

Proposal
in Response to
City of Hollywood
RFP No. RFP-4593-18-PB
Emergency Debris Removal from
Limited Spaces & Gated Communities

2600 Hollywood Boulevard
Hollywood, Florida 33020

Contact Person: Dawn Brown
dawn.brown@ceresenv.com

May 31, 2018



6968 Professional Parkway East
Sarasota, Florida 34240
Tel. (800) 218-4424
Fax (866) 228-5636

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RFP No. RFP-4593-18-PB

Emergency Debris Removal from Limited Spaces & Gated Communities

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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 Minnesota corporation (the "Corporation"), does hereby adopt the following resolution in writing pursuant to Minnesota Statutes effective as of the 5th day of December, 2017:

WHEREAS, the Corporation desires to prepare and submit proposals and bids in response to various government solicitations, requests for bids, and requests for proposals and the Corporation desires to grant the Assistant Corporate Secretary of the Corporation, Dawn Brown, the authority to sign and submit such bids on behalf of the Corporation,

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

RESOLVED, that Ceres Environmental Services, Inc. grants Dawn Brown, Assistant Corporate Secretary of the Corporation, the authority to sign and bind the Corporation in matters related to the preparation and submittal of bids and responses to requests for proposals to government entities and agencies.

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

A handwritten signature in dark ink, appearing to read 'David A. McIntyre', is written over a horizontal line.

David A. McIntyre, President
Sole Director and Sole Shareholder

Issue Date: May 9, 2018

In the event the vendor does not indicate any name, the City shall interpret this to mean that no such relationship exists.

RFP CHECKLIST

Please check each line item after the completion of the appropriate item.

 X I verify that the signature on page number one (1) is the signature of the person authorized to bind the agreement. (Preferably in blue ink)

 X I acknowledge reading and signing the Hold Harmless Statement.

 X I have included all information, certificates, licenses and additional documentation as required by the City in this RFP document.

 X I have checked for any addendums to this RFP, and will continue to check for any addendums up to the due date and time of this RFP.

 X I have submitted one (1) original and eight (8) copies and one (1) electronic copy (CD) of the entire proposal with addendums.

 X I have verified that the outside address label of my RFP package is clearly marked to include my company's name, address, RFP number and date of RFP opening.

 X I have read and completed (if applicable) the "Disclosure of Conflict of Interest".

 X I am aware that a Notice of Intent to award this bid shall be posted on the City's website at www.hollywoodfl.org and on the Procurement Services bulletin board in room 303 at City Hall, and that it is my responsibility to check for this posting. Also, I have provided my email address, as the City, at its discretion, may provide me information by such means regarding this procurement process.

 X I have submitted all supporting documentation for local preference eligibility, which must be received with the bid package prior to the bid opening date and time (if applicable).

NAME OF COMPANY: Ceres Environmental Services, Inc.

PROPOSER'S NAME: Dawn Brown, Assistant Corporate Secretary

PROPOSER'S AUTHORIZED SIGNATURE:



DATE: May 30, 2018



May 31, 2018

City of Hollywood
Office of the City Clerk
2600 Hollywood Boulevard
Hollywood, Florida 33020

RE: RFP No. RFP-4593-18-PB Emergency Debris Removal from Limited Spaces & Gated Communities

Due: May 31, 2018 at 3:00 PM ET

Dear Selection Committee:

We are pleased to submit the enclosed proposal for the **City of Hollywood RFP No. RFP-4593-18-PB Emergency Debris Removal from Limited Spaces & Gated Communities**. Ceres Environmental Services, Inc. is an experienced disaster recovery and Government contracting firm capable of providing personnel, equipment and resources to rapidly and efficiently respond to a disaster recovery event. Our services include debris removal and segregation, demolition and hazardous material management, debris reduction and site management, and the collection/generation of FEMA-required project documentation.

In 2017, Ceres responded to more than 30 jurisdictions following disasters ranging from floods to hurricanes to tornados. Ceres responded to thirty-three Florida jurisdictions following Hurricane Irma, including Hollywood, where we removed 154,000 CY of debris. During the same timeframe, Ceres performed Hurricane Harvey recovery efforts throughout the state of Texas. 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 yet we responded to all of our affected clients swiftly and efficiently.

In 2008, Ceres received an **"Outstanding"** performance review from the U.S. Army Corps of Engineers for our work in Louisiana following Hurricane Katrina. We are confident that if Ceres is selected for an event response based on this proposal, you will also find our services to be exemplary. We have a long list of satisfied clients and would be pleased to serve your community as well.

Our office in Sarasota, FL provides an excellent location from which to manage our post-disaster work in Hollywood. Other permanent offices for Ceres give us good geographical dispersion. Those offices are located in Houston, TX and Brooklyn Park, MN. Ceres' multiple locations ensure that, even if an event affects our Florida location, other offices will swiftly take over to meet the needs of the City. Ceres also has servers storing company documents in multiple locations throughout the country. If one server is lost in an event the data will not be lost, and will not prevent Ceres from performing any work for any of its clients.

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

Ceres Environmental Services, Inc. understands the services to be performed and commits to performing the work described in the RFP.

Below is a list of persons who are authorized to make representations for Ceres.

| Name | Title | Address | Contact Information |
|----------------|---|---|--|
| David McIntyre | President | 6968 Professional Parkway E, Sarasota, FL 34240 | david.mcintyre@ceresenv.com; (800) 218-4424 |
| David Preus | Senior Vice President | 3825 85 th Ave N, Brooklyn Park, MN 55443 | david.preus@ceresenv.com; (800) 218-4424 |
| Tia Laurie | Corporate Secretary/Subcontract Manager | 6968 Professional Parkway E, Sarasota, FL 34240 | tia.laurie@ceresenv.com; (800) 218-4424 |
| Dawn Brown | Assistant Corporate Secretary/Proposal Manager | 3825 85 th Ave N, Brooklyn Park, MN 55443 | dawn.brown@ceresenv.com; (800) 218-4424 |

We look forward to continuing to be your supplier of disaster recovery services.

Sincerely,



Dawn Brown
Assistant Corporate Secretary
Ceres Environmental Services, Inc.

Enc.

Ceres Facts and Highlights

- Founded in 1976 and incorporated in 1995, Ceres Environmental Services, Inc. has provided emergency management and other services for **42 years** to government entities throughout the United States.
- Ceres has **never defaulted on a contract or failed to complete any work awarded**.
- **No client of Ceres has been denied reimbursement for work Ceres has performed.** Ceres' professional staff assists our clients, upon request, with the preparation and submission of project worksheets for FEMA and other agencies.
- **No Regulatory or License Agency Sanctions** have ever been imposed on Ceres or any of its principals.
- Ceres' policy and practice is to **utilize qualified local small and disadvantaged business enterprises** to the maximum extent practicable to further aid in the recovery of the community.
- Exemplary Performance on **over \$1.8 billion dollars** of Emergency Debris Management contracts awarded by various government agencies within the past 25 years on over 120 FEMA-funded contracts.
- Ceres responded to Louisiana flooding in 2016, **removing over one million cubic yards of debris** as well as damaged white goods and putrescent food.
- Following Hurricanes Hermine and Matthew, Ceres was activated on **20 contracts over four states**: Florida, Georgia, South Carolina and North Carolina. Ceres successfully removed **more than 3 million cubic yards** of hurricane debris resulting from Hermine and Matthew despite already working in Louisiana following the flooding.
- Ceres responded to the Midwestern flooding and Hurricanes Dolly, Gustav and Ike during 2008 and **fulfilled all obligations for nine separate contracts**, seven of which were performed simultaneously.
- Performed **simultaneous Hurricanes Katrina, Rita and Wilma recovery operations** in three states throughout 44 counties and parishes.
- During Hurricane Katrina recovery, 45,000 cubic yards of debris were hauled on the first day of operations and up to 200,000 cubic yards daily after that. In total, **more than 13 million cubic yards** were hauled and processed.
- Performed **over 40,000 Right of Entry (ROE) work orders for "Blue Roof" repairs** for the U.S. Army Corps of Engineers on five contracts, with concurrent operations in over 30 counties.
- Recipient of the **Million Work Hours Award** for our **superb safety record** on the Katrina Debris project for the U.S. Army Corps of Engineers.
- In order to speed response, Ceres maintains a **rapid-response deployment facility** in Sarasota, Florida. Additional equipment is stored in Houston, TX and Brooklyn Park, MN.
- Federal Employer Identification Number 41-1816075
- Florida General Contractor's License CGC1508764

Acronyms and Abbreviations Used in the Proposal

| Abbreviation | Meaning |
|--------------|--|
| AAR | After Action Report |
| ACM | Asbestos-Containing Material |
| C&D | Construction and Demolition Waste |
| CAR | Corrective Action Report |
| CYD | Cubic Yard |
| DMS | Debris Management Site |
| EOC | Emergency Operations Center |
| FDOT | Florida Department of Transportation |
| FEMA | Federal Emergency Management Agency |
| HBCU | Historically Black Colleges and Universities |
| HHW | Household Hazardous Waste |
| HTW | Hazardous or Toxic Waste |
| HUB | Historically Underutilized Business Zones |
| ICS | Incident Command System |
| IW | Industrial Waste |
| MI | Minority Institutions |
| MRE | Meals Ready to Eat |
| MUTCD | Manual of Uniform Traffic Control Devices |
| NIMS | National Incident Management System |
| NSC | National Safety Council |
| NTP | Notice to Proceed |
| OSHA | Occupational Safety and Health Agency |
| PAC | Public Assistance Coordination |
| PDA | Preliminary Damage Assessment |
| PIA | Post Incident Analysis |
| PM | Project or Program Manager |
| POL | Petroleum, Oil, & Lubricants |
| PPE | Personal Protective Equipment |
| PW | Project Worksheet |
| QC | Quality Control |
| RACM | Regulated Asbestos-Containing Material |
| ROE | Right of Entry |
| ROW | Right-of-Way |
| SB | Small Business |
| SDB | Small Disadvantaged Business |
| SDVO | Service Disabled Veteran-Owned Business |
| TBD | To Be Determined |
| TDSRS | Temporary Debris Storage and Reduction Site |
| USACE | U.S. Army Corps of Engineers |
| VO | Veteran-Owned Small Business |
| WOSB | Women-Owned Small Business |

3 PROFILE OF PROPOSER

3.A-C General Information

| | | |
|--|---|---|
| Status of Organization (National, Regional, Local) | International. Ceres is one of the nation's leading disaster recovery contractors, deploying across North America and in New Zealand and Haiti to address earthquakes occurring in those countries. | |
| Office from which Work will be Performed for Hollywood | Ceres will mobilize from our headquarters in Sarasota, FL with support drawn from our other locations as required. | |
| Firm Size | Personnel | Ceres has 260 employees, more than 60 of whom are professional and managerial staff with disaster experience. |
| | Range of Activities | Services include debris removal and segregation, demolition and hazardous material management, debris reduction and site management, and the collection/generation of FEMA and FHWA-required project documentation. Ceres also performs civil construction contracts, including demolition. |
| | Equipment | Ceres owns more than 500 pieces of its own disaster response equipment with substantially more additional equipment available through our subcontractors. |

Ceres Environmental Services, Inc. is one of the nation's leading disaster recovery contractors, deploying across North America from its permanent disaster response facilities in Florida, Texas and Minnesota. Since its founding in 1976, Ceres has been awarded over **\$1.8 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"**. **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.**

Since 1992, Ceres has been directly involved as a prime contractor in post-event recoveries from such major events as Hurricanes Andrew, Georges, Katrina, and Ike; the 1999 Oklahoma City tornado and the 2011 Alabama tornadoes; flooding in Iowa in 2008 and North Dakota in 2011; earthquakes in Haiti in 2010 and New Zealand in 2011; Superstorm Sandy in 2012; Winter Storm Pax in 2014; Winter Storms Cara and Goliath in 2015; Hurricanes Hermine and Matthew in 2016; and Hurricanes Harvey, Irma and Maria in 2017.

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 42 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
- Owned Equipment, and
- Trusted Subcontractors

Rapid Deployment

Over the years, we have developed and refined our ability for rapid response mobilizations. Under the Oklahoma Environmental Management Authority after Winter Storm Cara, Ceres received a Notice to Proceed and made a commitment to OEMA to have two self-loading knuckle-boom trucks with pup trailers mobilized within 72 hours. Ceres mobilized both pieces of equipment within 24 hours and began debris clearance for OEMA within 72 hours of the Notice to Proceed.

In Cameron County, Texas, Ceres representatives and equipment were in place before Hurricane Dolly hit and a representative of the Ceres Advance Team sheltered in the County Emergency Operations Center before and during landfall with the County officials. In Jefferson Parish, LA, Ceres hauled more than 45,000 cubic yards on the first day of operation. In Kansas City, MO, more than 200 trucks were hauling within 72 hours of contract award. In Florida's Operation Blue Roof, Ceres had more than 180 roofers installing temporary roofs within 72 hours of contract award. For Hurricane Andrew, Ceres provided the U.S. Army Corps of Engineers with 25 new chippers, along with 25 trucks and associated crews within 48 hours of contract award. The clients' performance requirements were met or exceeded throughout the contracts and subsequently, available contract extension options were exercised.



