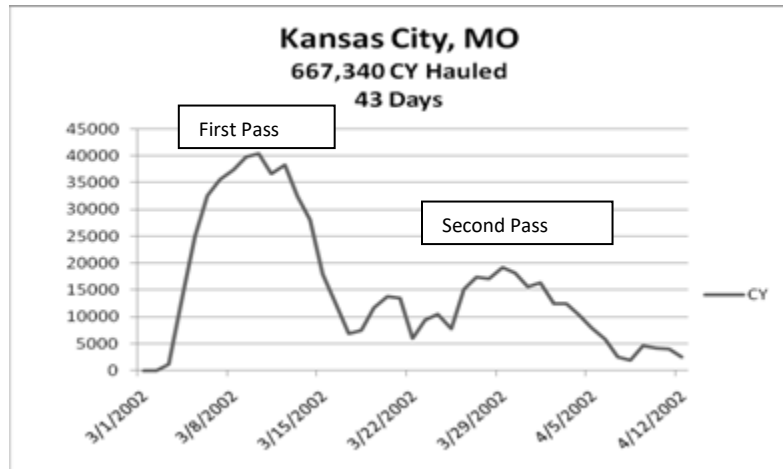
Quantity of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers, approximately 12 crews with approximately 63 trucks

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 County 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 County 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 County representatives to review the previous day's progress and would assign streets and geographic territories to crews based on previous progress and input from County representatives.

Administration: All trucks would be placarded and certified by Ceres and County personnel, and each load would be ticketed by a County-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a County-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 County. Ceres, with the County'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 –County-wide

Ceres Headquarters Office Location: Sarasota, Florida permanent office with mobile Franklin County 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

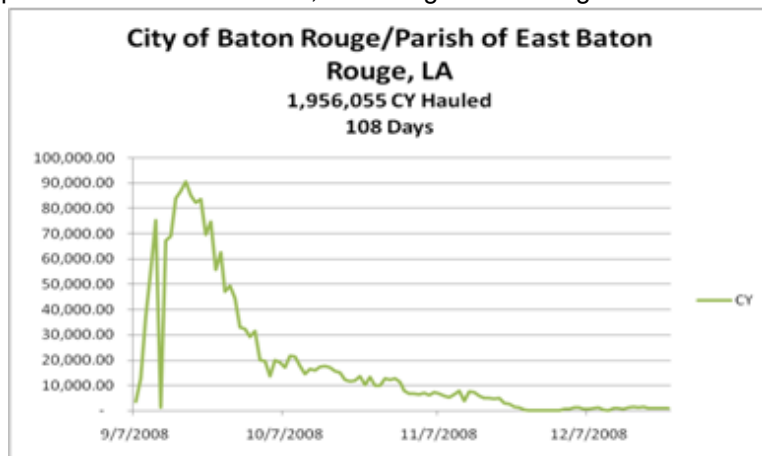
Quantity of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers, approximately 32 crews with approximately 87 trucks

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/County 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 County 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 County 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 County representatives to review the previous day's progress and would assign streets and geographic territories to crews based on previous progress and input from County representatives.

Administration: All trucks would be placarded and certified by Ceres and County personnel, and each load would be ticketed by a County-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a County-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 County. Ceres, with the County'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 – County-wide

Ceres Headquarters Office Location: Sarasota, Florida permanent office with mobile Franklin County 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)

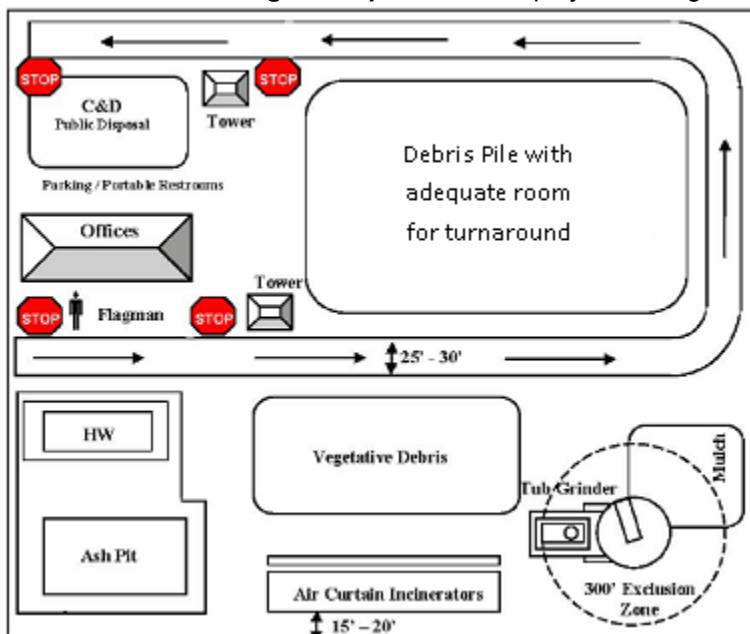
Total expected cubic yards of debris to process and document: up to 1,300,000

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/County 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 County'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 County, 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 County personnel, and each load would be ticketed by a County-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a County-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 County. Ceres, with the County'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 – County-wide

Ceres Headquarters Office Location: Sarasota, Florida permanent office with mobile Franklin County office

Total management would effectively combine the two above Catastrophic Event 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: Countywide (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/County 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 County 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 County 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 County representatives to review the previous day's progress and would assign streets and geographic territories to crews based on previous progress and input from County representatives.

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

E.3 Value Added Services

Ceres uses a variety of unique tools and technologies to assist in the completion of a project. When collaborating with Franklin County for future projects, Ceres will leverage user-friendly resources and technology that will seamlessly integrate with the County's systems.

In practice, this integration may involve the implementation of compatible software solutions, data-sharing protocols, and collaborative platforms. By leveraging such resources, Ceres and Franklin County can effectively combine their strengths and resources, resulting in higher efficiency. This commitment to interoperability and user-friendly technology reflects Ceres' dedication to fostering successful collaborations and achieving its mission effectively.

FEMA Training

The Ceres Pre-Event Training Program covers a wide array of disaster topics and is tailored specifically to the County's needs and education. Topics focus on three different timelines to better understand the entire contract life cycle:

- What can we do today?
- How do we respond to the event?
- Where do we go from here?

These timelines allow Ceres to develop a Pre-Event Training Program based on the specific needs and education of each client. Clients with little or outdated debris experience may want to focus on debris planning or Franklin County-Ceres response immediately following an event. Conversely, clients with repeated experience from the recent hurricane seasons may want to focus on project documentation after a debris project is complete. Below, we break down each of the three timelines to expand on the Ceres Pre-Event Training Program.

Please go to **Section B.3 Knowledge and Experience – FEMA Reimbursement Procedures** for additional information on our training program.

GIS Software

Ceres heavily utilizes the latest ESRI GIS software suite, ArcGIS 10.7TM, to facilitate geographical control and provide readable maps to all levels of operational management. With an ArcGIS-based system developed specifically for disaster debris response, Ceres can:

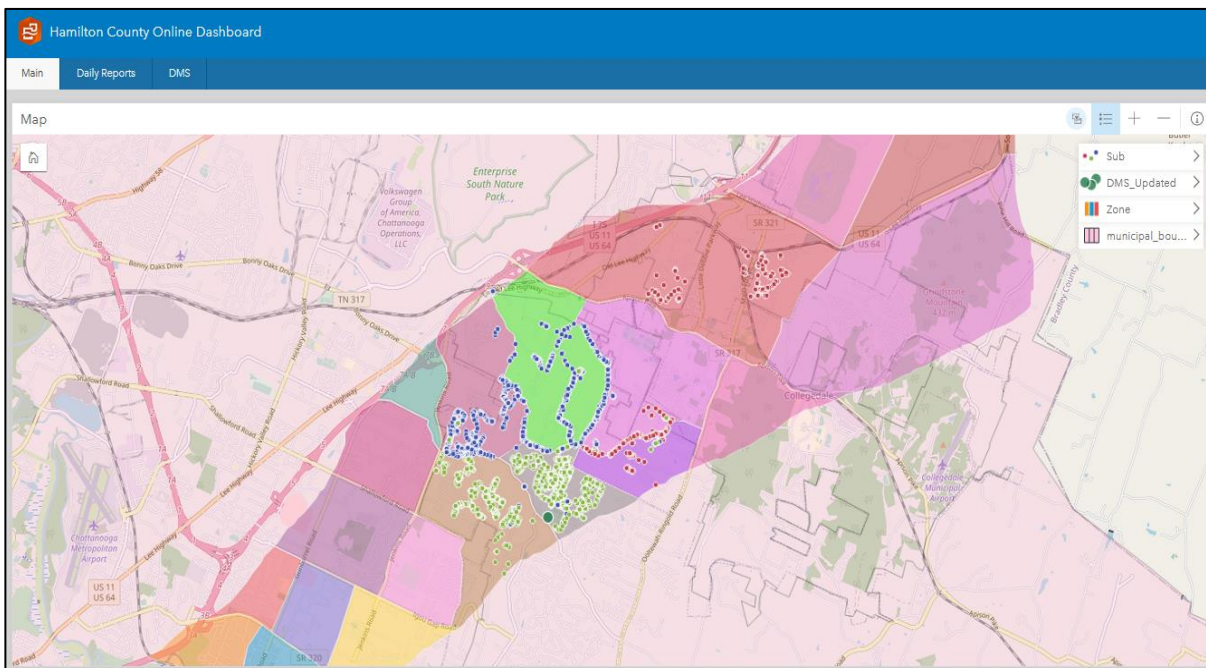
- 1) create maps defining the geographic divisions to overlay with information from the PDAs (preliminary damage assessment forms),
- 2) provide better estimates of debris quantities/types,
- 3) track the progress of debris collection operations
- 4) help close out the completion of activities in each zone and subzone.

Ceres has customized the latest Environmental Systems Research Institute Geographic Info System software suite, ArcGIS, ArcGIS Collector, Survey123, and ArcGIS Navigator to facilitate project geographical control and provide readable digital maps to all levels of operational and quality control management. Ceres GIS personnel revise zone and sector maps daily with updated debris collection information, integrated information from ticket tracker, and ADMS data. In turn, Daily Reports provide updated maps and key information to the Project Manager, Sector Managers, and other operational and QC personnel.

Our ArcGIS based system provides Ceres, its subcontractors, suppliers, and customers the following benefits:

- Digital real-time sector, zone, and subzone maps for assignments and dispatch, provide a snapshot of the entire operating picture for planners and schedulers
- More timely and accurate estimates of debris quantities, types, and densities enabling the deployment of the most efficient collection crew configurations.
- Continual tracking of debris collection operation progress, including debris types and quantities, to facilitate monitoring and zone/subzone closeout.

- Visual and geospatial documentation of specific concerns at the field level to facilitate deficiency tracking and minimize rework.
- A common operating picture within Ceres and amongst all of our partners, through the ability to share data collected from the tool's various sources



Online Dashboard for Ceres' Hamilton County, TN project showing debris removal zones and the subcontractors deployed to these zones

The PDA Form identifies key pieces of information including:

- Debris estimating methodology
- Urban, semi-urban and/or rural location
- Debris quantity categorized by debris type and proportion
- Number of private residences and public facilities
- Miles of Right-of-Way (ROW) affected, categorized by type, i.e. State v. local ROW
- Route planning considerations/issues including weight and height restrictions
- Traffic considerations/issues
- Estimated turnaround times based on mileage categories
- Safety concerns
- Expected collection crew composition
- Prospective Debris Management Site (DMS) locations

These tools were also used during the U.S. Army Corps of Engineers (USACE) Advanced Contract Initiative (ACI) Southwest Georgia 13-County mission in the performance of quality control checks and sector closeouts for this 4.2 million CY project. A customized Survey 1,2,3 application was utilized, project wide, by a joint USACE Quality Control and CQC "Punch List Close Out Team" to pinpoint and capture data on individual ROW vegetative and C&D debris piles and stumps. Debris Collection Crews, assembled specifically for the debris streams and volumes identified, were dispatched directly to each location. The close out team monitored and verified each location across the entire 13 counties for completion.

In total, ArcGIS helps create a common operating picture between Ceres, its various departments, and our clients. The following pages provide several examples of our digitally generated reports and forms that were used during our past projects.

Satellite Communications & GPS

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.

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 island’s 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.

Ceres has recently incorporated Starlink to supplement its communication capabilities during deployment to areas impacted by a disaster. Starlink is a satellite internet provider developed by Elon Musk’s company SpaceX. It uses low-Earth orbit satellites to provide faster speeds, more data, and lower latency broadband service to underserved rural and remote areas worldwide. Through Starlink, Ceres obtains priority data and speeds up to 220Mbps. 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.