Ceres uses local "teaming partners" as well as strategically placed owned equipment staging and office locations in Sarasota, FL; Houston, TX; and Brooklyn Park, MN. Ceres can provide significant equipment and staffing within 24 hours of storm subsidence.

Experienced Project Management

The company has more than 60 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; certified in Emergency Management by FEPA; have been certified by FEMA in NIMS; are Red Cross certified in first aid; and have 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' management has demonstrated its ability to respond to large-scale events. In 2011 after the string of tornadoes that hit Alabama and surrounding states, Ceres activated a contract with Jefferson County. Using Ceres-owned equipment allowed the company to get to work quickly, eventually employing 27 local and small business subcontractors and vendors to assist the removal and hauling of debris. During the contract, the scope of work changed as cities within the county requested services under the County contract. Ceres cleared debris from right-of-ways in Jefferson County, Vestavia Hills, Warrior, Mountain Brook, and Pleasant Grove, reducing and hauling **over one (1) million cubic yards of debris**.

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 2016, Ceres was already working in Louisiana following heavy rains and flooding when Hurricanes Hermine and Matthew hit the U.S. coast within a month of each other. Ceres responded to several counties in Florida and Georgia after Hurricane Hermine and then to an additional 14 jurisdictions in Florida, Georgia, South Carolina and North Carolina after Hurricane Matthew.

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

Ceres responded to the spring tornadoes that devastated the South, the spring floods in North Dakota, Hurricane Irene in North Carolina and Virginia, and Winter Storm Alfred in the Northeast all in 2011. Ceres accomplished eight separate contracts while fulfilling all contractual obligations. During the summer of 2008, Hurricanes Dolly, Gustav and Ike all impacted the Gulf Coast. When Dolly hit the Texas coast Ceres was ready, with people, subcontractors and equipment already on the ground in Cameron County, TX. As Ceres' response to Dolly was wrapping up, Gustav hit Louisiana, and two weeks later Ike hit the Houston, TX area. Ceres responded quickly to both new storms, performing in 11 different locations covered by separate debris removal contracts in Texas and Louisiana.

Following Hurricanes Katrina, Rita, and Wilma in 2005, Ceres performed several other emergency response contracts—often at the same time—including: Katrina debris removal for the City of Biloxi; Hurricane Wilma debris removal for the City of Palm Beach Gardens, FL; Katrina debris removal for the Parish of Terrebonne, LA; and the installation of over 22,000 temporary roofs on private residences in two states under two separate "Blue Roof" contracts with the U.S. Army Corps of Engineers (USACE).

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. 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.

In 2008, Ceres performed sixteen separate debris removal missions following ice storms, flooding, and hurricanes Dolly, Gustav and Ike. During the performance of these missions, there were zero lost time injuries.

Ceres' management has demonstrated its commitment to superior performance and customer satisfaction. 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. During its performance of Hurricane Georges recovery work for the USACE in Puerto Rico, Ceres rapidly mobilized equipment and personnel from the mainland and operated 17 temporary reduction sites over an area of 3,000 square miles across the island of Puerto Rico. Eventually, Ceres reduced, processed, and sorted more than 2.3 million cubic yards of debris, while simultaneously hauling and disposing of 1 million cubic yards of debris (and processed material), and installing approximately 3,000 temporary roofs. Ceres handled this challenging project despite the fact that it was Ceres' first project in a place where English was not the native language; and where qualified subcontractors did not exist. Ceres management responded with multi-lingual project leadership, who hired and directly managed more than 1,400 local employees. This project earned a high customer evaluation.

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 \$500M per single project. During the 2005 storm season, Ceres provided bonds for three concurrent Army Corps hurricane response projects with contract award amounts of \$1B, \$60M, and \$50M. Ceres has unrivalled access to the levels of working capital necessary to keep its promises and handle the biggest and most complex jobs.

Owned Equipment

Ceres owns more than 500 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 company-owned fleet, Ceres can send equipment and personnel to respond to a disaster regardless of the availability of subcontractors. On a 2002 storm debris project, for Kansas City, MO, Ceres provided equipment for a project requiring completion within 16 days of contract award (the first pass required hauling over 500,000 cubic yards). Ceres successfully met the 16 day first pass deadline and the Kansas City Project Manager in charge won an award for his outstanding disaster response performance.



Ceres owns 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 Hollywood's service area in order to facilitate contacts if and when pre-event mobilization plans are activated.

It is the formal policy of Ceres 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 over 5,000 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.

Qualities and Attributes

Reliable

In 1997, Ceres was selected by the United States Air Force for an emergency demolition project at Thule Air Base, Greenland, 700 miles from the North Pole. This difficult demolition project consisted of a large, severely damaged building that was in imminent danger of collapsing on a critical Early Warning Radar station protecting the U.S. East Coast. Unique project challenges included air lifting a 70,000 pound piece of specialized demolition equipment to Greenland and performing the work during October with limited daylight, severe cold, and the danger of strong winds in excess of 200 mph coming off the Greenland glacier. Ceres was given an outstanding rating for its performance on this project.



Respected

National magazines, including *Biocycle* and *Wood Waste Recycling*, have featured Ceres' urban wood waste recycling efforts and emergency debris management services. Ceres was also the honored recipient

of the Minnesota Governor's *Certificate of Commendation* in 1995 for our innovation in the tree recycling industry. We have numerous letters of recommendation and high post project evaluations.

Experienced

Ceres has performed disaster recovery work on over 120 FEMA-reimbursed contracts in excess of \$700M, and has been repeatedly selected by federal and local government agencies for pre-event emergency



response contracts. Ceres has performed emergency work contracts of less than \$25,000 and up to \$1 billion. Our clients have provided excellent references based on their satisfaction with our work. Our experience makes us a superb choice for cities and counties that need the security of a proven company. Ceres has also been selected for large demolition and construction projects contracted by the U.S. Air Force, Navy, and Army.

Our expertise in large construction projects also provides us with the managerial expertise necessary to organize and perform major public projects such as disaster cleanup. Ceres has performed superbly in construction projects ranging from a large park in Puerto Rico with athletic fields and 30 structures, to

levee repair work, to renovation of an underground park in Kentucky. This history exhibits the technical expertise that ensures all of our customers are pleased with their selection of Ceres.

Capable

Ceres is staffed by professionally trained individuals with more than 200 collective years of experience in disaster recovery management. Ceres provides regular on-going training for field employees as well as our professional staff. Ceres' superintendents carry the following certifications and formal training: USACE certification for Quality Control; FEMA NIMS; 30-hour Construction Safety accreditation; and Hazwoper 40-hour training. Selected Superintendents also have training in asbestos and lead abatement. Ceres also provides its employees with outside disaster response training through FEMA-sponsored courses.

The U.S. Army Corps of Engineers evaluated numerous offerors on their project management capabilities and experience and selected Ceres for an award as an Advance Contract Initiative Disaster Debris Management Contractor.

Safe

We take special care to minimize the risk of injury in the disaster area to both our workers and the general public – safety first. It is the practice of Ceres to employ a full-time Health and Safety Officer. The Health and Safety Officer is responsible for overseeing Ceres' field Safety Officers who are experienced in various aspects of safety compliance relative to construction activities, industrial hygiene and traffic safety. Safety Officers possess a variety of qualifications including: OSHA 10-hour and 30-hour training certifications; First Aid and CPR; and Hazwoper 40-hour certifications. Ceres' full time field employees have CPR/First Aid/AED training.

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.

There were no lost time injuries during all of Ceres' 2005 temporary roofing operations with over 22,000 roofs installed. In 2004 with over 1,000 workers in the field, no lost time injuries occurred on any of our projects during disaster recovery operations across nineteen Florida counties.

Ceres was named a recipient of the **Million Work Hours Award** for our superb safety record on the Katrina Debris project for the U.S. Army Corps of Engineers.



FEMA Knowledgeable

Ceres has more than 25 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. 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 that 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 take a reimbursement reduction from the City in excess of \$1,000,000. When the City notified Ceres about this matter, Ceres was able to provide the missing information from its well-organized records; the City subsequently received all of its eligible reimbursement without any reduction.

Community Relations

One of Ceres' most important support functions in the event of a natural disaster is to help Hollywood 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 Hollywood officials accordingly.

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

The City of Palm Beach Gardens recommends Ceres Environmental as a responsive Contractor

David Reyes, Operations Director, City of Palm Beach Gardens

...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.

This quote was taken from the official Navy project performance evaluation of Ceres.
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

This letter is to strongly recommend Ceres Environmental Services, Inc., as a government contractor.

William T. Hopkins, Director of Planning, Engineering and Public Works, Town of Smithfield, VA

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

I would like to thank Ceres for the excellent job 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

3.D Similar Municipal Engagements – 2 Years

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. Listed below is a selection of our references from projects completed in the past two (2) years.

| Event | Contract Activity | Government Entity | Amount | Contract Period |
|-------------------|--|------------------------|---|---------------------------|
| Hurricane Matthew | Emergency Debris and Disaster Recovery Services | Palm Beach Gardens, FL | \$31,507.78 3,936 CY | November 2016 |
| | Point of Contact: David Reyes, Director, Public Services and Emergency Management, 10500 North Military Trail, Palm Beach Gardens, FL 33410; (561) 804-7015, dreyes@pbgfl.com | | | |
| Hurricane Harvey | Disaster Debris Clearance Contract | Katy, TX | \$599,003.40 29,495 CY | September - November 2017 |
| | Point of Contact: Elaine Lutringer, PW Director, 901 Avenue C, Katy, TX 77493; Tel. (281) 391-4830 elutringer@cityofkaty.com | | | |
| Hurricane Matthew | Storm, Debris Removal, Debris Management Site Operations & Disposal | Beaufort County, SC | \$14,020,391.00 (approx.) 1,556,080 CY | October 2016 – April 2017 |
| | Point of Contact: David Griesel, General Manager (OEMA), 1505 South Rock Island, El Reno, OK 73036; Phone (405) 822-1031; dgriesel@oemaok.org | | | |

3.E Litigation

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

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

1. *Jacob Fisher v. Ceres Environmental Services, Inc.; Harris County, Texas*
District Court of Harris County, Texas [PENDING]

Filed on or about July 29, 2016, plaintiff Jacob Fisher contended that on or about January 30, 2016, clay buildup had accumulated on Kuykendahl Road from work Ceres was performing near the roadway. Plaintiff further contended that he was injured when he lost control of his motorcycle due to the roadway condition.

Ceres maintained that the roadway was clearly and appropriately marked to indicate that work was underway. Further, Ceres contended that the Plaintiff was operating his motorcycle in a manner inappropriate to road conditions when he lost control. This matter is pending.

2. *Rhonda Mathes, et al v. Ceres Environmental Services, Inc.; Harris County, Texas*
District Court of Harris County, Texas [PENDING]

Filed on or about June 30, 2016, plaintiff Rhonda Mathes contended that her brother, Gary Johnson, was fatally injured in a construction accident caused by negligence on the part of his employer, Ceres.

Ceres contended that the Plaintiff does not have standing to file this suit and is not the decedent's administrator nor heir. Ceres further contended that the worker was not authorized to work when he entered a piece of heavy equipment, started it and operated it. The accident occurred prior to the project's starting time. Ceres had instructed the decedent to attend a safety briefing prior to starting the equipment and the decedent failed to do so. The worker failed to follow established protocols and safety precautions in performance of his duties. This matter is pending.

3. *Powell Builders, Inc. v. Ceres Environmental Services, Inc.; Jefferson County, Alabama*
Jefferson County, Alabama Circuit Court [DISMISSED]

Filed on or about July 9, 2014, plaintiff Powell Builders, Inc. contended that Ceres agreed to pay Powell by the cubic yard to manage material hauled onto Powell's property, which was leased to Jefferson County by Powell, during clean-up of tornado damage resulting from the April 2011 storms in Jefferson County, AL. Powell sought \$47,497 for the cubic yard payment plus interest and costs. Powell also claimed that Ceres was responsible for the loss of a cable used in the site management. Ceres claimed that payment was not due to Powell until he provided a signed release at the time of payment, which Powell refused to provide. Powell also named Jefferson County, AL in the suit and claimed that the County owed Powell \$100,000.

This matter was settled in mediation with no fault admitted by any party; the case was dismissed with prejudice by the Court on February 10, 2015.

3.F Current Contracts

Ceres Environmental Services, Inc. currently has 29 pre-position Emergency Response contracts in Dade, Broward and Palm Beach counties, including two contracts with the City of Hollywood, FL. Ceres has 174 contracts in the Southeast U.S.

Contracts in Dade, Broward and Palm Beach Counties

| Contract Owner | Contract Title/Type | Contract Start | Contract End |
|---|---|----------------|--------------|
| Bal Harbour, FL (Village of) | RFP No. 2016-02 Disaster Debris Management Services | 06/20/16 | 06/20/19 |
| Broward County BOCC, FL | Emergency Interim Contract for Temporary Debris Management Site Services C2111741 | 10/01/16 | 03/30/19 |
| Broward County BOCC, FL | Disaster Debris Clearing and Removal Services T2111251B1 | 10/10/16 | 03/30/19 |
| Broward County School Board, FL | ITB 16-060T Emergency Debris Clean UP and Removal Services | 12/09/15 | 11/30/18 |
| Coral Gables, FL (City of) | Debris Management Services | 03/10/09 | 06/01/18 |
| Dade City (City of), FL | RFP-FA-15-081 Disaster Recovery and Removal Services | 06/28/16 | 06/28/19 |
| Deerfield Beach, FL (City of) | Emergency Debris Removal Services RFP#: 2016-17/26 | 05/11/17 | 05/11/20 |
| Delray Beach, FL (City of) | Disaster Debris Removal | 09/04/12 | 11/30/18 |
| Florida Department of Transportation District 4 | Emergency Cut & Toss and Debris Removal Services Districtwide Contract #Z4076, Proposal #Z4072 | 08/15/17 | 08/15/18 |
| Golden Beach, FL (Town of) | Disaster Recovery Services | 06/24/08 | 06/24/20 |
| Hialeah, FL (City of) | RFP No. 2015-16-8500-36-002 Disaster Recovery & Debris Removal | 08/17/16 | 07/31/19 |
| Hollywood, FL (City of) | Emergency Debris Removal from Limited Spaces and Gated Communities | 06/21/13 | 07/22/18 |
| Hollywood, FL (City of) | Emergency Response and Recovery Services | 06/21/13 | 07/22/18 |
| Homestead (City of) FL | Debris Removal Services | 09/05/17 | Open end |
| Miami Beach, FL (City of) | Disaster Recovery Services | 08/27/14 | 08/27/18 |
| Miami-Dade County, FL | Emergency Debris Removal Pre-Qualification | 10/01/12 | 07/30/18 |
| Miami-Dade County, FL | Bid No. 9360-1/23 Hauling & Disposal of Emergency Debris | 12/31/13 | 12/31/18 |
| Miramar, FL (City of) | RFP No. 15-03-25 Debris Management & Removal Services | 09/01/15 | 09/01/18 |
| North Lauderdale, FL | RFP #15-05-348 Disaster and Debris Management Services | 06/30/15 | 06/30/20 |
| Ocean Ridge(Town of) FL | #17-204D Hurricane Disaster Debris Removal, Reduction & Disposal Services | 08/10/17 | 05/07/22 |
| Palm Beach County School District, FL | Debris Cleanup Services for Disaster Recovery Assistance | 07/21/16 | 07/21/19 |
| Palm Beach County, FL (SWA) | 17-204 Hurricane/Disaster Debris Removal, Reduction and Disposal | 05/08/17 | 05/07/22 |
| Palm Beach Gardens, FL (City of) | Emergency Debris and Disaster Recovery Services, RFP2016-032EM(A) | 02/09/17 | 01/31/22 |
| Palmetto Bay, FL (Village of) | RFP 1314-11-006 Emergency Debris Removal & Management | 06/02/14 | 06/15/19 |
| Plantation Acres Improvement District, FL | Disaster Debris Management Services RFP No. 2014-01 | 10/23/14 | 10/23/18 |
| South Broward Drainage District, FL | South Broward Drainage District, FL 70 Hour Post Storm Debris/Tree Removal Services | 07/01/16 | 06/30/18 |
| South Florida Water Management District | RFP#:6000000817 Emergency Debris Hauling Services Contract No 4600003719 | 08/24/17 | 08/24/22 |
| Village of Palm Springs FL | Hurricane/Disaster Debris Removal, Reduction & Disposal Services #17-204D (Piggyback off SWA Palm Bch#3638) | 07/13/17 | 05/07/22 |
| Village of Pinecrest, FL | Emergency Debris Removal | 11/01/13 | 12/31/18 |

Contracts in the Southeast U.S.

| Contract Owner | Contract Title/Type | Contract Start | Contract End |
|--|--|----------------|--------------|
| Albemarle County, VA | RFP #2014-05223-63 Debris Management Services | 08/08/14 | 08/07/18 |
| Association of County Commissioner of AL (ACCA) | Regional Debris Removal Services Contracts - Regions 3 & 4 | 11/01/15 | 10/31/18 |
| Athens-Clarke County Consolidated Government, GA | RFP #00649 Emergency Debris Management | 11/26/14 | 06/30/18 |
| Atlanta, GA (City of) | FC-8392A Emergency On-Call Debris Removal Services | 12/23/15 | 12/01/18 |
| Atlantic Beach, FL (City of) | RFP 17-02 Disaster Debris Removal Services | 12/01/17 | 12/01/22 |
| Augusta, GA (City of) | RFP #14-189 Debris Removal Services | 01/16/15 | 01/16/18 |
| Bal Harbour, FL (Village of) | RFP No. 2016-02 Disaster Debris Management Services | 06/20/16 | 06/20/19 |
| Bay County, FL | 16-25 Disaster Debris Removal & Disposal Services | 09/20/16 | 12/31/21 |
| Beaufort County, SC | Storm Debris Removal, Debris Management Site Operations and Disposal | 09/01/15 | 08/31/18 |
| Berkeley County, SC | RFP #BCWS-05-2018/2018 Emergency Services for Removal and Disposal of Debris Services | 09/07/17 | 09/07/20 |
| Bradenton Beach, FL (City of) | RFP #16-02 Disaster & Debris Management Services | 08/24/16 | 08/24/21 |
| Broward County BOCC, FL | Emergency Interim Contract for Temporary Debris Management Site Services C2111741 | 10/01/16 | 03/30/19 |
| Broward County BOCC, FL | Disaster Debris Clearing and Removal Services T2111251B1 | 10/10/16 | 03/30/19 |
| Broward County School Board, FL | ITB 16-060T Emergency Debris Clean UP and Removal Services | 12/09/15 | 11/30/18 |
| Cape Coral (City of), FL | Emergency Disaster Assistance & Debris Removal CON-PW17-32/SH | 06/05/17 | 06/05/20 |
| Casselberry (City of), FL | RFP#:2017-0194-C Disaster Debris Removal/Management Services & Ancillary Preparation/Recovery Services | 08/14/17 | 08/13/20 |
| Central Virginia Waste Management Authority (CVWMA) | RFP#: 17-02 Disaster Recovery Services | 05/31/17 | 05/31/22 |
| Charleston County Park & Recreation Commission (CCPRC), SC | Project #2015-019-C Debris Removal and Disposal Service | 07/21/15 | 07/21/18 |
| Charlotte County School Board, FL | Debris Management/Recovery – Interlocal Agmt City of Punta Gorda EOD/Disaster REC/1617 PB | 09/07/17 | 08/10/20 |
| Clay County, FL | Contract No. 2014/15-162 Disaster Recovery Services | 09/08/15 | 09/08/20 |
| Collier County, FL | Contract #15-6365 Disaster Debris Management, Removal & Disposal Services | 11/11/15 | 11/11/21 |
| Columbia County, GA | RFP #2015-003 Disaster Debris Management Services | 09/01/15 | 06/30/18 |
| Coral Gables, FL (City of) | Debris Management Services | 03/10/09 | 06/01/18 |
| Covington, LA (City of) | Post Disaster Debris Collection, Processing and Disposal Services Upon Activation | 01/19/17 | 01/19/19 |
| Cumberland County, NC | Contract No. 2017294 Disaster Debris Clearance and Removal Services RFP17-13-ES(F) | 12/08/16 | 06/30/18 |
| Dade City (City of), FL | RFP-FA-15-081 Disaster Recovery and Removal Services | 06/28/16 | 06/28/19 |

| Contract Owner | Contract Title/Type | Contract Start | Contract End |
|--|--|----------------|--------------|
| Datav Island Association Inc., SC | RFP#: 030415 Storm Debris Removal, Debris Management Site Operations & Disposal Services (Inter-local Beaufort Co SC) | 08/14/17 | 08/14/18 |
| Dawson County, GA | RFQ #247-14 Disaster Debris Removal & Disposal Services | 01/01/15 | 12/31/18 |
| Daytona Beach, FL (City of) | Emergency Disaster Debris Removal | 09/19/12 | 06/20/22 |
| Deerfield Beach, FL (City of) | Emergency Debris Removal Services RFP#: 2016-17/26 | 05/11/17 | 05/11/20 |
| Delray Beach, FL (City of) | Disaster Debris Removal | 09/04/12 | 11/30/18 |
| Denham Springs, LA (City of) | Disaster Debris Removal | 05/01/15 | 04/30/19 |
| DeSoto County, FL | RFP 17-07-00 Emergency Debris Management Services | 03/08/17 | 03/08/22 |
| Downtown Development District of New Orleans, LA | Emergency Debris Removal Services | 08/15/14 | 05/31/18 |
| Dunedin (City) FL | Participant Agreement Disaster Debris Collection & Removal Services as part of Pinellas County's Co-operative Contract RFP #156-0491-P(JA) | 08/21/17 | 08/21/22 |
| Edgewater, FL (City of) | RFP 16-ES-012 Emergency Debris Hauling and Disposal | 08/16/16 | 11/30/19 |
| Effingham County, GA | Disaster Debris Removal Services RFP#18-002 | 11/02/17 | 11/02/20 |
| Emporia, VA (City of) | Recovery Assistance | 09/28/16 | 09/28/18 |
| Escambia County School District, FL | RFP #141802 Tree Debris Removal | 06/01/14 | 05/31/18 |
| Fairfax County, VA | Contract #4400006563 Debris Removal | 01/01/16 | 12/31/20 |
| Fayette County, GA | Proposal #P906 Debris Removal | 10/27/14 | 06/30/18 |
| Florida A&M University | ITN#1228LCSA SUS Disaster Recovery Operations | 03/16/15 | 06/30/19 |
| Florida Department of Transportation District 1 | Fin Proj No; 441357-1-82-02 Pre-Event Emergency Debris Removal Z1040 (Let as Z1039) | 07/11/17 | 07/11/18 |
| Florida Department of Transportation District 2 | Emergency Debris Removal | 07/10/17 | 09/22/18 |
| Florida Department of Transportation District 4 | Emergency Cut & Toss and Debris Removal Services Districtwide Contract #Z4076, Proposal #Z4072 | 08/15/17 | 08/15/18 |
| Florida Department of Transportation District 5 | Pre-Event Cut & Toss Contract Z5023 | 06/30/17 | 06/30/18 |
| Florida Department of Transportation District 7 | Pre-Event Emergency Cut and Toss Debris Removal Z7045-RO | 08/22/17 | 08/22/18 |
| Fort Myers, FL | Quote #D1002-15 Tree & Debris Removal | 05/22/15 | 05/22/18 |
| Garden City, GA | Disaster Debris Removal, Reduction, and Disposal Services | 09/21/17 | 12/31/19 |

| Contract Owner | Contract Title/Type | Contract Start | Contract End |
|----------------------------------|---|----------------|-------------------|
| Gloucester County, VA | IFB 13-007-BL Site Management for Debris Reduction & Debris Hauling | 09/07/12 | 04/01/19 |
| Glynn County, GA | Debris Removal and Disposal Services RFP#: 01024 | 09/09/17 | 06/30/18 |
| Golden Beach, FL (Town of) | Disaster Recovery Services | 06/24/08 | 06/24/20 |
| Gonzales (City of) LA | 2017 Emergency Debris Removal & Disposal Services | 06/22/17 | 06/22/19 |
| Gulfport, FL (City of) | Disaster Debris Collection & Removal RFP#: 156-0491 P(JA) | 09/25/17 | 09/25/22 |
| Harmony, NC (Town of) | Pre-Event Disaster Debris Removal | 07/01/13 | 07/01/18 |
| Hattiesburg, MS | RFQ Prequalification for Debris Removal Assistance | 02/01/16 | 03/01/19 |
| Hialeah, FL (City of) | RFP No. 2015-16-8500-36-002 Disaster Recovery & Debris Removal | 08/17/16 | 07/31/19 |
| Hollywood, FL (City of) | Emergency Debris Removal from Limited Spaces and Gated Communities | 06/21/13 | 07/22/18 |
| Hollywood, FL (City of) | Emergency Response and Recovery Services | 06/21/13 | 07/22/18 |
| Homestead (City of) FL | Debris Removal Services | 09/05/17 | Open end contract |
| Indian River County, FL | RFP No. 2016015 Disaster Debris Removal and Disposal | 04/05/16 | 04/04/20 |
| Indian Rocks Beach, FL (City of) | Bid No. 134-0058-B Disaster Debris Collection and Removal | 08/16/17 | 08/16/22 |
| Iredell County, NC | Pre-Event Disaster Debris Removal | 04/16/13 | 07/01/18 |
| Jackson County, FL | #1415-24 Disaster Recovery Debris Removal Contract | 08/31/15 | 08/31/18 |
| Jacksonville Beach, FL (City of) | RFP #04-1415 Standby Contract for Disaster Services | 07/21/15 | 07/21/20 |
| James City County, VA | Disaster Related Debris Removal | 09/04/13 | 09/03/18 |
| Jefferson Parish, LA | RFP 0301 Post Disaster Collection, Processing & Disposal Services | 05/29/14 | 07/12/18 |
| Johns Creek, GA (City of) | RFQ#17-065 Disaster Debris Removal and Debris Management Services | 05/23/17 | 05/23/18 |
| Jupiter Island, FL (Town of) | Disaster Recovery Debris Removal Project No. 2015-04 | 05/30/16 | 05/30/19 |
| Jupiter Island, FL (Town of) | Emergency Disposal of Disaster Related Debris Project No. 2015-05 | 05/30/16 | 05/30/19 |
| Kenner, LA (City of) | RFP 16-6346 Post-Disaster Debris Collection, Processing and Disposal Services | 08/23/16 | 08/23/18 |
| Lafourche Parish, LA | Disaster Debris Removal and Recovery Services | 07/26/17 | 07/26/19 |