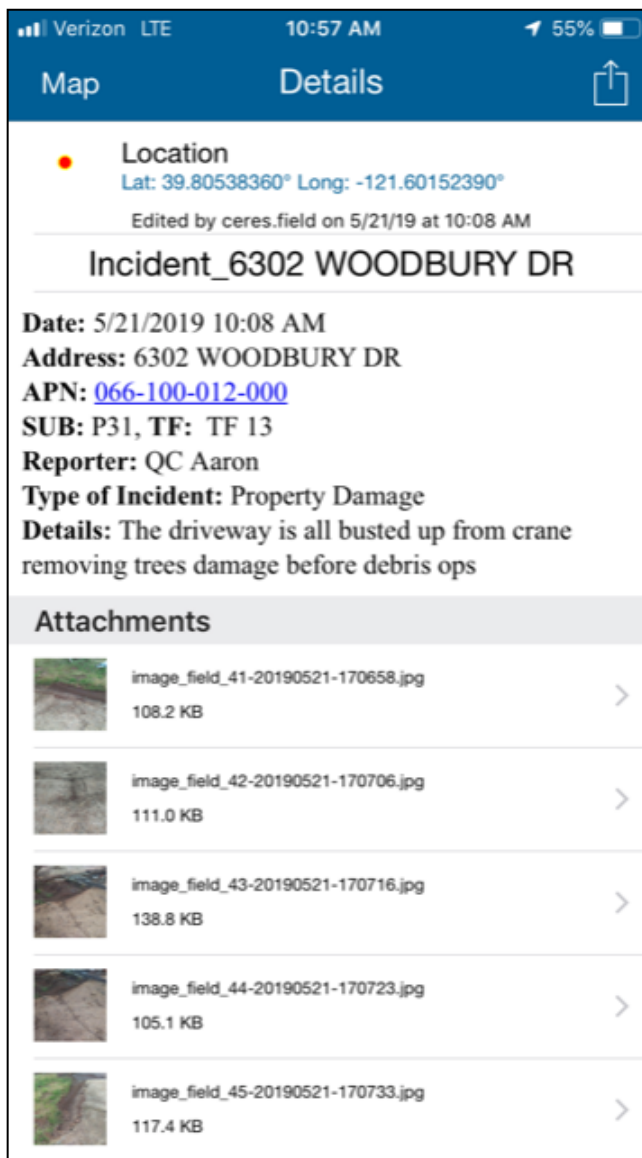
In addition to the benefits of Satellite communications, Ceres employs GPS tracking for the location of key equipment assets as well as deployed personnel during performance. This tool provides Ceres Operations and Safety with the ability to make immediate decisions with real time information during the challenging times associated with a natural disaster. Franklin County will also have the added benefit of knowing where Ceres is deployed and what the deployed resources are at any given moment.

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.

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 in 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 a fault is found. Reports from this database will be accessible daily or weekly and can be disbursed to County officials accordingly.

Temporary Housing - Base Camps and Bunkhouses

Ceres can provide the County with a wide variety of emergency housing options. Fully containerized bunkhouses can be trailered to a County location, or more long-term solutions can be built such as large housing tents and hard wall constructions.

During our responses to Hurricane Laura in 2020, Hurricane Ida in 2021, and the 2020 wildfires in Larimer County, Colorado, Ceres set up mini camps consisting of 12 Ceres owned campers and recreational vehicles in remote areas where hotels were not available. The campers were equipped with everything needed for lodging, from generators to outdoor grills.

Food Service/Catering

Ceres can provide meals as directed by the County either through a mobile kitchen or in a variety of ready-to-eat formats upon issuance of a County task order. We can provide a mobile kitchen supported by a reefer container that can feed 250-1000 personnel three basic meals per day. We can supply more elaborate meals if desired.

Supplying our personnel and subcontract personnel with meals is done using the most cost-effective method. When a large number of personnel with similar schedules are housed together, we have used group dining. Ceres provides food service through various subcontracting relationships. Meal options can be as simple as self-heating single meals, or full-service dining, with temporary kitchen facilities and a dining galley.

Temporary Restroom and Shower Facilities

If sewer and water utilities are unavailable, Ceres can supply a range of temporary restrooms and shower facilities. These include single stalls, standardized port-a-johns, multiple-stall comfort stations, completely containerized shower facilities, and assembled corral-type showers. Ceres works with County personnel to identify specific needs and arrange to have sufficient facilities in place to accommodate every need.

During our Hurricane Katrina response, Ceres provided life support including meals, shelter, showers and sanitary facilities for 400 people. We also supplied travel trailers for our own personnel due to the unavailability of housing. Following Hurricane Ike in Texas, Ceres provided Chambers County with hot meals in four locations plus showers and sanitary facilities.

Potable Water and Ice Delivery

Ceres will supply the County with appropriate potable water, ice, and necessary refrigeration and freezer units to store food, water and ice if required.

Temporary Roofing Facilities (Dry-In)

Ceres is well versed in temporary roofing operations and has been successfully installing temporary dry-in facilities since our response to Hurricane Georges in 1998, when Ceres installed over 3,000 temporary roofs. Roofing materials would vary depending on the size of repair and severity of damage; however, most common repairs would be completed with high quality plastic sheeting, furring strips, and nails. Payment is based upon per square foot of roof covered.

Government Temporary Trailer Installation

If required, Ceres will provide crews to install government supplied housing (travel trailers). We have performed installations ranging from simply setting and securing the trailer to full installations including routing sewer lines, water taps, power poles, and building ramps/steps for easy access.

E.4 Ability to Remove Large Quantities of Debris

Throughout our proposal, we have highlighted the experience and capabilities that make us an excellent choice to support Franklin County in the event of a disaster. Ceres Environmental Services, Inc. has 48 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 2,019 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.

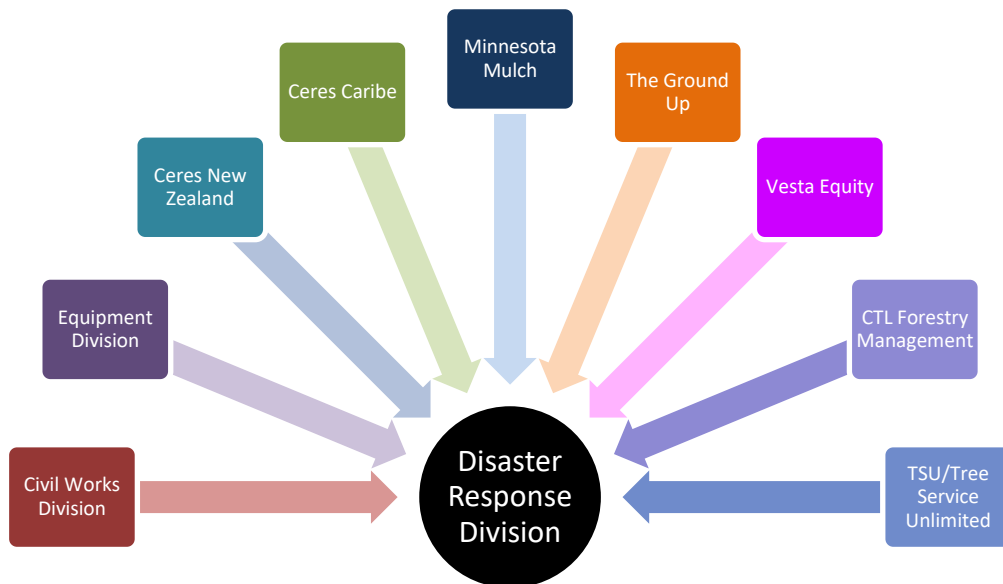
Ceres has demonstrated the ability to respond to large-scale events and has the resources and experience to handle multiple events in multiple locations without compromising commitment to superior performance and customer satisfaction. For more details on our ability to manage activation of multiple contracts, please see **Section E.5 Capacity to Respond to Multiple Activations**.

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.



Some of our most challenging 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 2,019 pieces of equipment with a replacement value of approximately \$108 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 17 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 17 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 and 2021-2022 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 38 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 2,019 pieces of equipment**, including 64 excavators, 68 loaders, 21 dozers, 17 grinders, 21 self-loading knuckle boom trucks with pup trailers, 12 lowboys, and 10 air curtain incinerators. The 12 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 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.

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 Lake, Mendocino and Napa 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

Alternative Disposal Options for Common Types of Debris	
Debris Type	Use
	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.

E.5 Capacity to Respond to Multiple 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 County's utmost satisfaction.

2023 U.S. Event Responses and Projects

In 2023, Ceres responded to events across the U.S. In the spring, Ceres was activated to Merced and Tulare Counties in California following the destructive Atmospheric River that caused extensive flooding, mudslides, and general debris displacement. At the same time, strong winter storms impacted parts of Texas. Ceres mobilized to the City of Austin and Williamson County to remove debris caused by high winds and harsh winter elements.

In the summer, the State of Vermont activated Ceres following the Great Vermont Flood, one of the worst natural disaster events to impact Vermont this century. Major cities and towns were completely inundated, where hundreds of structures were damaged or destroyed.

As Ceres forces were at work in Vermont, Hurricane Idalia made landfall just south of Perry, FL as a Category 3 storm. Many communities throughout Northern Florida and Georgia were impacted by heavy winds and rain. Ceres worked alongside the City of Perry, FL, Taylor County, FL, Glynn County, GA, Columbia County, GA, and FDOT to remove the debris that caused disruption for thousands of citizens.

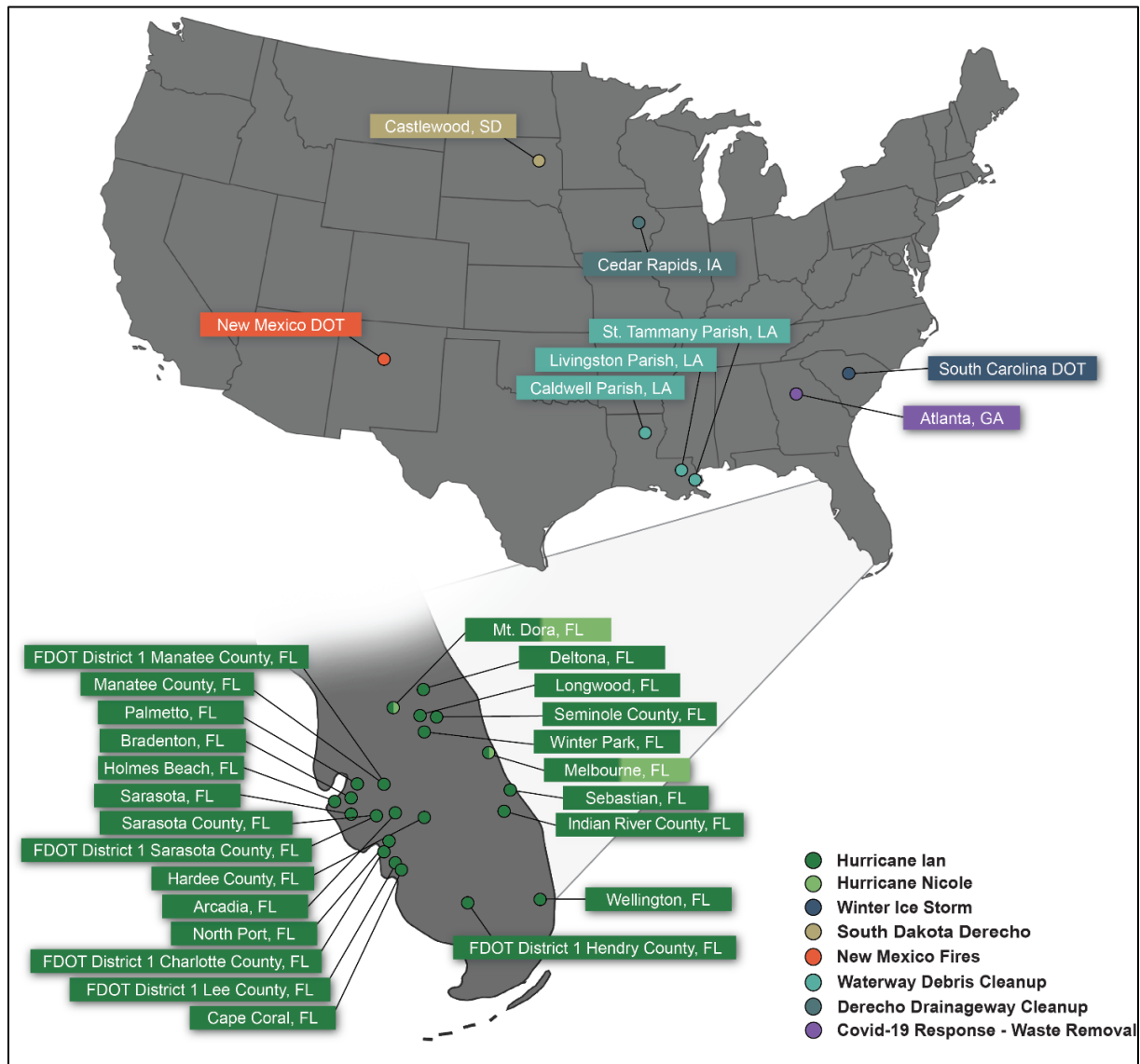
Throughout the year, Ceres performed routine work and continued to execute ongoing projects. Please see below:



2022 U.S. Event Responses and Projects

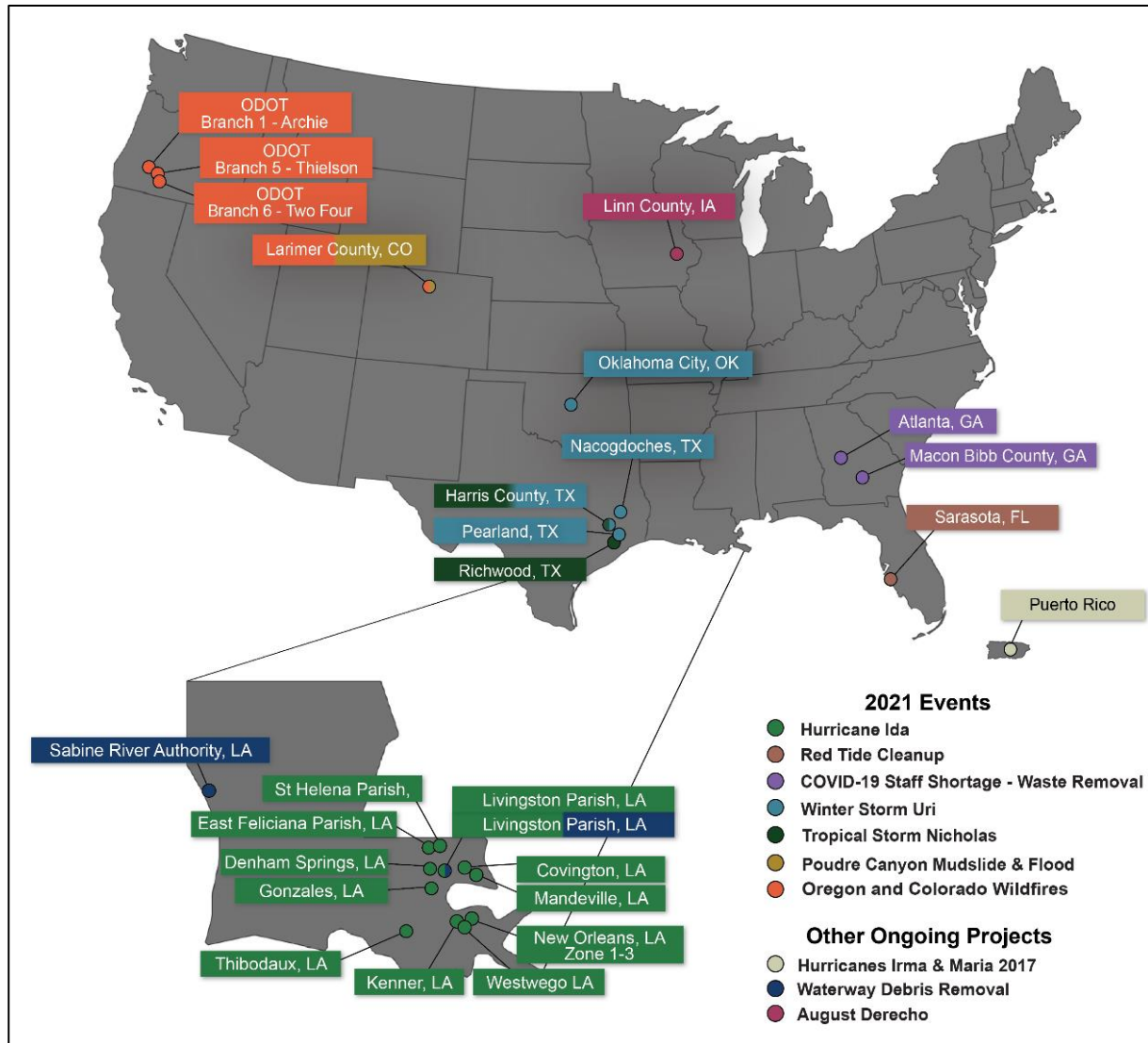
In September 2022, Hurricane Ian impacted Florida as a Category 4 Storm. As a result, Ceres received 25 contract activations across the state. Two of these contracts got activated again when Hurricane Nicole affected Florida a month and a half later.

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.



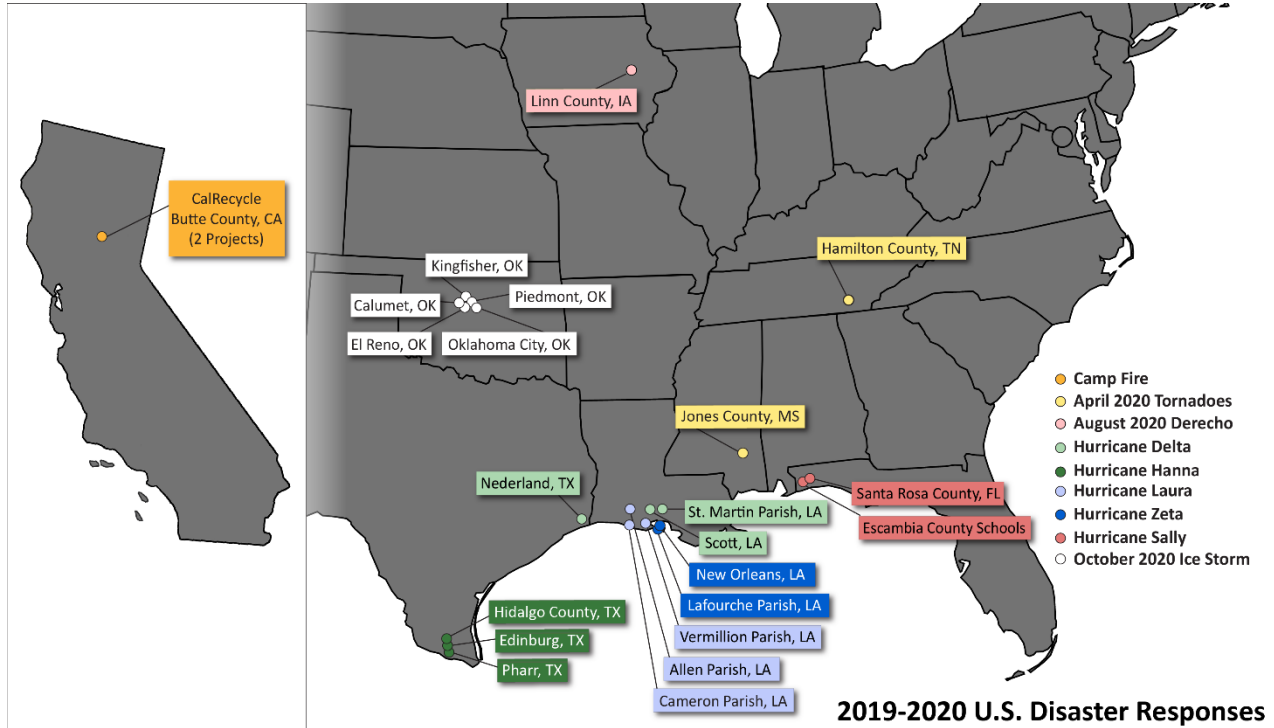
2021 U.S. Event Responses and Projects

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.



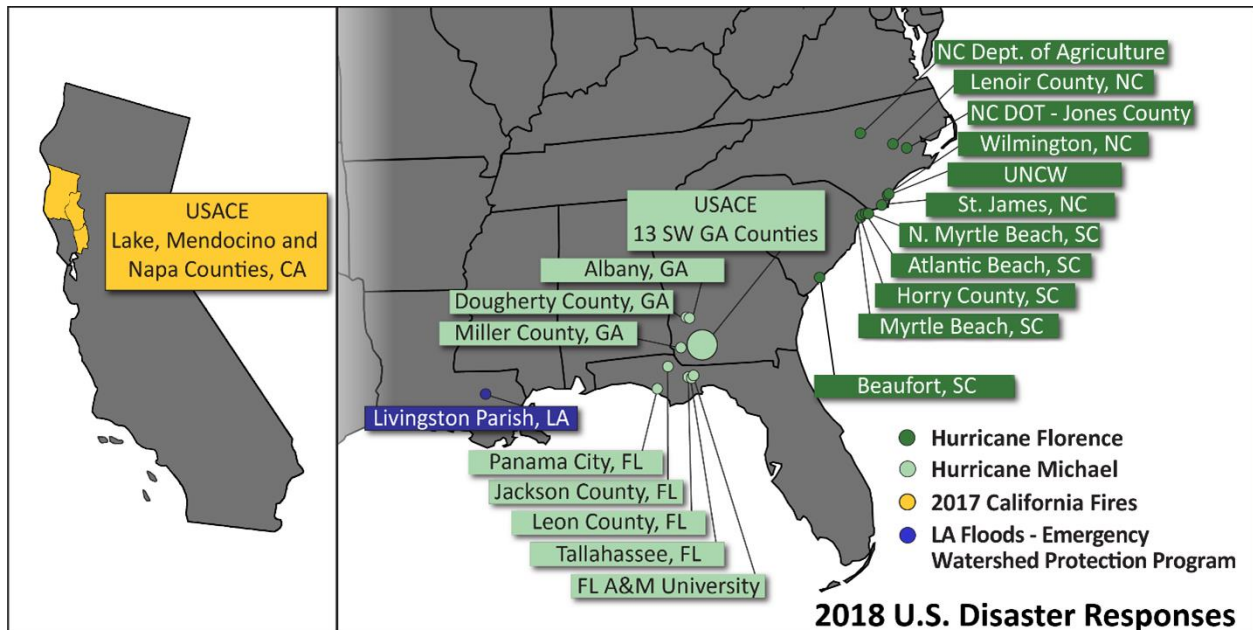
2018 U.S. Event Responses and Projects

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.

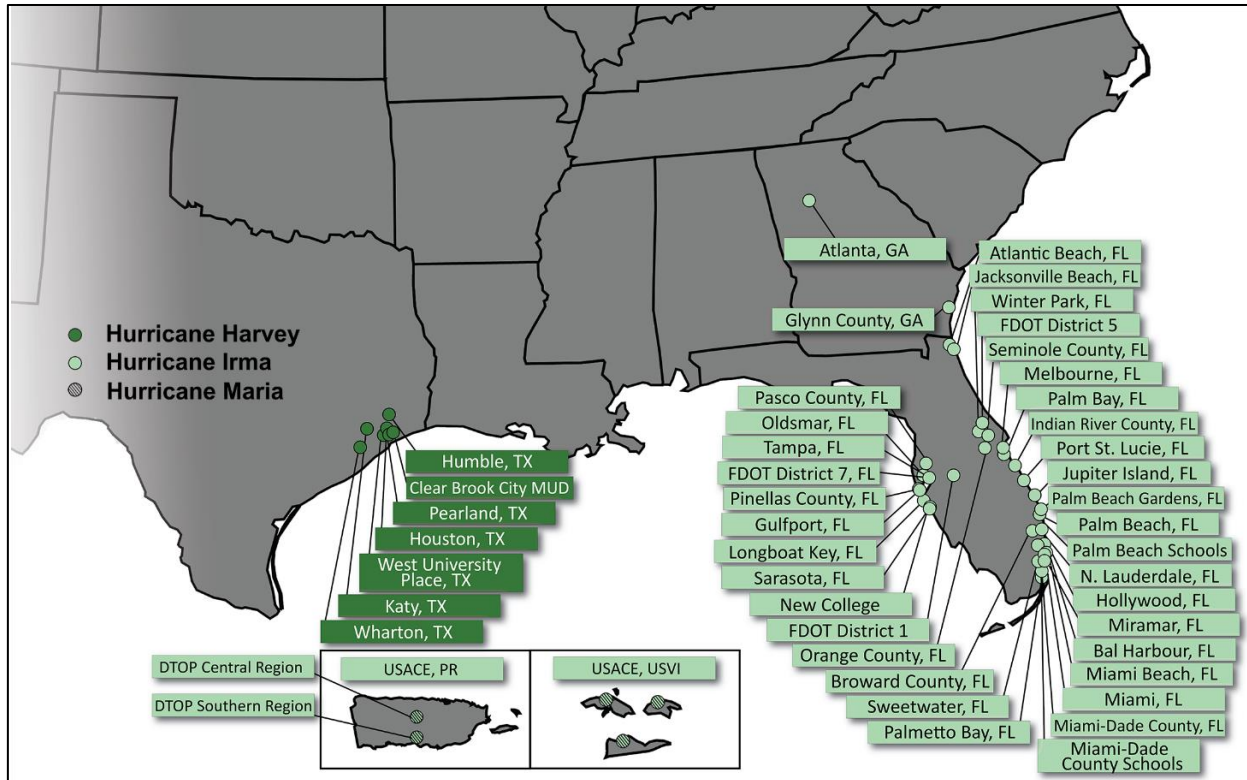
In September of 2018, Ceres responded to 12 different jurisdictions in North and South Carolina after they were struck by Hurricane Florence. A few weeks later, Hurricane Michael struck the Florida panhandle, making it the first Category 4 hurricane ever to make landfall in that area. As it moved inland, 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.