| Contract Owner | Contract Title/Type | Contract Start | Contract End |
|---|--|----------------|--------------|
| Lake County, FL | ITB 16-0632 Emergency Debris Removal Services | 02/01/17 | 01/31/20 |
| Lakeland, FL (City of) | Annual Disaster and Debris Management Services, Bid No. 5133 | 06/10/15 | 06/10/18 |
| Lakeland, TN (City of) | RFP Emergency Debris Removal | 07/01/16 | 06/30/19 |
| Lakeland, TN (City of) | RFP Emergency Debris Removal - Cut and Toss | 07/01/16 | 06/30/19 |
| Lee County, FL | RFP B-140102 Disaster Emergency Clearance of Roads & Streets | 05/20/14 | 05/20/19 |
| Lee County, FL | RFQ 150182 Emergency Debris & Vegetative Removal from Waterways & Natural Creeks | 06/02/15 | 06/02/18 |
| Leon County, FL | RFP #BC-03-27-17-29 Debris Removal and Disposal Services | 05/15/17 | 05/31/22 |
| Livingston Parish, LA | RFP #16-0225 Debris Removal & Site Management for Debris Reduction and Emergency Roadway Clearance | 04/04/16 | 04/05/19 |
| Longboat Key, FL (Town of) | RFP # 14-005 Disaster Recovery Services | 07/15/14 | 07/24/18 |
| Longmont, CO | IFB-KS-15063 Emergency Debris Removal | 08/15/15 | 08/14/18 |
| Los Angeles County, CA | As-Needed Emergency Debris Removal Services Program #003215, \$100M | 01/15/14 | 01/15/19 |
| Louisiana Department of Transportation (LADOTD) – 3 contracts | Contingency Contract for Disaster Debris Removal, Reduction & Disposal on All State Routes; Region B, Region C, Region D | 04/30/18 | 12/31/18 |
| Lynn Haven, FL | Debris Clearing and Removal | 06/01/13 | 06/01/19 |
| Manassas, VA (City of) | RFP 15P005A Primary Contract for Disaster Debris Removal Services | 05/11/16 | 05/11/19 |
| Manatee County, FL | RFP #14-0330FL Debris Management Services | 05/05/14 | 05/13/19 |
| Melbourne, FL (City of) | RFP #02-040-0-2016/BB Disaster Debris Removal Services | 05/16/16 | 05/15/19 |
| Memphis (City)TN | RFQ 27546 Emergency Removal of Debris, Contract# 33063 | 02/08/16 | 06/30/18 |
| Miami Beach, FL (City of) | Disaster Recovery Services | 08/27/14 | 08/27/18 |
| Miami-Dade County Schools, FL | Contract No. 026-PP06 Emergency Debris & Hazardous Tree Removal | 05/07/14 | 05/06/18 |
| Miami-Dade County, FL | Emergency Debris Removal Pre-Qualification | 10/01/12 | 07/30/18 |
| Miami-Dade County, FL | Bid No. 9360-1/23 Hauling & Disposal of Emergency Debris | 12/31/13 | 12/31/18 |
| Miramar, FL (City of) | RFP No. 15-03-25 Debris Management & Removal Services | 09/01/15 | 09/01/18 |
| Mooresville, NC (Town of) | Pre-event Disaster Recovery Debris Removal Assistance Following a Man made or Natural Disaster (Co-op agreement with Iridell Co, NC) | 01/01/18 | 07/01/18 |

| Contract Owner | Contract Title/Type | Contract Start | Contract End |
|---------------------------------------|--|----------------|--------------|
| New College of FL (NCF) | ITN # 1228LCSA NCF Debris Removal Services | 06/01/14 | 10/10/19 |
| New Orleans (City of), LA | Disaster Street-Clearing and Debris Collection, Removal, Processing and Disposal Zone 1 | 08/28/13 | 08/27/18 |
| New Orleans (City of), LA | Disaster Street-Clearing and Debris Collection, Removal, Processing and Disposal Zone 3 | 08/28/13 | 08/27/18 |
| Newport News (City of), VA | RFP#:2018-0736-3644 Debris Removal and Clearance Services for Storm water structure and easements | 01/01/18 | 01/01/19 |
| New Port Richey, FL | RFP-FA-15-081 Disaster Recovery and Removal Services | 07/19/16 | 07/19/19 |
| North Lauderdale, FL | RFP #15-05-348 Disaster and Debris Management Services | 06/30/15 | 06/30/20 |
| North Port (City) FL | Contract No 2017-24 Debris Management Services & Ancillary Preparation /Recovery Services | 09/26/17 | 09/26/20 |
| Ocala, FL (City of) | RFP #13-001 Emergency Debris Removal Services | 05/07/13 | 05/06/18 |
| Ocean City (City of), NJ | Contract 15-28 Emergency Debris Removal Services | 12/03/15 | 09/30/18 |
| Ocean Ridge(Town of) FL | #17-204D Hurricane Disaster Debris Removal, Reduction & Disposal Services (Inter-Local Agmt with Solid Waste Auth of Palm Beach Gardens) | 08/10/17 | 05/07/22 |
| Ocoee, FL (City of) | City of Ocoee Participant of Y15-1022 B Orange County Cooperative Agreement | 09/07/17 | 09/07/20 |
| Oconee County, SC | Debris Removal Emergency Services | 03/11/09 | |
| Okaloosa County FL | RFP # PW41-17 Emergency Debris Removal | 09/20/17 | 09/20/20 |
| Oldsmar, FL | RFP 2016-02 Debris Management Services | 02/09/17 | 02/01/19 |
| Onslow County, NC | RFP #008-15 Disaster Debris Clearing and Removal Services | 09/08/16 | 06/07/21 |
| Orange County, FL | Disaster Recovery and Debris Removal Contract No. Y15-1022-B | 06/01/15 | 05/31/18 |
| Orange County, NC | Debris Removal and Processing Services | 10/01/13 | 09/30/18 |
| Palm Bay, FL (City of) | Disaster Recovery Debris Removal Services RFP#: 36-0-2017 | 05/31/17 | 05/31/19 |
| Palm Beach County School District, FL | Debris Cleanup Services for Disaster Recovery Assistance | 07/21/16 | 07/21/19 |
| Palm Beach County, FL (SWA) | 17-204 Hurricane/Disaster Debris Removal, Reduction and Disposal | 05/08/17 | 05/07/22 |
| Palm Beach Gardens, FL (City of) | Emergency Debris and Disaster Recovery Services, RFP2016-032EM(A) | 02/09/17 | 01/31/22 |
| Palmetto Bay, FL (Village of) | RFP 1314-11-006 Emergency Debris Removal & Management | 06/02/14 | 06/15/18 |
| Palmetto, FL (City of) | Emergency Debris Removal Services | 08/06/12 | 12/31/20 |
| Panama City, FL (City of) | PC 17-022 Debris Management and Removal Services | 05/11/17 | 05/31/18 |
| Pasco County, FL | RFP-FA-15-081 Disaster Recovery and Removal Services | 09/08/15 | 09/08/18 |
| Peachtree City, GA (City of) | RFP# P906 Disaster Removal | 01/01/15 | 06/30/18 |
| Pearland, TX (City of) | RFP#: 0917-62 Debris Management Services | 09/06/17 | 09/06/19 |

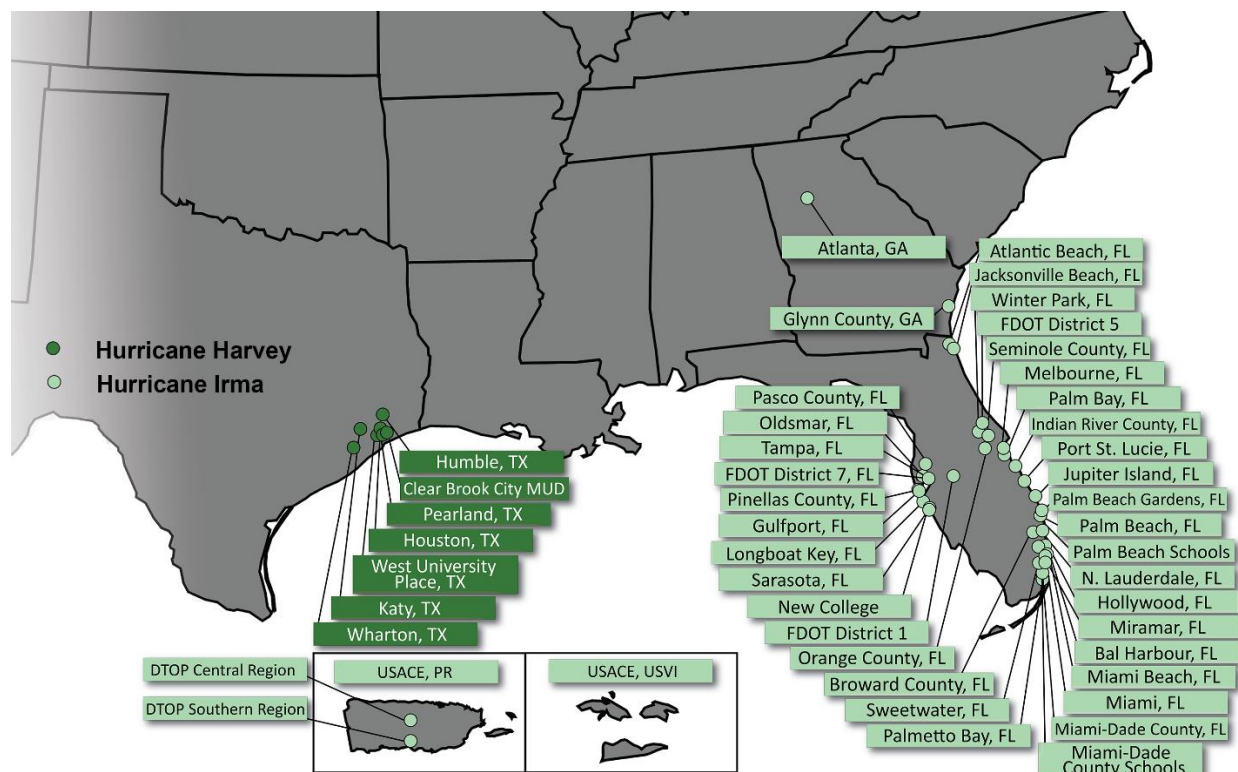
| Contract Owner | Contract Title/Type | Contract Start | Contract End |
|---|---|----------------|--------------|
| Pendleton County, KY | Pre-Qualification for Debris Removal Contractors | 02/21/14 | |
| Perquimans County, NC | Professional Debris Removal Services | 07/01/17 | 07/01/20 |
| Pinellas County, FL | Disaster Debris Collection and Removal Participant | 08/07/17 | 08/07/22 |
| Pinellas County, FL | Disaster Debris Collection & Removal RFP#: 156-0491 P(JA) | 07/10/17 | 12/31/22 |
| Pinellas Park (City) FL | Disaster Debris Collection and Removal Participant | 08/07/17 | 08/07/22 |
| Plantation Acres Improvement District, FL | Disaster Debris Management Services RFP No. 2014-01 | 10/23/14 | 10/23/18 |
| Polk County Schools, FL | RFP 15-525 Disaster Debris Removal Services | 01/27/16 | 10/05/20 |
| Polk County, FL | RFP 15-525 Disaster Debris Removal Services | 09/15/15 | 09/15/20 |
| Port Malabar Holiday Park Recreational District, FL | Debris Removal/Disaster Recovery Services | 08/23/12 | 06/12/18 |
| Port St. Lucie (City of) FL | Ebid#:20170147 | 08/03/17 | 07/31/19 |
| Punta Gorda, FL (City of) | Solicitation #R2016106/EOC-DISASTER REC/1617 | 08/10/17 | 08/10/20 |
| Putnam County, FL | Debris Removal and Disposal Services Bid No. 17-20 | 09/01/17 | 08/31/18 |
| Rockledge, FL (City of) | Debris Removal and Tree Trimming Services | 08/01/13 | 03/31/18 |
| Santa Rosa County, FL | Pre-Qualification for Debris Removal Services | 03/08/12 | |
| Sarasota, FL (City of) | Disaster Recovery Services | 08/27/09 | 04/26/18 |
| SC DOT | Contract No. 4400011238 Disaster Recovery Assistance following a Declared Disaster | 09/09/15 | 06/08/20 |
| Scott, LA (City of) | RFP#: 41789537 Pre-Position Disaster Debris Recovery Services | 08/31/17 | 08/31/18 |
| Sebastian, FL (City of) | RFP 17-07 Disaster Debris Removal and Disposal Services | 03/29/17 | 03/29/19 |
| Seminole County, FL | RFP-602702-16/GMC Disaster Debris Hauling Services | 04/04/17 | 04/04/19 |
| South Broward Drainage District, FL | South Broward Drainage District, FL 70 Hour Post Storm Debris/Tree Removal Services | 07/01/16 | 06/30/18 |
| South Florida Water Management District | RFP#:6000000817 Emergency Debris Hauling Services Contract No 4600003719 | 08/24/17 | 08/24/22 |
| Southeast Public Service Authority of VA (SPSA) | Hurricane & Other Disasters, Debris Removal, Reduction and Disposal | 05/01/13 | 04/30/18 |
| Statesville, NC (City of) | Pre-Event Disaster Debris Removal | 08/06/13 | 08/05/18 |
| St. Lucie County, FL | RFP No. 16-060 Emergency Debris Removal | 03/28/17 | 03/28/18 |
| St. James, NC (Town of) | Disaster Debris Removal Services | 06/22/15 | 06/22/18 |
| St. Martin Parish | Disaster Debris Removal Contract | 11/08/17 | 11/08/18 |
| St. Mary Parish Government, LA | RFP 2016-03-02 Professional Debris Removal Services | 07/26/16 | 07/26/18 |
| Sumter County, FL | Disaster Debris Hauling Services RFP 060-0-2015/RS | 05/26/15 | 05/27/18 |
| Suwannee County, FL | RFP No. 2015-04 Disaster Debris Removal & Disposal Services | 07/21/15 | 07/21/18 |
| Sweetwater FL (city of) | ITB 2017-02 Hurricane Irma Emergency Cut, Toss, Debris Removal | 10/10/17 | 10/10/18 |
| Tallahassee, FL (City of) | RFP#: BC-03-27-17-29 Debris Removal & Disposal Services | 05/25/17 | 05/31/22 |
| Tampa, FL (City of) | Emergency Debris Management and Disaster Recovery Services | 07/14/11 | 07/31/21 |
| Taylor County, FL | RFP#: 2017 Disaster Debris Management Services | 08/14/17 | 08/14/20 |

| Contract Owner | Contract Title/Type | Contract Start | Contract End |
|---|--|----------------|--------------|
| Terrebonne Parish, LA (TPCG) | Disaster Recovery Debris Management and Removal Services | 08/24/17 | 08/24/18 |
| Thibodaux, LA (City of) | Disaster Debris Management Services | 07/30/13 | 07/30/18 |
| Thomas County, GA | Disaster Debris Removal and Disposal | 07/26/16 | 07/26/18 |
| Thunderbolt (Town of) GA | RFP#: 17-0501 Disaster Recovery Services (Debris Removal) | 08/10/17 | 08/10/18 |
| Treasure Island, FL (City of) | Bid No. 1415-09 Disaster Debris Removal and Disposal | 06/20/16 | 01/30/19 |
| Treasure Island, FL (City of) | Disaster Debris Collection & Removal Services as part of Pinellas County Cooperative Contract RFP#: 156-0491 | 08/15/17 | 08/30/22 |
| University of Central FL (UCF) | ITN#1228LCSA SUS Disaster Recovery Operations | 06/01/14 | 06/30/19 |
| University of West FL (UWF) | ITN#1228LCSA UWF Debris Removal Services | 09/12/14 | 06/30/19 |
| USACE Contracting Division | ACI Debris SAD Region Primary, 0011 restricted | 06/04/14 | 05/01/19 |
| Vermilion Parish Police Jury, LA | File No 8966-01 Pre-Positioned Disaster Debris Removal Contract | 08/30/17 | 08/30/18 |
| Vermont (State of) | Contract #32648 Land Debris Removal for Disasters | 01/01/17 | 12/31/18 |
| Village of Palm Springs FL | Hurricane/Disaster Debris Removal, Reduction & Disposal Services #17-204D (Piggyback off SWA Palm Bch#3638) | 07/13/17 | 05/07/22 |
| Village of Pinecrest, FL | Emergency Debris Removal | 11/01/13 | 12/31/18 |
| Virginia Dept. of Emergency Management (VDEM) | VDEM-127-09242014-001-DBS-CDSI Emergency Debris Removal | 05/01/15 | 02/01/18 |
| Wakulla County, FL | Debris Removal and Disposal Contract | 08/08/13 | 08/18/18 |
| Ware County GA | Disaster Debris Removal and Disposal Services | 06/01/16 | 05/31/19 |
| Williston, FL (City of) | Emergency Debris Management | 07/27/10 | 07/27/20 |
| Winter Park, FL (City of) | PB off Orange County's Y15-1022-B for Disaster Recovery and Debris Removal Services Contract | 09/07/17 | 05/31/18 |
| Zachary, LA (City of) | Disaster Debris Management & Removal Services | 08/01/16 | 07/28/18 |

Capacity to Manage Multiple Contract Activations

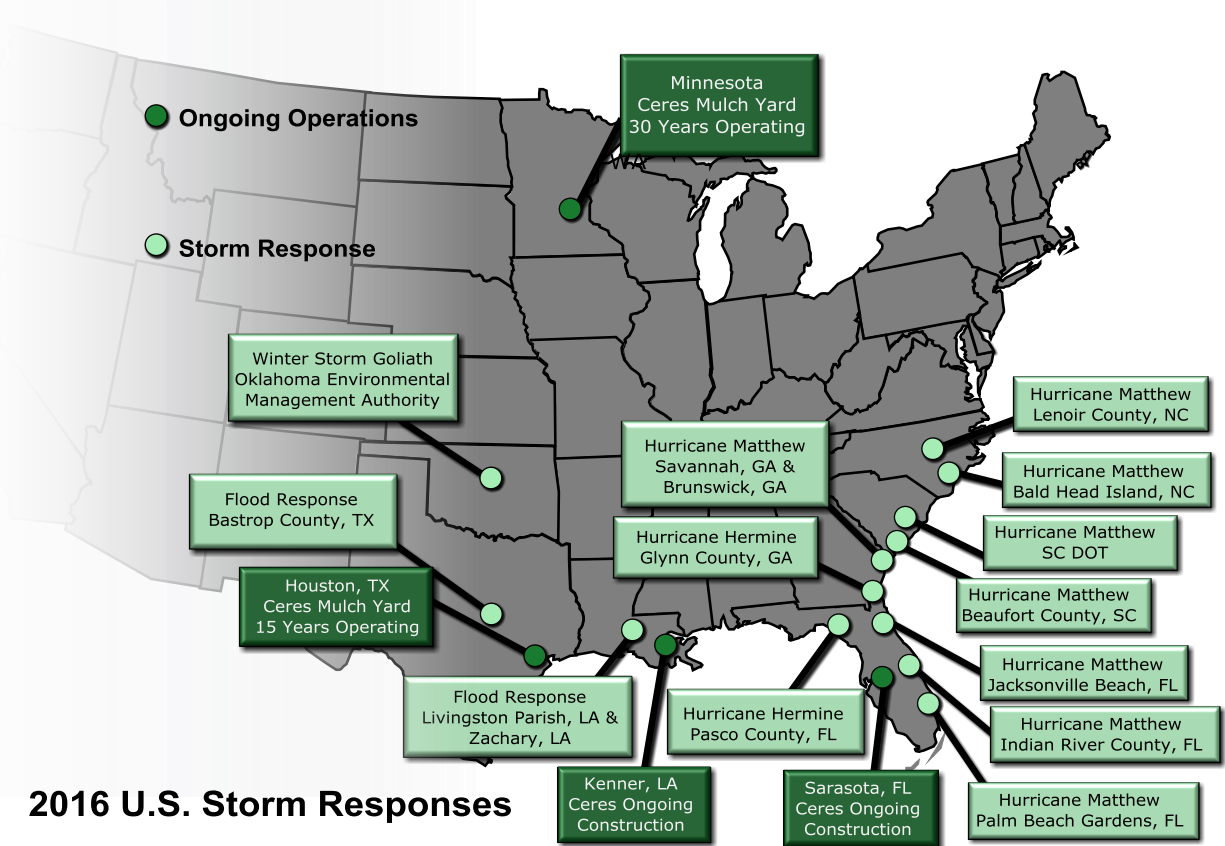
Due to the nature of disaster relief work, it is difficult to project workload; **however, Ceres has the proven resources and experience to handle multiple events and locations.** Our successful experience in multiple response situations as well as our substantial resources and teaming relationships ensures that Ceres' performance on this contract will be to the City's utmost satisfaction.

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.



2017 U.S. Storm Responses

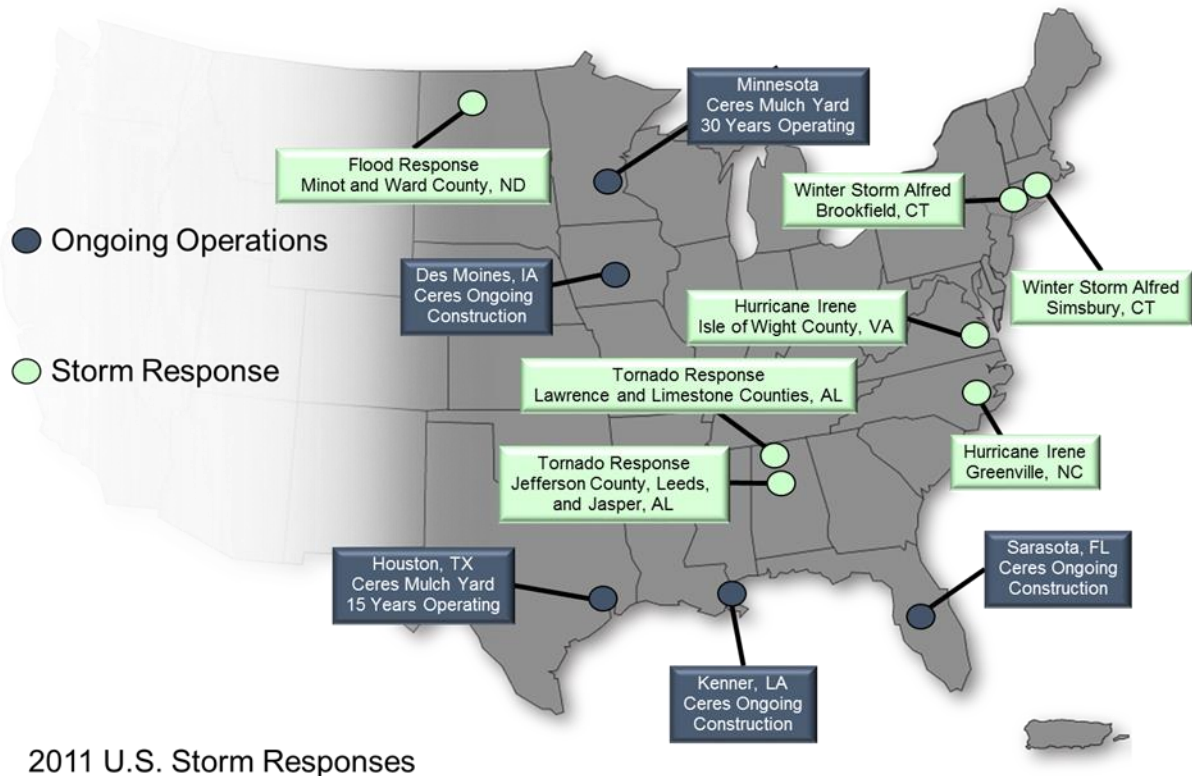
In 2016, Ceres was already working in Louisiana following heavy rains and flooding when Hurricanes Hermine and Matthew hit the U.S. coast within a month of each other. Ceres responded to several counties in Florida and Georgia after Hurricane Hermine and then to an additional 14 jurisdictions in Florida, Georgia, South Carolina and North Carolina after Hurricane Matthew.