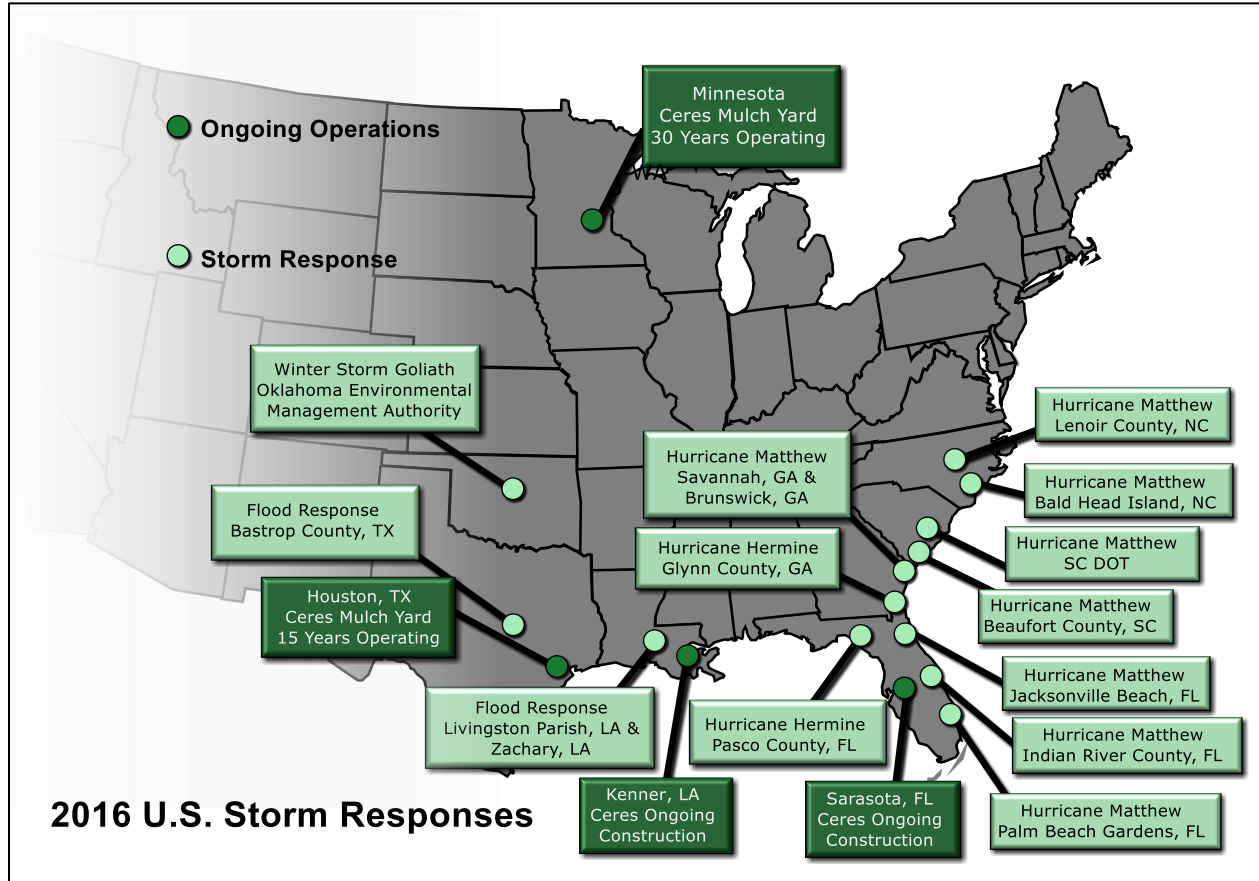
2017 U.S. Event Responses and Projects

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.



State of Florida

Department of State

I certify from the records of this office that CERES ENVIRONMENTAL SERVICES, INC. is a corporation organized under the laws of the State of Florida, filed on November 6, 2020, effective July 31, 1995.


The document number of this corporation is P20000086640.

I further certify that said corporation has paid all fees due this office through December 31, 2024 and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Twelfth day of February, 2024*




Secretary of State

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Ron DeSantis, Governor

Melanie S. Griffin, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

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

MCINTYRE, DAVID A

CERES ENVIRONMENTAL SERVICES INC
6371 BUSINESS BLVD.
SUITE 100
FL
SARASOTA FL 34240

LICENSE NUMBER: CGC1508764

EXPIRATION DATE: AUGUST 31, 2026

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Florida Profit Corporation
CERES ENVIRONMENTAL SERVICES, INC.

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6968 Professional Parkway
SARASOTA, FL 34240

Changed: 02/13/2024

Mailing Address

6371 Business Blvd.
Suite 100
SARASOTA, FL 34240

Changed: 02/03/2024

Registered Agent Name & Address

CORPORATION SERVICE COMPANY
1201 HAYS STREET
TALLAHASSEE, FL 32301-2525

Name Changed: 10/09/2023

Address Changed: 10/09/2023

Officer/Director Detail

Name & Address

Title President

McIntyre, David
6371 Business Blvd
Suite 100
SARASOTA, FL 34240

Title Secretary

Laurie, Tia
6371 Business Blvd.
Suite 100
SARASOTA, FL 34240

Title VP

Ulschmid, John
6371 Business Blvd
Suite 100
SARASOTA, FL 34240

Annual Reports

Report Year	Filed Date
2022	01/28/2022
2023	01/24/2023
2024	02/03/2024

Document Images

02/03/2024 -- ANNUAL REPORT	View image in PDF format
10/09/2023 -- Reg. Agent Change	View image in PDF format
01/24/2023 -- ANNUAL REPORT	View image in PDF format
01/28/2022 -- ANNUAL REPORT	View image in PDF format
04/06/2021 -- AMENDED ANNUAL REPORT	View image in PDF format
01/26/2021 -- ANNUAL REPORT	View image in PDF format
11/06/2020 -- Domestic Profit	View image in PDF format



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

2/6/2024

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

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

PRODUCER Holmes Murphy & Associates LLC 2727 Grand Prairie Parkway Waukee IA 50263	CONTACT NAME: Jeffrey Whitworth	
	PHONE (A/C. No. Ext): 801-532-5976	FAX (A/C. No.):
E-MAIL ADDRESS: jwhitworth@holmesmurphy.com		
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A : Zurich American Insurance Company		16535
INSURER B : Westchester Fire Insurance Company		10030
INSURER C : Indian Harbor Insurance Company		36940
INSURER D :		
INSURER E :		
INSURER F :		

COVERAGES **CERTIFICATE NUMBER:** 1832058300 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contr Liab Per <input checked="" type="checkbox"/> Policy Form/XCU GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			GLO183855304	9/1/2023	9/1/2024	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$300,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			BAP184004604	9/1/2023	9/1/2024	COMBINED SINGLE LIMIT (Ea accident) \$2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Hired Auto Phy Damage \$ACV less Ded.
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 0			G46808848007	9/1/2023	9/1/2024	EACH OCCURRENCE \$10,000,000 AGGREGATE \$10,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			WC183855404	9/1/2023	9/1/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
A C	Instl Filtr - Completed Value Professional Liability Contractors Pollution Liability			CPP250784005 PEC005744403	9/1/2023 9/1/2023	9/1/2024 9/1/2024	Special Form ea Claim/Occ & Agg.: Retro date: 8/18/14 \$2,000,000 \$10,000,000

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


All Work Performed

Additional Insured only if required by written contract with respect to General Liability, Automobile Liability and Umbrella/Excess Liability applies on a primary basis and the insurance of the additional insured shall be non-contributory: Certificate Holder, Project Owner and Others as required by written contract, per policy terms and conditions.

Waiver of Subrogation only if required by written contract with respect to General Liability, Automobile Liability, Workers Compensation and Umbrella/Excess Liability applies in favor of: Certificate Holder, Project Owner and Others as required by written contract, per policy terms and conditions.
 General Liability, Automobile & Workers Compensation policies include a provision that a 30-day notice of cancellation will be furnished to the certificate holder.

CERTIFICATE HOLDER

CANCELLATION

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

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Section 8 – Required Forms

PROPOSAL SUBMITTAL CHECKLIST

- Program Standards and Requirements Statement
- Financial Statement
- Proposer’s Information Sheet
- No Response Form
- Contact for Contract Administration Form
- Proposer’s Certification
- Addendum Acknowledgement
- Drug-Free Workplace Certificate
- Sworn Statement Pursuant to Section 287.133 (3)(a) F.S. in Public Entity Crimes
- Affidavit of Non-Collusion
- ADA Nondiscrimination Statement
- No Lobbying Affidavit
- Vendor Certification Regarding Scrutinized Companies Lists
- Certification for Contracts, Grants, Loans, and Cooperative Agreements
- E-Verify Compliance Form
- Professional References
- MWBE Participation Statement
- Vendor Information **Not applicable per Q&A**
- W-9 Form
- Unit Cost Fee Rate Schedule

Submission of one (1) original marked “ORIGINAL”, five (5) identical paper copies, and one (1) electronic copy in pdf format on a USB drive labeled with the company name and RFP number in conformance with the detailed submittal instructions. FAILURE TO PROVIDE ALL INFORMATION listed on each form may result in the rejection of your proposal, or a reduction in evaluation points. FAILURE TO PROVIDE AN UNLOCKED ACCESSIBLE ELECTRONIC COPY OF YOUR RESPONSE shall result in the rejection of your proposal.

BY: **Tia Laurie**

Bidder **Ceres Environmental Services, Inc.**



(Authorized Signature)

8/2/2024

(Date)

Tia Laurie

(Print Name)

This document must be completed and returned with your Submittal



Information Sheet
For Transactions and Conveyances
Corporate Identification

The Following information will be provided to the Franklin County Legal Services for incorporation in legal documents. It is; therefore, vital all information is accurate and complete. Please be certain all spelling, capitalization, etc. is exactly as registered with the State and Federal Government.

Is this a Florida Corporation: YES (Circle One) or NO

If not a Florida Corporation, In what State was it created? Name as spelled in that State.

What kind of Corporation is it? For Profit or Not for Profit

Is it in good Standing? YES or NO

Authorized to transact business in Florida? YES or NO

State of Florida, Department of State, Certificate of Authority Document No: P20000086640

Does it use a registered fictitious name? YES or NO

Name of Officers: President: David McIntyre, Secretary: Tia Laurie, Vice President: John Ulschmid, Treasurer: , Director: , Other: , Other:

Name of Corporation (As used in Florida): Ceres Environmental Services, Inc. (Spelled exactly as it is registered with the State or Federal Government)

Corporate Address: Post Office Box: , City, State, Zip: , Street Address: 6371 Business Boulevard, Suite 100, City, State, Zip: Sarasota, Florida, 34240 (Please provide Post Office Box and Street Address for mail and/or express delivery; also, for recorded instruments involving land)

Federal Identification Number: 41-1816075 (For all instruments to be recorded, taxpayer's identification is needed)

Name of Individual who will sign the instrument on behalf of the Company: Tia Laurie

(Upon Certification of Award, the President or Vice-President shall sign Contract. Any other officer shall have permission to sign via a resolution approved by the Board of Directors on behalf of the company. The awarded contractor shall submit a copy of the resolution together with the executed contract to the Contact listed in Section 3.1.)

Title of the individual named above who will sign on behalf of the Company: Corporate Secretary

NOT APPLICABLE

"NO RESPONSE"

If your firm is unable to provide a submittal, please complete and return this form prior to date shown for receipt and return to:

Franklin County Emergency Management
28 Airport Road
Apalachicola, FL 32320
OR
jenniferd@franklincountyflorida.com

We have declined to propose for the following reason(s):

- _____ We do not offer this service/product
- _____ Our schedule would not permit us to perform
- _____ Unable to meet specifications
- _____ Unable to meet bond/insurance requirements
- _____ Specifications unclear (please explain below)
- _____ Other (please specify below)

REMARKS _____

Print Name and Title

Company Name

Address

Business Phone

E-mail



CONTACT FOR CONTRACT ADMINISTRATION

Designate one person authorized to conduct contract Administration.