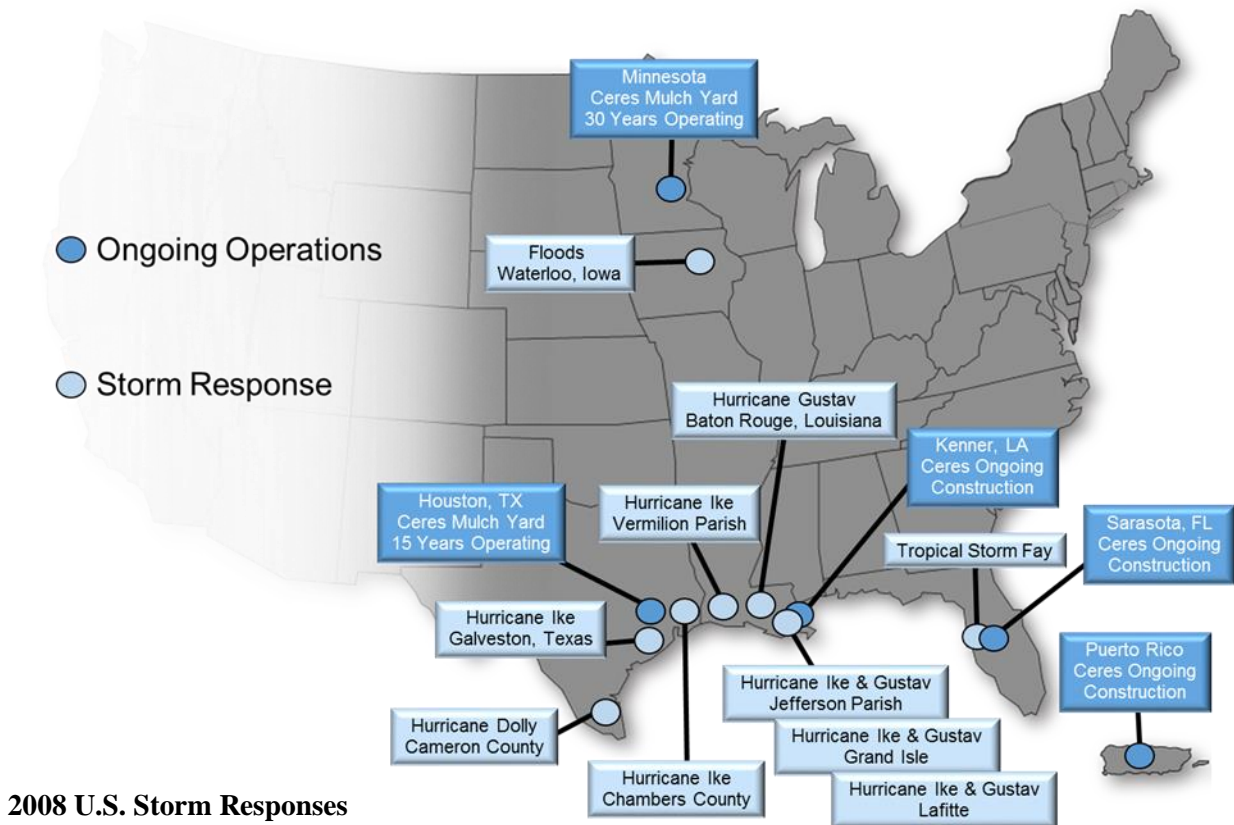
Following Winter Storm Cara in November 2015, Ceres responded to the Oklahoma Environmental Management Authority (OEMA) and began to mobilize staff and equipment within 24 hours of the Notice to Proceed, finishing the first pass in the first two days of operations. When Winter Storm Goliath hit Texas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

In 2014, Ceres responded to two large-scale projects following Winter Storm Pax, which covered the Southeast in freezing rain and ice. Ceres removed and disposed of approximately **one million cubic yards** of debris in Columbia County, GA and Guilford County, NC.

In 2011, Ceres responded to the spring tornadoes that devastated the South, the spring floods in North Dakota, Hurricane Irene in North Carolina and Virginia, and Winter Storm Alfred in the Northeast. Ceres accomplished eight separate contracts while fulfilling all contractual obligations.



During the summer of 2008, Hurricanes Dolly, Gustav and Ike all impacted the Gulf Coast. When Dolly hit the Texas coast Ceres was ready, with people, subcontractors and equipment already on the ground in Cameron County, TX. Ceres managed our own crews and crews of five different Subcontractors in our response to clean-up debris in Cameron County, TX. As Ceres' response to Dolly was wrapping up, Gustav hit Louisiana, and two weeks later Ike hit the Houston, TX area. Ceres responded quickly to both new storms, performing in 11 different locations covered by separate debris removal contracts in Texas and Louisiana.



Following Hurricanes Katrina, Rita, and Wilma in 2005, Ceres performed several other emergency response contracts — often at the same time — including: Katrina debris removal for the City of Biloxi; Hurricane Wilma debris removal for the City of Palm Beach Gardens, FL; Katrina debris removal for the Parish of Terrebonne, LA; and the installation of over 22,000 temporary roofs on private residences in two states under two separate “Blue Roof” contracts with the U.S. Army Corps of Engineers (USACE). During this same period, Ceres maintained its schedule on its non-disaster construction and environmental work for the U.S. Department of Agriculture, the Army Corps, and other customers in CA, TX, AR, MN and PR.

3.G Contractual Commitments of Subcontractors

Subcontractors currently under a master contract with Ceres that may be used for this project are listed below. None of the listed subcontractors has a conflicting contract in Miami-Dade, Broward or Palm Beach counties.

Category Key: SB = Small Business; WOSB = Woman-Owned Small Business; VO = Veteran-Owned Small Business; SDVO = Service Disabled Veteran Owned Small Business; 8a = Currently 8a Certified; SDB = Small Disadvantaged Business; HUB = HUB Certified

| Company | City | State | Certs |
|--|-----------------|-------|-------------------|
| Calle Enterprise, Inc. | Coconut Creek | FL | |
| Nicon Contracting & Engineering, Inc. | Coconut Creek | FL | SB, SDB |
| Phil's Expert Tree Service, Inc. | Coconut Creek | FL | WOSB |
| Tri-County Environmental | Coconut Creek | FL | SB, WOSB |
| Best Systems Of Florida, Inc. | Cooper City | FL | SB |
| Michael Roy, Inc., / Elite Properties | Cooper City | FL | |
| All Florida Tree & Landscape, Inc | Coral Springs | FL | |
| All Florida Tree and Landscape, Inc. | Coral Springs | FL | |
| Continental Lawn & Landscaping, Inc. | Coral Springs | FL | WOSB |
| Mora Engineering Contractors, Inc. | Coral Springs | FL | SDB |
| Top Gun Excavation, Inc. | Coral Springs | FL | SB |
| Xtreme Land | Coral Springs | FL | SB, WOB |
| Tate Transport | Dania Beach | FL | SB, FL DBE |
| Austin Tupler Trucking | Davie | FL | SB |
| Empire Property Services LLC | Davie | FL | SB,WO |
| Old Southern Builders | Davie | FL | SB, VOSB |
| United Underground Contractor Corporation | Davie | FL | SDB |
| Atlantic Coast Environmental, Inc. | Deerfield Beach | FL | |
| Cyriacks Environmental Consulting Services, Inc. | Deerfield Beach | FL | SB, WOSB, SDB, VO |
| GlobeTec Construction | Deerfield Beach | FL | |
| Innovative Environmental Services Inc. | Deerfield Beach | FL | SB, WOSB |
| Jayco, Inc. | Deerfield Beach | FL | |
| Ryan Incorporated Southern | Deerfield Beach | FL | |
| Advanced Roofing, Inc. | Fort Lauderdale | FL | |
| BL. Williams Electric, Inc. | Fort Lauderdale | FL | |
| Demo Doctor, Inc. | Fort Lauderdale | FL | SB |
| Dr.D Enterprises, Inc. of Davie | Fort Lauderdale | FL | SB, VO, SDVO |
| Eleos, LLC | Fort Lauderdale | FL | |
| Glen Contracting, Inc. | Fort Lauderdale | FL | SB |
| Retranca Equipment and Trucking | Fort Lauderdale | FL | SB |
| SUG Distributions, Inc. | Fort Lauderdale | FL | SB |
| Warren Contracting And Development | Fort Lauderdale | FL | SB |
| Wastetech | Fort Lauderdale | FL | WO, |
| World Detail Specialists inc | Ft. Lauderdale | FL | |
| AISE Service, Inc. | Hialeah | FL | SB |
| All Design Concrete Corp | Hialeah | FL | SB,WO, |
| JIREH TREE CARE LLC | Hialeah | FL | SDB |
| Sunny Trimming & Landscaping, Inc. | Hialeah | FL | |
| Tow Max Transport Corporation | Hialeah | FL | SB, WOSB |
| Maytin Engineering, Corp. | Hialeah Gardens | FL | SB |
| Hollywood Restoration, Inc. | Hollywood | FL | SB, |
| IMR Development Corporation | Hollywood | FL | SB, WOSB, VOSB |
| K&R World Electrical Contractor's Inc. | Hollywood | FL | SB, |

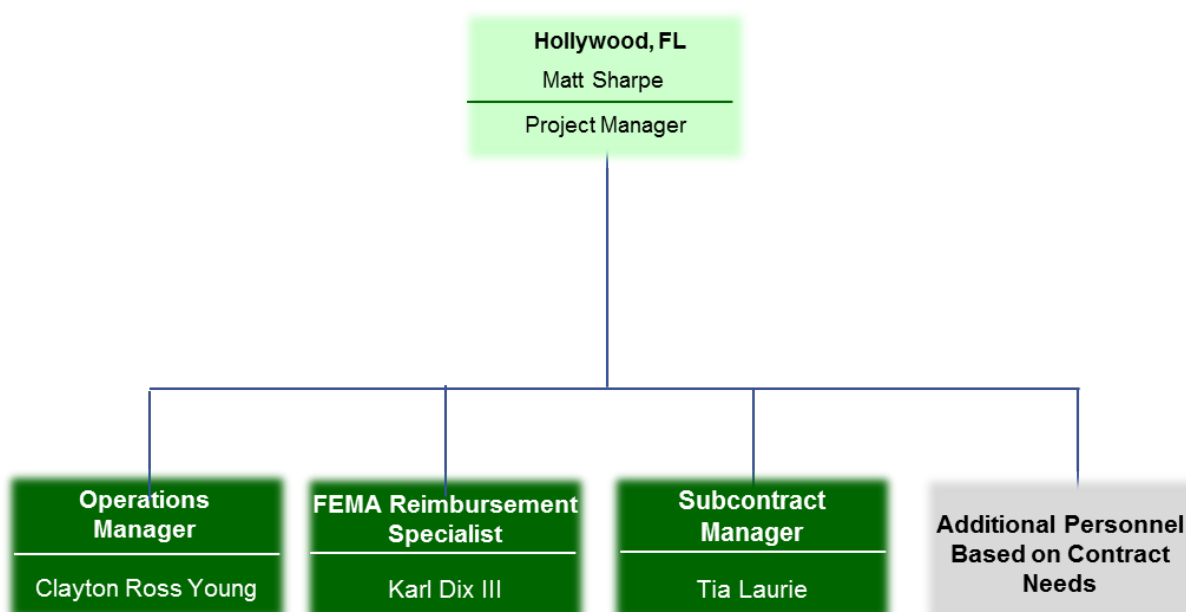
| Company | City | State | Certs |
|--|------------------|-------|---------------|
| Magic Wheels | Hollywood | FL | SB |
| Miller & Myers Llc | Hollywood | FL | |
| Thompson's Roofing | Hollywood | FL | SB |
| Island Recovery Services | Lauderdale Lakes | FL | SDB |
| Bulls Eye Group, Inc. | Oakland Park | FL | SB |
| TLMC Enterprises, Inc. | Pembroke Park | FL | SB, WOSB, SDB |
| AFS Logistics | Pembroke Pines | FL | SB, WOSB |
| Chin Diesel, Inc. | Pembroke Pines | FL | SB |
| Macros Construction and Services, Inc. | Pembroke Pines | FL | SB, SDB |
| The Zenith Group Enterprises Corp | Pembroke Pines | FL | SB, VO |
| Biocarbon Technologies Inc. | Plantation | FL | |
| JMS Construction Services | Plantation | FL | SB |
| John Wayne Construction | Plantation | FL | |
| SMF Capital, Inc. | Plantation | FL | |
| Worldelectric Supply | Pompano | FL | |
| Eastern Waste Systems, Inc. | Pompano Beach | FL | |
| Logarithm Lawn Care, LLC | Pompano Beach | FL | SB, VOSB |
| Gradall bobcat and landscaping | West Park | FL | SB |
| Perfect Property Resources LLC | West Park | FL | |

4 SUMMARY OF PROPOSER'S QUALIFICATIONS

4.A Assigned Personnel

Ceres Environmental Services, Inc. has 260 employees, more than 60 of whom are professional staff. Many of 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 the City of Hollywood, 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 Hollywood for the life of the contract. Additional personnel will be assigned based on the size and severity of an event affecting Hollywood.