NAME: Tia Laurie

TITLE: Corporate Secretary

COMPANY NAME: Ceres Environmental Services, Inc.

ADDRESS: 6371 Business Boulevard, Suite 100

CITY: Sarasota

STATE: Florida ZIP: 34240

TELEPHONE NUMBER: (800) 218-4424

FAX NUMBER: (866) 228-5636

EMAIL: contact@ceresenv.com

SIGNATURE: *Tia Laurie*

Attachment 'F'

PROPOSER'S CERTIFICATION

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

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

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

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

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

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

NO EXCEPTIONS ALLOWED AFTER THE RFP IS SUBMITTED:

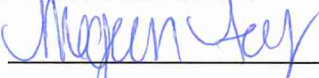
Please check one: I take NO exceptions. Exceptions:

<u>Ceres Environmental Services, Inc.</u>	<u>6371 Business Boulevard, Suite 100</u>
NAME OF BUSINESS	MAILING ADDRESS
<u></u>	<u>Sarasota, Florida, 34240</u>
AUTHORIZED SIGNATURE	CITY, STATE & ZIP CODE
<u>Tia Laurie, Corporate Secretary</u>	<u>Tel: (800) 218-4424 / Fax: (866) 228-5636</u>
NAME, TITLE, TYPED	TELEPHONE NUMBER / FAX NUMBER
<u>41-1816075</u>	<u>contact@ceresenv.com</u>
FEDERAL IDENTIFICATION #	E-MAIL ADDRESS

STATE OF FLORIDA
COUNTY OF Sarasota

The foregoing instrument was acknowledged before me this 1 day of August, 2024 by Tia Laurie, who is personally known to me or who has produced as identification and who did take an oath.

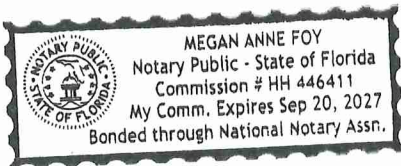
My Commission Expires:



Notary Public

Name typed, printed or stamped

My Commission Expires: 9/20/2027



Attachment 'F'

ADDENDUM ACKNOWLEDGEMENT

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

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

Addendum # 1 Date: August 1, 2024 Addendum # _____ Date: _____

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



(Authorized Signature)

August 1, 2024

(Date)

Tia Laurie

(Print Name)

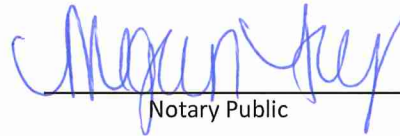
STATE OF FLORIDA

COUNTY OF Sarasota

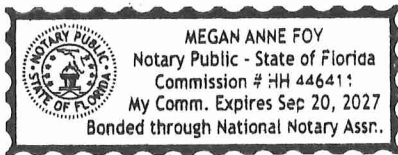
The foregoing instrument was acknowledged before me this 1 day of August, 2024 by Tia Laurie, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires:

9/20/2027



Notary Public



Attachment 'F'

**BUSINESS ENTITY AFFIDAVIT
(VENDOR/BIDDER DISCLOSURE)**

I, Tia Laurie, being first duly sworn state:

The full legal name and business address of the person(s) or entity contracting or transacting business with Franklin County, FL ("County") are (Post Office addresses are not acceptable), as follows:

41-1816075

Federal Employer Identification Number (If none, Social Security Number)

Ceres Environmental Services, Inc.

Name of Entity, Individual, Partners or Corporation

6371 Business Boulevard, Suite 100 Sarasota Florida 34240
Street Address Suite City State Zip Code

OWNERSHIP DISCLOSURE AFFIDAVIT

- 1. If the contact or business transaction is with a corporation, the full legal name and business address shall be provided for each officer and director and each stockholder who holds directly or indirectly five percent (5%) or more of the corporation's stock. If the contract or business transaction is with a trust, the full legal name and address shall be provided for each trustee and each beneficiary. All such names and addresses are (Post Office addresses are not acceptable), as follows:

<u>Full Legal Name</u>	<u>Address</u>	<u>Ownership</u>
<u>David McIntyre</u>	<u>6371 Business Boulevard, Suite 100, Sarasota, FL 34240</u>	<u>100 %</u>
_____	_____	_____ %
_____	_____	_____ %

- 2. The full legal names and business address of any other individual (other than subcontractors, materialmen, suppliers, laborers, or lenders) who have, or will have, any interest (legal equitable, beneficial or otherwise) in the contract or business transaction with the County are (Post Office addresses are not acceptable), as follows:

Tia Laurie
Signature of Affiant

August 1, 2024
Date

STATE OF Florida
COUNTY OF Sarasota

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this August 1, 2024 (date) by Tia Laurie, Corporate Secretary (name of officer or agent, title of officer or agent) of Ceres Environmental Services, Inc. (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.



Megan Foy
Notary Public
Megan Foy
Name typed, printed or stamped
My Commission Expires: 9/20/2027

Attachment 'F'

FRANKLIN COUNTY
DRUG-FREE WORKPLACE COMPLIANCE FORM

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids, which are equal with respect to price, quality, and service, are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process.

(The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that Ceres Environmental Services, Inc. does): (Name of Business)

- 1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace...
2. Inform employees about the dangers of drug abuse in the workplace...
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in Subsection 1.
4. In the statement specified in Subsection 1, notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement...
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community...
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

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

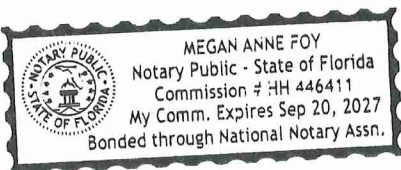
Vendor's Signature: [Signature] Date August 1, 2024

Print or Type Name/Title Tia Laurie / Corporate Secretary

STATE OF Florida
COUNTY OF Sarasota

The foregoing instrument was acknowledged before me by means of [X] physical presence or [] online notarization, this August 1, 2024 (date) by Tia Laurie, Corporate Secretary (name of officer or agent, title of officer or agent) of Ceres Environmental Services, Inc (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced (type of identification) as identification.

[Notary Seal]



[Signature]
Notary Public
Name typed, printed or stamped
My Commission Expires: 9/20/2027

Attachment 'F'

**SWORN STATEMENT PURSUANT TO SECTION 287.133 (3) (a),
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE
PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICAL
AUTHORIZED TO ADMINISTER OATHS

1. This sworn statement is submitted to FRANKLIN COUNTY, FLORIDA by:

Tia Laurie, Corporate Secretary

(print individual's name and title)

for: Ceres Environmental Services, Inc.

(print name of entity submitting sworn statement)

whose business address is: 6371 Business Boulevard, Suite 100, Sarasota, FL 34240

and (if applicable) its Federal Employer Identification Number (FEIN) is: 41-1816075
*(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement:
- - _____).*

2. I understand that a "public entity crime" as defined in Paragraph 287.133 (1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentations.
3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133 (1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, non-jury trial, or entry of a plea of guilty or non contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
- a.) A predecessor or successor of a person convicted of a public entity crime; or
 - b.) An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, and partners. Shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement, which I have marked below, is true in relations to the entity submitting this sworn statement. (Indicate which statement applies).
- Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any

affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

- The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.
- The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list (attach a copy of the final order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

Tia Laurie

Signature

STATE OF Florida
COUNTY OF Sarasota

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this August 1, 2024 (date) by Tia Laurie, Corporate Secretary (name of officer or agent, title of officer or agent) of Ceres Environmental Services, Inc. (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

[Notary Seal]

Megan Foy

Notary Public
Megan Foy

Name typed, printed or stamped
My Commission Expires: 9/20/2027



Attachment 'F'

AFFIDAVIT OF NON-COLLUSION AND OF NON-INTEREST OF ENTITY'S EMPLOYEES

Tia Laurie, * being first duly sworn, deposes and says that ~~he~~/she is the Offeror in the above proposal, that the only person or persons interested in said proposal are named therein; that no officer, employee or agent of the Entities Board of Entities Commissioners or of any other Offeror is interested in said proposal; and that affiant makes the above proposal with no past or present collusion with any other person, firm or corporation.



Authorized Signature

August 1, 2024

Date

Tia Laurie

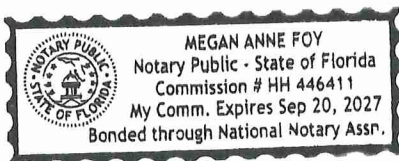
(Print Name)


STATE OF FLORIDA

COUNTY OF Sarasota

The foregoing instrument was acknowledged before me this 1 day of August, 2024 by Tia Laurie, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires:




Notary Public

*NOTICE: State name of Offeror followed by name of authorized individual (and title) that is signing as Affiant. If Offeror is an individual, state name of Offeror only.

Attachment 'F'

**AMERICANS WITH DISABILITIES ACT (ADA)
DISABILITY NONDISCRIMINATION STATEMENT**

**THIS FORM MUST BE SIGNED AND SWORN TO IN THE
PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL
AUTHORIZED TO ADMINISTER OATHS**

This sworn statement is submitted to FRANKLIN COUNTY, FLORIDA by:
Tia Laurie, Corporate Secretary

(print individual's name and title)

for: Ceres Environmental Services, Inc.

(print name of entity submitting sworn statement)

whose business address is: 6371 Business Boulevard, Suite 100, Sarasota, FL 34240

and (if applicable) its Federal Employer Identification Number (FEIN) is: 41-1816075

(If the entity has no FEIN, include Social Security Number of the individual signing this sworn statement:
_____ - _____ - _____.)

I, being duly first sworn state:

That the above named firm, corporation or organization is in compliance with and agreed to continue to comply with, and assure that any subcontractor, or third party contractor under this project complies with all applicable requirements of the laws listed below including, but not limited to, those provision pertaining to employment, provision of programs and services, transportation, communications, access to facilities, renovations, and new construction.

The Americans with Disabilities Act of 1990 (ADA), Pub. L. 101-336, 104 Stat327,42USC1210112213 and 47 USC Sections 225 and 661 including Title I, Employment; Title II, Public Services; Title III, Public Accommodations and Services Operated by Private entities; Title IV, Telecommunications; and Title V, Miscellaneous Provisions.

The Florida Americans with Disabilities Accessibility Implementation Act of 1993, Section 553.501-553.513, Florida Statutes:

The Rehabilitation Act of 1973, 229 USC Section 794;

The Federal Transit Act, as amended 49 USC Section 1612;

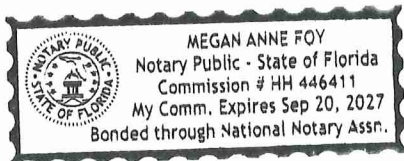
The Fair Housing Act as amended 42USC Section 3601-3631.

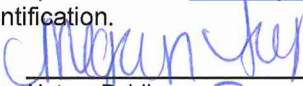

Signature

STATE OF Florida
COUNTY OF Sarasota

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this August 1, 2024(date) by Tia Laurie, Corporate Secretary(name of officer or agent, title of officer or agent) of Ceres Environmental Services, Inc.(name of corporation acknowledging), a Florida(state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____(type of identification) as identification.

[Notary Seal]




Notary Public
Megan Foy
Name typed, printed or stamped
My Commission Expires: 9/20/2027

Attachment 'F'

NO LOBBYING AFFIDAVIT

STATE OF FLORIDA
COUNTY OF Sarasota

This 1 day of August 20 24,
Tia Laurie

being first duly sworn, deposes and says that he/she is the authorized representative of _____

Ceres Environmental Services, Inc. (Name of contractor, firm or individual), maker of the attached submittal made in response to a request for bid, proposals, qualifications and/or any other solicitation released by Franklin County, FL, and swears that the bidder and any of its agents agrees to abide by the County's no lobbying restrictions in regard to this solicitation.

Tia Laurie

Affiant

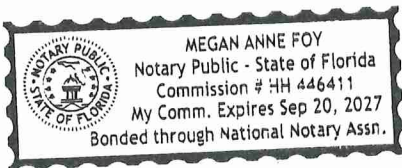
Tia Laurie, Corporate Secretary
Print / Type Name & Title

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this August 1, 2024 (date) by Tia Laurie, Corporate Secretary (name of officer or agent, title of officer or agent) of Ceres Environmental Services, Inc. (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

My commission expires:

Megan Anne Foyle

Notary Signature
Megan Anne Foyle



VENDOR CERTIFICATION
REGARDING SCRUTINIZED
COMPANIES LISTS

Respondent Vendor Name: Ceres Environmental Services, Inc.
 Vendor FEIN: 41-1816075
 Vendor's Authorized Representative Name and Title: Tia Laurie, Corporate Secretary
 Address: 6371 Business Boulevard, Suite 100
 City: Sarasota State: Florida Zip: 34240
 Phone Number: (800) 218-4424
 Email Address: contact@ceresenv.com

Section 287.135, Florida Statutes, prohibits agencies from contracting with companies for goods or services of \$1,000,000 or more, that are on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector Lists which are created pursuant to s. 215.473, F.S., or the Scrutinized Companies that Boycott Israel List, created pursuant to s. 215.4725, F.S., or companies that are engaged in a boycott of Israel.