Mr. Matt Sharpe has been identified as the Project Manager for the City of Hollywood. Mr. Sharpe has been involved in management and supervision of disaster recovery projects for more than 15 years, including the management of seven USACE-controlled projects during the aftermath of Hurricane Katrina. His is responsible for all aspects of Ceres disaster operations, including logistical coordination, assignment of project management staff, DMS qualification, subcontractor tasking, and collection, reduction and haul out operations. He has provided exemplary consulting services with various business clients, improving operational efficiency and production and exceeding customer/clients expectations.

Mr. Clayton Ross Young is the Operations Manager assigned to Hollywood. Mr. Young has experience in project management and as a field supervisor for disaster recovery projects and construction projects. He has expertise in safety and regulation compliance, team building and leadership, budget forecasting and client/community relationship management. Mr. Young has lead projects following disasters such as hurricanes, floods and tornadoes.

Mr. Karl Dix will be the FEMA Reimbursement Specialist assigned to Hollywood. Mr. Dix experience includes project management; quality control of operational and administrative functions to ensure FEMA eligibility, compliance with State regulations and adherence to contract specifications; review of FEMA eligibility and processing of FEMA paperwork; training sessions with clients; and development of new record-keeping systems. His responsibilities include developing business relationships with current and

potential clients; development of strategic plans; and management of assigned projects. Mr. Dix holds a Bachelor degree in Business Administration from Emory University.

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

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

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

Appendix A Key Personnel Resumes

Management Oversight

David A. McIntyre, Sole Shareholder and President

During the last 42 years, Mr. McIntyre has led the successful performance of over 120 FEMA reimbursed contracts distinguishing himself by his ability to efficiently apply capital resources, assemble teams of highly competent people, and provide a high-quality end result for satisfied customers. Mr. McIntyre has led the emergency response operations for hurricanes, ice storms, wind storms, earthquakes, and floods; collecting, transporting, processing, and disposing of millions of cubic yards of storm generated debris and providing temporary roofing installation. Mr. McIntyre has also provided leadership and direction to over 95 construction, demolition, abatement, clearing, and grinding projects for the federal government including U.S. Army Corps of Engineers, U.S. Navy, U.S. Army, U.S. Air Force, U.S. Department of Interior, U.S. Department of Agriculture, LA DOTD, TX DOT, and multiple cities, local municipalities, and public agencies.

PROFESSIONAL EXPERIENCE

- **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 snow-storm 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– present.** 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

David A. Preus, Senior Vice President, Project Manager

Mr. Preus has been employed for 19 years with Ceres Environmental Services, Inc. directing the Emergency Management Services Division and providing project management on over 60 FEMA reimbursed disaster recovery contracts including hurricanes, tornadoes, ice storms, wind storms, and floods. Mr. Preus leads and provides overall guidance to the company's Emergency Response Team in the areas of preparatory, mobilization, and implementation of operations. Mr. Preus has participated in 16 USACE emergency recovery contracts with Ceres as prime contractor.

PROFESSIONAL EXPERIENCE

- **Hurricanes Hermine and Matthew 2016.** Provided management oversight for over 20 individual projects following Hurricane Hermine in September and Hurricane Matthew in October. Also worked in the field as project manager after Hurricane Matthew.
- **Louisiana Flooding 2016.** Provided management oversight for Ceres response to Louisiana floods in August following heavy rains.
- **Oklahoma Ice 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.
- **Upper Midwest Ice Storm 2013.** Led Ceres' debris management prime contracts 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 as prime contractor.
- **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 snow-storm in the Northeast. Ceres managed over 320,000 CY of debris in two locations.
- **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 for Ceres' response to record-setting tornadoes as Ceres hauled 1,191,553 CY of debris, reducing the vegetative portion by grinding.
- **Haiti Earthquake 2010-2013.** Project Manager working with the International Organization for Migration on camp population and needs. Managed transitional housing prototypes. Participated in World Bank-financed 4.15 million CY rubble recycling project.
- **Hurricane Ike 2008,** Project management and operations management in 3 counties in Texas to clear and haul hurricane debris under Ceres' USACE ACI contract.
- **Hurricane Gustav 2008,** Project oversight for three contracts totaling over 2,000,000 cubic yards for debris removal and disposal, trimming and removal of hazardous trees, and removal and disposal of white goods in Louisiana.
- **Hurricane Katrina 2005,** Project Manager for emergency temporary roofing installation on more than 21,000 homes and buildings throughout 32 MS counties. Assisted in removal of over 13 million cubic yards of debris throughout 11 LA Parishes.

EDUCATION/CERTIFICATIONS

- General Management Program, Harvard Business School, Boston, MA, completed May 2014
- MBA, University of Minnesota Carlson School of Management
- Bachelor's degree, History, University of Minnesota
- Department of Homeland Security GS-202, Debris Management
- USACE CQM, FEMA IS-100, and First Aid/CPR certified

Personnel (Alphabetically by Last Name)

Ricky W. Adams, Health and Safety Officer

Mr. Adams serves as a Health and Safety Officer for Ceres Environmental Services, Inc. Mr. Adams has U.S. and international field experience as well as a long history of safety training and occupational safety analysis. Mr. Adams has a long record supervising safety for projects in many different fields and locations. Mr. Adams holds multiple safety certifications, is a certified nurse and EMT, and was honorably discharged from the U.S. Army after fourteen years of service. He is fluent in English and Spanish.

PROFESSIONAL EXPERIENCE

- **Safety Supervisor** Fluor Constructors; Inverness, Pensacola and Tallahassee, FL; 09/10 to 01/11. Conducted new-hire safety orientations at the Withlacoochee Technical Institute in Inverness, FL for all Citrus County, FL Qualified Community Responders (QCRs) for the BP Gulf Coast Recovery Project. Supervised safety during beach clean-up operations at Fort Pickens, FL. Conducted general safety audits at the warehouse facility and lay-down yards in Tallahassee, FL.
- **Site Safety & Health Officer (SSHO)** Ceres Environmental Munster Indiana and Des Moines, Iowa. 06/10 to 07/10. USACE Contract EM 385-1-1, Heavy construction of berms. Duties included observing site activities to ensure completion in accordance with the Accident Prevention Plan and the Site Safety and Health Plan.
- **Safety Lead** Fluor Constructors, Roxana, Illinois, 11/08 to 06/10. Performed duties as Field Safety Lead, supervising seven field Area Safety Supervisors at the ConocoPhillips Wood River Refinery CORE Expansion Project.
- **Safety Manager** General Electric/Granite Services, Tampa, FL, 2005-2008. Served in various safety capacities on projects located from Maine to Uruguay. Performed site safety audits, safety training and compliance with company procedures. Conducted weekly safety meetings and ensured compliance with project standards.
- **Safety Manager** Titan Contracting and Leasing Inc., Owensboro, Kentucky, 10/05. OMU Miscellaneous plant and boiler repairs. Responsible for all permitting, i.e., confined space, hot work and area work. Conducted and documented daily Safety Meetings.
- **System Safety Coordinator** Zachry Construction Corporation area office, Mt Carmel, Illinois, 09/04 to 09/05. System consisting of 12 Cinergy System Power Plant sites located in Illinois, Indiana, Ohio and Kentucky. Conducted new-hire orientations and employee training in a wide variety of areas, including OSHA Annual Awareness training.
- **Project Safety Manager** National Boiler Services Inc, Trenton, Georgia 02/04 - 09/04. Managed project safety during power plant and paper mill shutdowns. Project scopes ranging from extensive boiler repairs to demolition and replacement of pulverize units.
- **Safety Manager** Titan Contracting and Leasing, Inc., Owensboro, Kentucky, 12/01 – 11/03. Construction of three LM6000 40-megawatt simple-cycle power units (GE Norway Packages). Daily manpower 200+. Responsible for developing and implementing project-specific safety program, including emergency response procedures. Project expended approximately 90,000 man-hours with no days-away cases and no recordable injury cases.

EDUCATION/CERTIFICATIONS

- 510 & 500 OSHA Construction Outreach Trainer # C0015606
- Construction Site Safety Technician (CSST) Instructor. National Certification and Registry
- Academy of Health Sciences (Military Academy), Fort Sam Houston, Texas. Nursing
- City Colleges of Chicago, Emergency Medical Technician
- Other safety training: Dupont STOP Course; Supervising Safety; Accident Investigation; Accident Reporting and Classification; Defensive Off-Road Driving; Drug and Alcohol Awareness; Shell Enhanced Safety Management; Respiratory Protection; Job Safety Analysis; Electrical Safety; Land Seismic Firefighting; Lockout Tag-Out and Confined Spaces; Crane Safety; Trenching and Excavations; Atmospheric Hydrocarbon Testing; Hazard Communication; Materials Handling; Fire Prevention; Industrial Hygiene; Substance Abuse; Rigging and Sling Safety; Sling Signals; Barricades; Process Safety Management; Scaffold Training; PPE and Fall Protection; Pre-Job Safety Planning; Inspections, Audits, Observations; and OSHA from the Contractors Prospective

Jason Alber, Project Superintendent

Mr. Alber has been on project management teams for disaster recovery responses following widespread flooding. Mr. Alber was in the U.S. Army for seven years, working with patrols and Special Forces agencies involved in security and searching. He has also operated and conducted private investigator missions.

PROFESSIONAL EXPERIENCE

- **Hurricane Harvey 2017.** Project Manager for Ceres response to the City of Katy and the City of Wharton in Texas.
- **Louisiana Floods 2016.** Assistant Project Manager for Livingston Parish, removing 850,000 cubic yards of debris throughout the Parish and 20,000 units of white goods ruined in the flood.
- **Louisiana Floods 2016.** Project management for Ceres response to the City of Denham Springs. Began job as Project Superintendent and closed as Project Manager, overseeing removal of more than 250,000 cubic yards of flood debris.
- **Supervisor with Thorson Security, 2012-2016.** Sold and managed day to day operations at local hotels and establishments that contracted for security needs. Operated and conducted private investigations of standard and non-standard duties.
- **U.S. Army, Human Resources Assistant, 2010-2012.** Responsible for performing office automation work using software applications. Served as a canine handler and trainer for Department of Defense and Special Forces agencies.
- **U.S. Army, Desk Sergeant, 2009-2010.** Responsible for managing and coordinating roving patrols providing safety and protection of Fort Leonard Wood, Missouri. Reported on all major incidents affecting military populations.
- **U.S. Army, Canine Handler and Trainer, 2003-2009.** Trained 12 canine teams with continuous rotations in and out of combat situations as well as supporting local agencies. Additional functions included organizing/coordinating competitions with multiple vendors and participants, searching and presenting at community events, and presentations for various recruiting commands.

EDUCATION/CERTIFICATIONS

- BA in Business Administration from Upper Iowa University, emphasis in Emergency Management
- Louisiana State Security License
- Warrior Leadership Course

Mike L. Beevers, Project Manager

Mr. Beevers has been in environmental services for the past 15 years, starting in dirt work and contracting and moving to disaster response and mobile recycling. He has experience managing employees along with hiring, scheduling, and managing subcontractors for large projects, and has responded to disasters such as Hurricane Ike, ice storms in Kentucky, and the 2011 Spring tornadoes in Alabama. During the clean-up in El Paso County, Colorado following the Black Forest Fire, Mr. Beevers worked directly with the County to ensure the project was completed in accordance with FEMA guidelines.

PROFESSIONAL EXPERIENCE

- **Hurricane Matthew 2016.** Project manager for debris removal project in Beaufort County, South Carolina. Oversaw debris collection and removal from County-wide public and private roads and rights-of-way, resulting in over 1,000,000 cubic yards of debris collected.
- **Hurricane Hermine 2016.** Project manager for debris removal project in Taylor County, Florida following a September hurricane. Oversaw collection of vegetative and C&D debris, as well as white goods and household hazardous waste.
- **Louisiana Floods 2016.** Project manager for Ceres response to the City of Zachary following August flooding.
- **Louisiana Levee Construction 2014-2015.** Fleet Logistics Manager for USACE levee construction projects in LA.
- **Winter Storm Pax 2014.** Truck Boss for ice storm clean up in Guilford County, North Carolina.
- **Black Forest Fire 2013.** Superintendent for debris removal following forest fire in El Paso County, Colorado.
- **Upper Midwest Ice Storm 2013.** Project manager/Truck Boss in Rapid City, SD debris removal project as well as mulch haul superintendent. Knuckleboom operator in Minneapolis for stump removal project.
- **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.
- **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: Beevers 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.

Stanley D. Bloodworth, Project Manager

Mr. Bloodworth has more than 35 years of Project Management experience in the construction and disaster recovery industry. His professional career includes a 25-year tenure with the U.S. Army Corps of Engineers, where he held a variety of construction coordination and management roles. After leaving the Corps, he entered the private disaster recovery industry serving as a project/program manager, senior project manager, operations manager and vice president of operations. He is a highly-skilled, boots-on-the-ground manager of disaster recovery projects, specifically those requiring expertise related to removal, reduction and final disposition of vegetative, construction, demolition and hazardous debris.