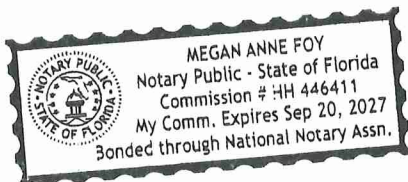
As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above in the section entitled "Respondent Vendor Name" is not listed on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List. I further certify that the company is not engaged in a boycott of Israel. I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject company to civil penalties, attorney's fees, and/or costs.

Certified By: *Tia Laurie*
 who is authorized to sign on behalf of the above referenced company.
 Authorized Signature Print Name and Title: Tia Laurie, Corporate Secretary
 Date: August 1, 2024

STATE OF Florida
COUNTY OF Sarasota

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this August 1, 2024 (date) by Tia Laurie, Corporate Secretary (name of officer or agent, title of officer or agent) of Ceres Environmental Services, Inc. (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

[Notary Seal]



Megan Anne Foy
Notary Public
Megan Foy
Name typed, printed or stamped
My Commission Expires: 9/20/2027

**CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS
(for agreements exceeding \$100,000)**

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

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form- LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The undersigned Contractor hereby certifies and attests to the accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.

Tia Laurie
AFFIANT

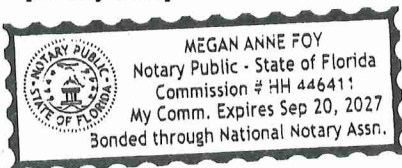
Tia Laurie / Corporate Secretary
Typed Name of AFFIANT / AFFIANT Title

August 1, 2024
Date

STATE OF Florida
COUNTY OF Sarasota

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this August 1, 2024 (date) by Tia Laurie, Corporate Secretary (name of officer or agent, title of officer or agent) of Ceres Environmental Services, Inc (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

[Notary Seal]



Megan Foy
Notary Public
Megan Foy
Name typed, printed or stamped
My Commission Expires: 9/20/2027

E-VERIFY COMPLIANCE FORM

Definitions:

“Contractor” means a person or entity that has entered or is attempting to enter into a contract with a public employer to provide labor, supplies, or services to such employer in exchange for salary, wages, or other remuneration.

“Subcontractor” means a person or entity that provides labor, supplies, or services to or for a contractor or another subcontractor in exchange for salary, wages, or other remuneration.

Effective January 1, 2021, public and private employers, contractors and subcontractors will begin required registration with, and use of the E-verify system in order to verify the work authorization status of all newly hired employees. Vendor/Consultant/Contractor acknowledges and agrees to utilize the U.S. Department of Homeland Security’s E-Verify System to verify the employment eligibility of:

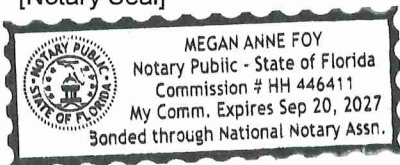
- a) All persons employed by Vendor/Consultant/Contractor to perform employment duties within Florida during the term of the contract; and
- b) All persons (including subvendors/subconsultants/subcontractors) assigned by Vendor/Consultant/Contractor to perform work pursuant to the contract with the Department. The Vendor/Consultant/Contractor acknowledges and agrees that use of the U.S. Department of Homeland Security’s E-Verify System during the term of the contract is a condition of the contract with the Franklin County, Florida; and
- c) Should vendor become successful Contractor awarded for the above-named project, by entering into this Contract, the Contractor becomes obligated to comply with the provisions of Section 448.095, Fla. Stat., "Employment Eligibility," as amended from time to time. This includes but is not limited to utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The contractor shall maintain a copy of such affidavit for the duration of the contract. Failure to comply will lead to termination of this Contract, or if a subcontractor knowingly violates the statute, the subcontract must be terminated immediately. Any challenge to termination under this provision must be filed in the Circuit Court no later than 20 calendar days after the date of termination. If this contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination.

Company Name: <u>Ceres Environmental Services, Inc.</u>	
Authorized Signature: <u><i>Tia Laurie</i></u>	Print Name: <u>Tia Laurie</u>
Title: <u>Corporate Secretary</u>	Date: <u>August 1, 2024</u>
Phone: <u>(800) 218-4424</u>	Email: <u>contact@ceresenv.com</u>

STATE OF Florida
 COUNTY OF Sarasota

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this August 1, 2024 (date) by Tia Laurie, Corporate Secretary (name of officer or agent, title of officer or agent) of Ceres Environmental Services, Inc. (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

[Notary Seal]



Megan Foy
 Notary Public
 Name typed, printed or stamped
 My Commission Expires: 9/20/2027

Attachment 'F'

PROFESSIONAL REFERENCES

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

1	Company Name:	North Port, FL
	Contact Person:	Frank Lama
	City, State:	North Port, Florida
	Telephone Number:	(941) 240-8074
	Email Address:	flama@northportfl.gov
	Description of goods or services provided:	Disaster Debris Clearance and Removal Services
	Contract Amount:	\$42,031,396.28
	Contract Dates:	October 2022 – March 2023

2	Company Name:	Cape Coral, FL
	Contact Person:	Terry B. Schweitzer
	City, State:	Cape Coral, Florida
	Telephone Number:	239-573-3136
	Email Address:	tschweitzer@capecoral.gov
	Description of goods or services provided:	Emergency Disaster Assistance and Debris Removal
	Contract Amount:	\$64,888,996
	Contract Dates:	October 2022 – May 2023

3	Company Name:	City of Perry, FL
	Contact Person:	John Hart
	City, State:	Perry, FL
	Telephone Number:	(850) 584-7161
	Email Address:	jhart@cityofperry.net
	Description of goods or services provided:	Hurricane Idalia Debris Removal and Disposal Services
	Contract Amount:	\$249,218
	Contract Dates:	September - October 2023

Attachment 'F'

MWBE PARTICIPATION STATEMENT

Note: The Contractor is required to complete the following information and submit this form with the proposal. Project

Description: Disaster Debris Removal and Disposal Services

Contractor Name: Ceres Environmental Services, Inc.

This Contractor ~~(is~~ _____) (is not X) a certified small or Minority or Woman Owned Business Enterprise (MWBE) per 44 C.F.R. § 13.36 (e).

Expected percentage of contract fees to be subcontracted to MWBE(s): TBD %

If the intention is to subcontract a portion of the contract fees to MWBE(s), the proposed MWBE sub-Contractors are as follows:

DBE Sub-Contractor	Type of Work/Commodity
<u>Isla Maritime</u>	<u>Marine Disaster Removal, Salvage</u>
<u>Renew Construction Services</u>	<u>Disaster Recovery Removal</u>
<u>Siles & Sons</u>	<u>Debris Removal, Tree Trimming & Removal, Hauling</u>
<u>Strategic Investments, LLC</u>	<u>Debris Removal, Tree Trimming & Removal, Hauling HHW</u>
<u>Highland Trucking & Equipment</u>	<u>Disaster Recovery Removal</u>
<u>Trees R Us</u>	<u>Disaster Recovery, Certified Arborist</u>
<u>Big Dog Express</u>	<u>Debris Removal, Mulch Hauling, Grinding</u>
<u>Cole Field Services, LLC</u>	<u>Disaster Recovery Removal</u>


(Authorized Signature)

August 01, 2024
(Date)

Tia Laurie
(Print Name)

Request for Taxpayer Identification Number and Certification

Go to www.irs.gov/FormW9 for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See Specific Instructions on page 3.	<p>1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)</p> <p>Ceres Environmental Services, Inc.</p>	<p>2 Business name/disregarded entity name, if different from above.</p>	
	<p>3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes.</p> <p><input type="checkbox"/> Individual/sole proprietor <input checked="" type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate</p> <p><input type="checkbox"/> LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____</p> <p>Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.</p> <p><input type="checkbox"/> Other (see instructions) _____</p>	<p>4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):</p> <p>Exempt payee code (if any) _____</p> <p>Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____</p> <p><i>(Applies to accounts maintained outside the United States.)</i></p>	
	<p>3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions _____ <input type="checkbox"/></p>		
	<p>5 Address (number, street, and apt. or suite no.). See instructions.</p> <p>6371 Business Boulevard, Suite 100</p>	<p>Requester's name and address (optional)</p>	
	<p>6 City, state, and ZIP code</p> <p>Sarasota, FL 34240</p>		
	<p>7 List account number(s) here (optional)</p>		

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number										
or										
Employer identification number										
4	1	-	1	8	1	6	0	7	5	

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person	Date 8/11/2024
------------------	--------------------------	-----------------------

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

must obtain your correct taxpayer identification number (TIN), which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid).
- Form 1099-DIV (dividends, including those from stocks or mutual funds).
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds).
- Form 1099-NEC (nonemployee compensation).
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers).
- Form 1099-S (proceeds from real estate transactions).
- Form 1099-K (merchant card and third-party network transactions).
- Form 1098 (home mortgage interest), 1098-E (student loan interest), and 1098-T (tuition).
- Form 1099-C (canceled debt).
- Form 1099-A (acquisition or abandonment of secured property).

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

Caution: If you don't return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding*, later.

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued);
2. Certify that you are not subject to backup withholding; or
3. Claim exemption from backup withholding if you are a U.S. exempt payee; and
4. Certify to your non-foreign status for purposes of withholding under chapter 3 or 4 of the Code (if applicable); and
5. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting is correct. See *What Is FATCA Reporting*, later, for further information.

Note: If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien;
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States;
- An estate (other than a foreign estate); or
- A domestic trust (as defined in Regulations section 301.7701-7).

Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding. Payments made to foreign persons, including certain distributions, allocations of income, or transfers of sales proceeds, may be subject to withholding under chapter 3 or chapter 4 of the Code (sections 1441-1474). Under those rules, if a Form W-9 or other certification of non-foreign status has not been received, a withholding agent, transferee, or partnership (payor) generally applies presumption rules that may require the payor to withhold applicable tax from the recipient, owner, transferor, or partner (payee). See Pub. 515, *Withholding of Tax on Nonresident Aliens and Foreign Entities*.

The following persons must provide Form W-9 to the payor for purposes of establishing its non-foreign status.

- In the case of a disregarded entity with a U.S. owner, the U.S. owner of the disregarded entity and not the disregarded entity.
- In the case of a grantor trust with a U.S. grantor or other U.S. owner, generally, the U.S. grantor or other U.S. owner of the grantor trust and not the grantor trust.
- In the case of a U.S. trust (other than a grantor trust), the U.S. trust and not the beneficiaries of the trust.

See Pub. 515 for more information on providing a Form W-9 or a certification of non-foreign status to avoid withholding.

Foreign person. If you are a foreign person or the U.S. branch of a foreign bank that has elected to be treated as a U.S. person (under Regulations section 1.1441-1(b)(2)(iv) or other applicable section for chapter 3 or 4 purposes), do not use Form W-9. Instead, use the appropriate Form W-8 or Form 8233 (see Pub. 515). If you are a qualified foreign pension fund under Regulations section 1.897(l)-1(d), or a partnership that is wholly owned by qualified foreign pension funds, that is treated as a non-foreign person for purposes of section 1445 withholding, do not use Form W-9. Instead, use Form W-8EXP (or other certification of non-foreign status).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a saving clause. Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the payee has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items.

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
2. The treaty article addressing the income.
3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.
4. The type and amount of income that qualifies for the exemption from tax.
5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

Example. Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if their stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first Protocol) and is relying on this exception to claim an exemption from tax on their scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity, give the requester the appropriate completed Form W-8 or Form 8233.

Backup Withholding

What is backup withholding? Persons making certain payments to you must under certain conditions withhold and pay to the IRS 24% of such payments. This is called "backup withholding." Payments that may be subject to backup withholding include, but are not limited to, interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, payments made in settlement of payment card and third-party network transactions, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester;
2. You do not certify your TIN when required (see the instructions for Part II for details);
3. The IRS tells the requester that you furnished an incorrect TIN;
4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only); or
5. You do not certify to the requester that you are not subject to backup withholding, as described in item 4 under "By signing the filled-out form" above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See *Exempt payee code*, later, and the separate Instructions for the Requester of Form W-9 for more information.

See also *Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding*, earlier.

What Is FATCA Reporting?

The Foreign Account Tax Compliance Act (FATCA) requires a participating foreign financial institution to report all U.S. account holders that are specified U.S. persons. Certain payees are exempt from FATCA reporting. See *Exemption from FATCA reporting code*, later, and the Instructions for the Requester of Form W-9 for more information.

Updating Your Information

You must provide updated information to any person to whom you claimed to be an exempt payee if you are no longer an exempt payee and anticipate receiving reportable payments in the future from this person. For example, you may need to provide updated information if you are a C corporation that elects to be an S corporation, or if you are no longer tax exempt. In addition, you must furnish a new Form W-9 if the name or TIN changes for the account, for example, if the grantor of a grantor trust dies.

Penalties

Failure to furnish TIN. If you fail to furnish your correct TIN to a requester, you are subject to a penalty of \$50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

Civil penalty for false information with respect to withholding. If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a \$500 penalty.

Criminal penalty for falsifying information. Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

Misuse of TINs. If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

Specific Instructions

Line 1

You must enter one of the following on this line; **do not** leave this line blank. The name should match the name on your tax return.

If this Form W-9 is for a joint account (other than an account maintained by a foreign financial institution (FFI)), list first, and then circle, the name of the person or entity whose number you entered in Part I of Form W-9. If you are providing Form W-9 to an FFI to document a joint account, each holder of the account that is a U.S. person must provide a Form W-9.

- **Individual.** Generally, enter the name shown on your tax return. If you have changed your last name without informing the Social Security Administration (SSA) of the name change, enter your first name, the last name as shown on your social security card, and your new last name.

Note for ITIN applicant: Enter your individual name as it was entered on your Form W-7 application, line 1a. This should also be the same as the name you entered on the Form 1040 you filed with your application.

- **Sole proprietor.** Enter your individual name as shown on your Form 1040 on line 1. Enter your business, trade, or “doing business as” (DBA) name on line 2.

- **Partnership, C corporation, S corporation, or LLC, other than a disregarded entity.** Enter the entity’s name as shown on the entity’s tax return on line 1 and any business, trade, or DBA name on line 2.

- **Other entities.** Enter your name as shown on required U.S. federal tax documents on line 1. This name should match the name shown on the charter or other legal document creating the entity. Enter any business, trade, or DBA name on line 2.

- **Disregarded entity.** In general, a business entity that has a single owner, including an LLC, and is not a corporation, is disregarded as an entity separate from its owner (a disregarded entity). See Regulations section 301.7701-2(c)(2). A disregarded entity should check the appropriate box for the tax classification of its owner. Enter the owner’s name on line 1. The name of the owner entered on line 1 should never be a disregarded entity. The name on line 1 should be the name shown on the income tax return on which the income should be reported. For

example, if a foreign LLC that is treated as a disregarded entity for U.S. federal tax purposes has a single owner that is a U.S. person, the U.S. owner’s name is required to be provided on line 1. If the direct owner of the entity is also a disregarded entity, enter the first owner that is not disregarded for federal tax purposes. Enter the disregarded entity’s name on line 2. If the owner of the disregarded entity is a foreign person, the owner must complete an appropriate Form W-8 instead of a Form W-9. This is the case even if the foreign person has a U.S. TIN.

Line 2

If you have a business name, trade name, DBA name, or disregarded entity name, enter it on line 2.

Line 3a

Check the appropriate box on line 3a for the U.S. federal tax classification of the person whose name is entered on line 1. Check only one box on line 3a.

IF the entity/individual on line 1 is a(n) . . .	THEN check the box for . . .
• Corporation	Corporation.
• Individual or • Sole proprietorship	Individual/sole proprietor.
• LLC classified as a partnership for U.S. federal tax purposes or • LLC that has filed Form 8832 or 2553 electing to be taxed as a corporation	Limited liability company and enter the appropriate tax classification: P = Partnership, C = C corporation, or S = S corporation.
• Partnership	Partnership.
• Trust/estate	Trust/estate.

Line 3b

Check this box if you are a partnership (including an LLC classified as a partnership for U.S. federal tax purposes), trust, or estate that has any foreign partners, owners, or beneficiaries, and you are providing this form to a partnership, trust, or estate, in which you have an ownership interest. You must check the box on line 3b if you receive a Form W-8 (or documentary evidence) from any partner, owner, or beneficiary establishing foreign status or if you receive a Form W-9 from any partner, owner, or beneficiary that has checked the box on line 3b.

Note: A partnership that provides a Form W-9 and checks box 3b may be required to complete Schedules K-2 and K-3 (Form 1065). For more information, see the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

If you are required to complete line 3b but fail to do so, you may not receive the information necessary to file a correct information return with the IRS or furnish a correct payee statement to your partners or beneficiaries. See, for example, sections 6698, 6722, and 6724 for penalties that may apply.

Line 4 Exemptions

If you are exempt from backup withholding and/or FATCA reporting, enter in the appropriate space on line 4 any code(s) that may apply to you.

Exempt payee code.

- Generally, individuals (including sole proprietors) are not exempt from backup withholding.
- Except as provided below, corporations are exempt from backup withholding for certain payments, including interest and dividends.
- Corporations are not exempt from backup withholding for payments made in settlement of payment card or third-party network transactions.
- Corporations are not exempt from backup withholding with respect to attorneys’ fees or gross proceeds paid to attorneys, and corporations that provide medical or health care services are not exempt with respect to payments reportable on Form 1099-MISC.

The following codes identify payees that are exempt from backup withholding. Enter the appropriate code in the space on line 4.

1 — An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2).

- 2—The United States or any of its agencies or instrumentalities.
- 3—A state, the District of Columbia, a U.S. commonwealth or territory, or any of their political subdivisions or instrumentalities.
- 4—A foreign government or any of its political subdivisions, agencies, or instrumentalities.
- 5—A corporation.
- 6—A dealer in securities or commodities required to register in the United States, the District of Columbia, or a U.S. commonwealth or territory.
- 7—A futures commission merchant registered with the Commodity Futures Trading Commission.
- 8—A real estate investment trust.
- 9—An entity registered at all times during the tax year under the Investment Company Act of 1940.
- 10—A common trust fund operated by a bank under section 584(a).
- 11—A financial institution as defined under section 581.
- 12—A middleman known in the investment community as a nominee or custodian.
- 13—A trust exempt from tax under section 664 or described in section 4947.

The following chart shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 13.

IF the payment is for . . .	THEN the payment is exempt for . . .
• Interest and dividend payments	All exempt payees except for 7.
• Broker transactions	Exempt payees 1 through 4 and 6 through 11 and all C corporations. S corporations must not enter an exempt payee code because they are exempt only for sales of noncovered securities acquired prior to 2012.
• Barter exchange transactions and patronage dividends	Exempt payees 1 through 4.
• Payments over \$600 required to be reported and direct sales over \$5,000 ¹	Generally, exempt payees 1 through 5. ²
• Payments made in settlement of payment card or third-party network transactions	Exempt payees 1 through 4.

¹ See Form 1099-MISC, Miscellaneous Information, and its instructions.

² However, the following payments made to a corporation and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, gross proceeds paid to an attorney reportable under section 6045(f), and payments for services paid by a federal executive agency.

Exemption from FATCA reporting code. The following codes identify payees that are exempt from reporting under FATCA. These codes apply to persons submitting this form for accounts maintained outside of the United States by certain foreign financial institutions. Therefore, if you are only submitting this form for an account you hold in the United States, you may leave this field blank. Consult with the person requesting this form if you are uncertain if the financial institution is subject to these requirements. A requester may indicate that a code is not required by providing you with a Form W-9 with "Not Applicable" (or any similar indication) entered on the line for a FATCA exemption code.

A—An organization exempt from tax under section 501(a) or any individual retirement plan as defined in section 7701(a)(37).

B—The United States or any of its agencies or instrumentalities.

C—A state, the District of Columbia, a U.S. commonwealth or territory, or any of their political subdivisions or instrumentalities.

D—A corporation the stock of which is regularly traded on one or more established securities markets, as described in Regulations section 1.1472-1(c)(1)(i).

E—A corporation that is a member of the same expanded affiliated group as a corporation described in Regulations section 1.1472-1(c)(1)(i).

F—A dealer in securities, commodities, or derivative financial instruments (including notional principal contracts, futures, forwards, and options) that is registered as such under the laws of the United States or any state.

G—A real estate investment trust.

H—A regulated investment company as defined in section 851 or an entity registered at all times during the tax year under the Investment Company Act of 1940.

I—A common trust fund as defined in section 584(a).

J—A bank as defined in section 581.

K—A broker.

L—A trust exempt from tax under section 664 or described in section 4947(a)(1).

M—A tax-exempt trust under a section 403(b) plan or section 457(g) plan.

Note: You may wish to consult with the financial institution requesting this form to determine whether the FATCA code and/or exempt payee code should be completed.

Line 5

Enter your address (number, street, and apartment or suite number). This is where the requester of this Form W-9 will mail your information returns. If this address differs from the one the requester already has on file, enter "NEW" at the top. If a new address is provided, there is still a chance the old address will be used until the payor changes your address in their records.

Line 6

Enter your city, state, and ZIP code.

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. If you are a resident alien and you do not have, and are not eligible to get, an SSN, your TIN is your IRS ITIN. Enter it in the entry space for the Social security number. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN.

If you are a single-member LLC that is disregarded as an entity separate from its owner, enter the owner's SSN (or EIN, if the owner has one). If the LLC is classified as a corporation or partnership, enter the entity's EIN.

Note: See *What Name and Number To Give the Requester*, later, for further clarification of name and TIN combinations.

How to get a TIN. If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local SSA office or get this form online at www.SSA.gov. You may also get this form by calling 800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at www.irs.gov/EIN. Go to www.irs.gov/Forms to view, download, or print Form W-7 and/or Form SS-4. Or, you can go to www.irs.gov/OrderForms to place an order and have Form W-7 and/or Form SS-4 mailed to you within 15 business days.

If you are asked to complete Form W-9 but do not have a TIN, apply for a TIN and enter "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, you will generally have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

Note: Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon. See also *Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding*, earlier, for when you may instead be subject to withholding under chapter 3 or 4 of the Code.

Caution: A disregarded U.S. entity that has a foreign owner must use the appropriate Form W-8.

Part II. Certification

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if item 1, 4, or 5 below indicates otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). In the case of a disregarded entity, the person identified on line 1 must sign. Exempt payees, see *Exempt payee code*, earlier.

Signature requirements. Complete the certification as indicated in items 1 through 5 below.

1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983. You must give your correct TIN, but you do not have to sign the certification.

2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983. You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

3. Real estate transactions. You must sign the certification. You may cross out item 2 of the certification.

4. Other payments. You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments made in settlement of payment card and third-party network transactions, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), ABLE accounts (under section 529A), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions. You must give your correct TIN, but you do not have to sign the certification.

What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account) other than an account maintained by an FFI	The actual owner of the account or, if combined funds, the first individual on the account ¹
3. Two or more U.S. persons (joint account maintained by an FFI)	Each holder of the account
4. Custodial account of a minor (Uniform Gift to Minors Act)	The minor ²
5. a. The usual revocable savings trust (grantor is also trustee)	The grantor-trustee ¹
b. So-called trust account that is not a legal or valid trust under state law	The actual owner ¹
6. Sole proprietorship or disregarded entity owned by an individual	The owner ³
7. Grantor trust filing under Optional Filing Method 1 (see Regulations section 1.671-4(b)(2)(i)(A))**	The grantor ⁴

For this type of account:	Give name and EIN of:
8. Disregarded entity not owned by an individual	The owner
9. A valid trust, estate, or pension trust	Legal entity ⁴
10. Corporation or LLC electing corporate status on Form 8832 or Form 2553	The corporation
11. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
12. Partnership or multi-member LLC	The partnership
13. A broker or registered nominee	The broker or nominee
14. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity
15. Grantor trust filing Form 1041 or under the Optional Filing Method 2, requiring Form 1099 (see Regulations section 1.671-4(b)(2)(i)(B))**	The trust

¹List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

²Circle the minor's name and furnish the minor's SSN.

³You must show your individual name on line 1, and enter your business or DBA name, if any, on line 2. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

⁴List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.)

*Note: The grantor must also provide a Form W-9 to the trustee of the trust.

**For more information on optional filing methods for grantor trusts, see the Instructions for Form 1041.

Note: If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

Secure Your Tax Records From Identity Theft

Identity theft occurs when someone uses your personal information, such as your name, SSN, or other identifying information, without your permission to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax return preparer.

If your tax records are affected by identity theft and you receive a notice from the IRS, respond right away to the name and phone number printed on the IRS notice or letter.

If your tax records are not currently affected by identity theft but you think you are at risk due to a lost or stolen purse or wallet, questionable credit card activity, or a questionable credit report, contact the IRS Identity Theft Hotline at 800-908-4490 or submit Form 14039.

For more information, see Pub. 5027, Identity Theft Information for Taxpayers.

Victims of identity theft who are experiencing economic harm or a systemic problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 877-777-4778 or TTY/TDD 800-829-4059.

Protect yourself from suspicious emails or phishing schemes.

Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to phishing@irs.gov. You may also report misuse of the IRS name, logo, or other IRS property to the Treasury Inspector General for Tax Administration (TIGTA) at 800-366-4484. You can forward suspicious emails to the Federal Trade Commission at spam@uce.gov or report them at www.ftc.gov/complaint. You can contact the FTC at www.ftc.gov/idtheft or 877-IDTHEFT (877-438-4338). If you have been the victim of identity theft, see www.IdentityTheft.gov and Pub. 5027.

Go to www.irs.gov/IdentityTheft to learn more about identity theft and how to reduce your risk.

Privacy Act Notice

Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons (including federal agencies) who are required to file information returns with the IRS to report interest, dividends, or certain other income paid to you; mortgage interest you paid; the acquisition or abandonment of secured property; the cancellation of debt; or contributions you made to an IRA, Archer MSA, or HSA. The person collecting this form uses the information on the form to file information returns with the IRS, reporting the above information. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation and to cities, states, the District of Columbia, and U.S. commonwealths and territories for use in administering their laws. The information may also be disclosed to other countries under a treaty, to federal and state agencies to enforce civil and criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism. You must provide your TIN whether or not you are required to file a tax return. Under section 3406, payors must generally withhold a percentage of taxable interest, dividends, and certain other payments to a payee who does not give a TIN to the payor. Certain penalties may also apply for providing false or fraudulent information.

Cost Line	Description of Service	Units	Proposed Unit Cost
	DEBRIS REMOVAL SERVICES		
1	Vegetative Storm Debris Removal rom ROW to DDMS	CY	\$ 9.48
2	Vegetative Storm Debris Processing at DDMS	CY	\$ 3.98
3	Vegetative Storm Debris Haul-Out to FDS	CY	\$ 3.48
4	Vegetative Tipping Fees - Franklin County Landfill	CY	\$ 32.00
5	Vegetative Tipping Fees Fee includes negotiated contract price or pass-through amount for vegetative CY	CY	\$ Pass-Through
6	Construction and Demolition Storm Debris Removal to FDS, or to DDMS as approved by County	CY	\$ 9.48
7	Construction & Demolition Storm Debris Processing at DDMS, if approved by County	CY	\$ 3.98
8	Construction & Demolition Storm Debris Haul-Out from DDMS to FDS, if approved by County	CY	\$ 3.48
9	Construction & Demolition Tipping Fees - Franklin County Landfill	CY	\$ 46.00
10	Construction & Demolition Tipping Fees Fee includes negotiated contract price or pass-through amount for C&D	CY	\$ Pass-Through
11	Waterway and Marine Debris Removal, Processing, and Haul-out to FDS <i>Debris removal from canals, rivers, creeks, streams & ditches</i>	CY	\$ 74.88
12	Sand Collection, Screening and Replacement or Disposal <i>Pick up, screen and return debris laden sand/mud/dirt/rock</i>	CY	\$ 14.98
13	White Goods Storm Debris Removal, Processing and Haul-Out to FDS*	EA	\$ 40.00
14	Hazardous Waste Pick-Up, Processing, and Disposal at approved site*	LB	\$ 4.98
15	E-Waste Storm Debris Removal, Processing, and Haul-Out to FDS*	LB	\$ 3.98
16	Freon Management, Recycling, and Disposal*	EA	\$ 65.00

Cost Line	Description of Service	Units	Proposed Unit Cost
17	Biowaste - Removal of waste capable of causing infection to humans (Animal waste, human blood, pathological waste)	LB	\$ 6.98
18	Carcass Collection Pick-Up & Disposal at FDS*	LB	\$ 0.98
19	Removal and Disposition - Marine Vessels, Open Boats and Skiffs up to and including 18 feet in length	LF	\$ 69.00
20	Removal and Disposition - Marine Vessels, Open Boats and Skiffs Greater than 18 feet but less than and including 35 feet in length	LF	\$ 69.00
21	Removal and Disposition - Marine Vessels, Open Boats and Skiffs greater than 35 feet in length	LF	\$ 89.00
22	Abandoned Motor Vehicle Removal and Disposition Inclusive of all Towing, Processing and Disposal Costs (Per Vehicle)	EA	\$ 100.00
23	Demolition of Public and/or Private Structures	SF	\$ 3.98
24	Emergency Road Clearance, per person/per hour	Hour (s)	\$ 322.00

TREE OPERATIONS, INCLUDING HAULING

25	Hazardous Limbs Removal >2", per Tree	EA	\$ 98.00
26	Hazardous Trees Removal 6" diameter to 12" diameter, per Tree	EA	\$ 25.00
27	Hazardous Trees Removal >12" diameter to 24" diameter, per Tree	EA	\$ 95.00
28	Hazardous Trees Removal >24" diameter to 36" diameter, per Tree	EA	\$ 150.00
29	Hazardous Trees Removal >36" to 48", per Tree	EA	\$ 215.00
30	Hazardous Trees Removal >48", per Tree	EA	\$ 245.00
31	Hazardous Stumps Removal >24" – 36"	EA	\$ 95.00
32	Hazardous Stumps Removal >36" – 48"	EA	\$ 145.00

Cost Line	Description of Service	Units	Proposed Unit Cost
33	Hazardous Stumps >48"	EA	\$ 195.00
34	Stump Fill Dirt <i>Fill dirt for stump holes after removal</i>	CY	\$ 22.00
MANAGEMENT AND REDUCTION			
35	Grinding <i>Grinding/chipping vegetative debris</i>	CY	\$ 3.48
36	Air Curtain Burning <i>Air Curtain Burning vegetative debris</i>	CY	\$ 2.25
37	Open Burning <i>Opening burning vegetative debris</i>	CY	\$ 1.48
38	Compacting <i>Compacting vegetative debris</i>	CY	\$ 1.68
39	Debris Management - Site Management <i>Preparation, management, and segregating at debris CY management site</i>	CY	\$ 1.78
EMERGENCY ROAD CLEARING OF DEBRIS FROM EMERGENCY ACCESS			
40	Backhoe - Rubber Tire Type, J.D. 310 or equal w/bucket & hoe	Hour	\$ 130.00
41	Bucket Truck - 50 Ft.	Hour	\$ 240.00
42	Bucket Truck - 50' to 75'	Hour	\$ 245.00
43	Chipper w/2-man Crew	Hour	\$ 140.00
44	Crane - 100 Ton (8 Hr. Minimum)	Hour	\$ 468.00
45	Crane - 50 Ton	Hour	\$ 424.00
46	Crane 30 Ton or larger	Hour	\$ 328.00
47	Dozer -D-6 or equivalent	Hour	\$ 165.00

Cost Line	Description of Service	Units	Proposed Unit Cost
48	Dozer-CAT D4 or equivalent	Hour	\$ 115.00
49	Dozer-Cat D8 or equivalent	Hour	\$ 215.00
50	Dump Truck - 5 CY	Hour	\$ 105.00
51	Dump Truck - Trailer, 50-80 cubic yard	Hour	\$ 130.00
52	Dump Truck-Tandem, 14-18 cubic yard	Hour	\$ 115.00
53	Dump Truck-Trailer, 24-40 CY	Hour	\$ 120.00
54	Dump Truck-Trailer, 41-60 CY	Hour	\$ 125.00
55	Dump Trailer w/Tractor, 30 to 40 CY	Hour	\$ 135.00
56	Dump Trailer w/Tractor, 41 to 50 CY	Hour	\$ 140.00
57	Dump Trailer w/Tractor, 51 to 60 CY	Hour	\$ 145.00
58	Dump Truck - 10 to 15 CY	Hour	\$ 110.00
59	Walking Floor Trailer w/Tractor, 100CY	Hour	\$ 155.00
60	Equipment Transports	Hour	\$ 115.00
61	Excavator - Cat 320 or equivalent	Hour	\$ 152.00
62	Excavator - Cat 325 or equivalent	Hour	\$ 170.00
63	Excavator - Cat 330 or equivalent	Hour	\$ 188.00
64	Excavator - Rubber Tired with debris grapple	Hour	\$ 178.00

Cost Line	Description of Service	Units	Proposed Unit Cost
65	Farm Tractor w/Box blade	Hour	\$ 99.00
66	Feller Bunchers 611 Hydro-Ax or equivalent	Hour	\$ 155.00
67	Forklift - Extends Boom with debris grapple	Hour	\$ 78.00
68	Jetter Vac Truck	Hour	\$ 235.00
69	Loader - Bobcat, 753 or John Deere 648-E with debris grapple or equivalent	Hour	\$ 115.00
70	Loader - Front End, 544 or equal with debris grapple or equivalent	Hour	\$ 161.00
71	Loader - Knuckle boom -216 Prentice or equivalent	Hour	\$ 195.00
72	Loader - Self, Knuckle Boom Truck, 25-35 CY Body	Hour	\$ 245.00
73	Loader - Self, Knuckle Boom Truck, 35-45 CY Body	Hour	\$ 255.00
74	Loader - Skid Steer-753 Bobcat w/Bucket or equivalent	Hour	\$ 118.00
75	Loader - Steer-753 Bobcat Skid with Street Sweeper or equivalent	Hour	\$ 118.00
76	Loader - Towed w/Tractor, Prentice 210 or equivalent	Hour	\$ 225.00
77	Loader - Wheel JD 644, or equivalent, with debris grapple or equivalent	Hour	\$ 177.00
78	Loader - Wheel, Cat 955 or equivalent	Hour	\$ 159.00
79	Loader - Wheel, Cat 966 or equivalent	Hour	\$ 169.00
80	Loader - Wheel, JD 644, 2-3 CY Articulated w/Bucket or equivalent	Hour	\$ 177.00
81	Log skidder-JD 648E, or equivalent	Hour	\$ 154.00

Cost Line	Description of Service	Units	Proposed Unit Cost
82	Motor Grader-CAT 125 - 140HP or equivalent	Hour	\$ 148.00
83	Pickup Truck - Unmanned	Hour	\$ 22.00
84	Portable Light Plant	Hour	\$ 48.00
85	Power Screen	Hour	\$ 158.00
86	Loader-Self, Scraper CAT 623 or equivalent	Hour	\$ 169.00
87	Stacking Conveyor	Hour	\$ 88.00
88	Stump Grinder/ Vermeer 252 or equivalent	Hour	\$ 141.00
89	Street Sweeper	Hour	\$ 120.00
90	Sweeper – open air broom	Hour	\$ 185.00
91	Track hoe 690 J.D. or equivalent	Hour	\$ 163.00
92	Truck - 1 ton Pickup	Day	\$ 186.00
93	Truck - 1/2-ton Pickup	Day	\$ 176.00
94	Truck - 3/4-ton Pickup	Day	\$ 191.00
95	Truck - 6 Wheel Drive Heavy Off Roads	Hour	\$ 109.00
96	Truck - Box	Day	\$ 212.00
97	Truck - Service	Hour	\$ 108.00
98	Truck - Supplies	Hour	\$ 112.00

Cost Line	Description of Service	Units	Proposed Unit Cost
99	Truck - Water	Hour	\$ 114.00
100	Utility Van	Day	\$ 186.00
101	Other (List)		\$ -
102	Other (List)		\$ -
PERSONNEL RATES			
103	Traffic Control Personnel	Hour	\$ 55.00
104	Laborer	Hour	\$ 55.00
105	Survey Person w/Truck	Hour	\$ 65.00
106	Inspector w/Vehicle	Hour	\$ 65.00
107	Chainsaw w/Operator	Hour	\$ 60.00
108	Foreman w/Truck	Hour	\$ 75.00
109	Superintendent w/Truck	Hour	\$ 70.00
110	Climber w/Gear	Hour	\$ 80.00
111	Mechanic w/Truck and Tools	Hour	\$ 65.00
112	Ticket Writers / Individual	Hour	\$ 50.00
113	Clerical / Individual	Hour	\$ 55.00
114	Program Management Services – Professional	Hour	\$ 65.00

Cost Line	Description of Service	Units	Proposed Unit Cost
115	Program Management Services – Administrative	Hour	\$ 65.00
116	Other (List)	Hour	\$ -
117	Other (List)	Hour	\$ -
118	Other (List)	Hour	\$ -

**NOTE: Contractor will pay tipping fee or other disposal fee at final disposal site(s) and charge the Entity as pass-thru cost. All final disposal sites must be approved by Entity.*

This document in its entirety must be completed and returned with your Submittal