PROFESSIONAL EXPERIENCE

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

EDUCATION/CERTIFICATIONS

- Holds and has held numerous USACE certifications including: CQM, materials laboratory technician, flexible pavement and concrete inspection, nuclear density operator, civil engineering technician
- OSHA 30
- CPR/First Aid
- Coursework, University of Mississippi

William Doug Bowen, Corporate Safety Officer

Mr. Bowen serves as the Corporate Safety Officer for Ceres Environmental Services, Inc. Mr. Bowen is knowledgeable in SEMS, OSHA, EPA, DOT (including PHMSA), BSEE and PSM regulations. He has senior management experience with various companies and more than 15 years of specialized expertise in QHSE, DOT and Security Program development and implementation. Additionally, his experience includes managing Human Resources-related business, such as Worker's Compensation, EEOC and HIPPA.

PROFESSIONAL EXPERIENCE

- **Safety Manager**, Ceres Environmental Services, Inc., October 2016 to present.
- **HSE Manager**, Canon Business Process Services, June 2013 – January 2016
 - Worked closely with client's SSHE Team to ensure all HSE risks associated with the program were understood and appropriate systems, procedures, training and resources were in place to manage the risks.
 - Established appropriate procedures to ensure operations were undertaken in accordance with the projects overall HSE Management System.
 - Ensured all HSE reporting was of good quality and was issued on time. Reviewed Safety Performances and developed contractor programs to ensure continuous improvement.
 - Directed meetings and training
 - Integrated Training Matrix
 - Championed the client's internal BBS program and continual improvements efforts throughout CBPS
- **Corporate QHSE Manager**, W-Industries, Inc., July 2005- February 2013
 - Reported directly to CEO
 - Handled all levels of QHSE and HR (Training, WC, and Drug & Alcohol)
 - Implemented HSE for Supervisors
 - Negotiated premiums with Company Insurance
 - Directed all meetings and training (to include QMS, OSHA, BSEE, and PHMSA)
 - Integrated Training Matrix (OQ for All, ISN)
 - Very successful with merging QHSE and Operations
 - Integration of QMS that earned ISO 9001 certification (DNV: NCR Process (Cradle to Grave), Internal Procedures, ECN
 - Contractor Selection Process (contracts, audits, etc.)
 - Implemented compliance with SEMS (API RP 75) with all clients
- **HSE Specialist Manager**, varying private sector companies, 1996-2004. Progressively promoted into positions with increasing responsibility.

EDUCATION/CERTIFICATIONS

- Environmental Science Specialty: Industrial Hygiene and Occupational Health and Safety, University of Houston at Clear Lake/ San Jacinto College
- HAZWOPER Certification
- COSM (Certified Occupational Safety Manager), 2016
- COSS (Certified Occupational Safety Specialist), 2006
- TECLEOSE Certification (Peace Officer)

David A. Davenport, Health and Safety Officer

Mr. Davenport serves as a Health and Safety Officer for Ceres Environmental Services, Inc. Mr. Davenport has 24 years of experience in the construction industry, 10 within the federal construction sector. He holds multiple certifications from OSHA, is USACE certified in CQM, Red Cross certified in First Aid and CPR, and is working on his second master's degree, in Business Administration.

PROFESSIONAL EXPERIENCE

- **Site Safety & Health Officer** August – September 2011, Minot and Ward County, ND. Removal of emergency levees, rock, rubble and other associated materials from spring 2011 flood fight.
- **Site Safety & Health Officer/Quality Control Manager** June – August 2011. On assignment in Lawrence and Limestone Counties, Alabama; contracted with U.S. Army Corps of Engineers to manage post-tornado remediation. Management oversight of all field Quality Control Managers. Composed and implemented Accident Prevention Plan, Environmental Protection Plan and Accident Hazard Analyses (AHA's) for each definable and sub-definable feature of work. Chaired daily, weekly, and monthly safety meetings. Produced all required daily and weekly safety reports for internal use and for submission to the Corps. Oversight of extraction and disposal of HTRW (Hazardous, Toxic and Radioactive Waste) under dictates of EPA statutes.
- **Site Safety & Health Officer / Alternate Quality Control Manager**, Birdland Levee Systems Improvements Project. July 2010 – June 2011. Project location: Des Moines, IA / US Army Corps of Engineers, Rock Hill District (Rock Hill, IL). Managed extraction and disposal of HTRW (Hazardous, Toxic and Radioactive Waste) under dictates of EPA statutes. Monitored Quality Control Management (QCM) system in an auxiliary capacity.
- **Site Safety & Health Officer/Environmental Manager** – Better Built-Clark [Mentor-Protégé Construction Management Team], Middletown, OH February 2009 – July 2010. Project location: Wright-Patterson Air Force Base for US Army Corps of Engineers, Dayton, OH. 52,000 SF dormitory project.
- **Project Manager** – Clark Construction Co., Inc., Lansing, MI, March 2007 – November 2008. Formed SBA Mentor-Protégé teaming arrangement with Better Built Construction of Middletown, OH. Participated in heavy Quality Assurance and Safety Regulation monitoring.
- **Business Development Manager** (Federal)– Better Built Construction Services, Inc., (Exclusive Department of Defense General Contractor) Trenton, OH, July 2005 – July 2006.
- **Estimator** (Federal) – K-Con, Inc. (Exclusive Federal General Contractor), Charleston, SC, Sept. 2003 – July 2005. Estimated dozens of U.S. Army Corps of Engineers projects nationwide. Conducted extensive sourcing of nationwide GC's, Subcontractors and Building Erectors.
- **Project Manager Assistant/Assistant to Director of Field Operations** – Construction Professionals, Inc., Mt. Pleasant, SC, Mar. 2002 – August 2003. Conducted all aspects of Estimating, Vendor Price Negotiations, Project Management Support.

EDUCATION/CERTIFICATIONS

- MBA in International Business, Liberty University, Lynchburg, VA (in progress).
- MA, Counseling Psychology / Theology, Colorado Theological Seminary, Wheat Ridge, CO
- BA, Counseling Psychology, Colorado Theological Seminary, Wheat Ridge, CO
- Construction Quality Management for Contractors (CQMC/QCM): U.S. Army Corps of Engineers
- OSHA 30 Certified; OSHA HAZWOPER Certified; OSHA Emergency Response Certified; OSHA Management—Certified Competent Person—Excavations; OSHA Management—Certified Competent Person—Fall Protection; OSHA Management—Certified Competent Person—Contractor Safety & Health; OSHA Certified—PPE (Pers. Protect. Equip.)—Common; OSHA Certified—PPE (Pers. Protect. Equip.)—Special; OSHA Certified—Scaffold Erection & User Guidelines; OSHA Certified—Hazardous Materials/Hazardous Waste Recognition and Containment.
- Hazardous Materials and Hazardous Waste Certified (RCRA)
- Red Cross certified in CPR and First Aid
- EP 500-1-1 USACE Civil Emergency Management Program
- FEMA P-325 Public Assistance Debris Management

Gregg S. Dawkins, FEMA Reimbursement Liaison

Mr. Dawkins has more than 25 years of wide-ranging emergency management and homeland security experience working with local, state, and federal government as well as the private sector. This includes 13 years as an emergency manager with the Florida Division of Emergency Management and more than 10 years as a private contractor/consultant. Mr. Dawkins is experienced and knowledgeable with the National Incident Management System (NIMS), Incident Command System, the National Response Framework, FEMA's Hazard Mitigation Assistance, Public Assistance (including debris management), and Individual Assistance programs.

PROFESSIONAL EXPERIENCE

- **Florida Division of Emergency Management, Tallahassee, Florida, Operations Chief/Planning Manager/Program Administrator.** Operations Chief, State Emergency Operations Center (EOC) from 1996-2001 responsible for coordinating statewide response working with each of Florida's emergency support functions (ESFs) and their local and federal counterparts to support local response efforts. Responsibilities included: evacuation coordination; mission assignments; resource coordination; logistics; conflict resolution; and public information coordination. Managed implementation of the federal Emergency Planning and Community Right-To-Know Act (EPCRA) and Risk Management Planning requirements under the federal Clean Air Act Amendments, Section 112(r). Managed implementation of the Florida Hazardous Materials Emergency Response and Community Right-to-Know Act of 1988. Managed annual review/approval program for regional and county hazardous materials plans and county Comprehensive Emergency Management Plans (CEMPs). Planning Manager of the Hazardous Materials Compliance Planning Program's Compliance Verification/Enforcement Unit from 1989-1996. Managed compliance and enforcement program for over 13,000 public and private sector facilities regulated under EPCRA and the Florida Hazardous Materials Emergency Response and Community Right-to-Know program.
- **ICF International, Fairfax, Virginia, Senior Manager/Project Manager.** Project Manager for numerous emergency preparedness planning, training, and exercise projects for federal, state, and local government programs. Responsibilities included contract management, regular client interface, final review/approval of all contract deliverables, and general oversight of all project activities. Developed all hazards planning tools and resources including continuity of operations/continuity of government (COOP/ COG) plans, comprehensive emergency management/emergency operations plans, terrorism response plans, pandemic preparedness plans, and standard operating procedures. Designed, developed, conducted, and evaluated numerous comprehensive exercise programs for federal, state, and local clients.
- **Research Planning, Inc. /Titan, Fairfax, Virginia, Project Leader.** Project Leader of the Indiana Terrorism Consequence Management Program responsible for overseeing the development of 69 County Terrorism Plans. Reviewed and provided recommendations for revision to the State of Indiana Emergency Management Agency's Comprehensive Emergency Management Plan. Designed, developed and conducted chemical-biological WMD workshops, tabletop, and functional exercises for 18 counties involving all emergency support functions.
- **Apalachee Regional Planning Council (ARPC), Blountstown, Florida, Regional Planner.** Coordinated the hazardous waste management program for small quantity and large quantity generators of hazardous waste for the nine counties that constitute the ARPC pursuant to the federal Resource Conservation and Recovery Act under the Environmental Protection Agency. Developed one regional and nine county comprehensive hazardous waste assessment plans. Conducted technical assistance and compliance workshops for public and private sector for environmental management and emergency preparedness.

EDUCATION/CERTIFICATIONS

- B.S., Urban & Regional Planning, University of Southern Mississippi, 1982
- Certified in Homeland Security Exercise and Evaluation Program (HSEEP)
- Certified FEMA Evaluator for the Radiological Emergency Preparedness (REP)
- Certified Business Continuity Professional, Disaster Recovery Institute International (pending)
- SECRET security clearance.

Karl A. Dix, III, FEMA Liaison, Project Superintendent

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

PROFESSIONAL EXPERIENCE

- **Southeast Tornadoes 2017.** Operational oversight for debris removal and disposal project in the City of Albany, GA.
- **Hurricane Matthew 2016.** Project Manager for Charleston County, SC and Bald Head Island, NC debris removal and disposal projects following Hurricane Matthew in October.
- **Hurricane Hermine 2016.** Project Manager for Glynn County, GA debris removal and disposal project.
- **Oklahoma Ice Storms 2015.** Quality control and assurance for debris removal and disposal projects for Oklahoma Emergency Management Authority, Oklahoma City, and Warr Acres following severe winter storms.
- **Winter Storm Ulysses 2014.** Quality control and quality assurance for NCDOT project resulting in the removal and disposal of 300,000 cubic yards of ice storm debris. Reviewed contract for FEMA eligibility and ensured overall project performance to contract specifications.
- **Winter Storm Pax 2014.** Quality control and quality assurance for Columbia County, GA project resulting in the removal and disposal of 500,000 cubic yards of ice storm debris. Reviewed contract for FEMA eligibility, drafted FEMA compliant inter-local agreements and ensured performance of the project to contract specifications.
- **Black Forest Fire 2014.** Project support for El Paso County, CO contract resulting in the removal of over 1,500 fire-damaged trees. Provided operational planning in support of the PM.
- **Mississippi/Alabama Tornadoes 2014.** Quality control and quality assurance to 4 projects resulting in the removal and disposal of 200,000 cubic yards of tornado debris. Oversaw contract negotiations and reviewed contract for FEMA eligibility.
- **Hurricane Sandy 2012-2013.** Program lead, project administration, safety and support for multiple projects in NJ and VA. Removed roughly 150,000 CYs across all projects.
- **Hurricane Isaac 2012.** Program lead, project administration, safety and support in response to Hurricane Isaac. Removed over 1,000,000 CY of debris from Mississippi River levees in Plaquemines Parish.
- **Virginia Derecho 2012.** Program lead/project manager for debris site management, grinding and disposal following a derecho event impacting Virginia.
- **North Dakota Flooding 2011.** Program lead, project administration for USACE emergency debris removal and mobile home group site construction missions after historic flooding in spring of 2011 near Minot, North Dakota.
- **Hurricane Irene 2011.** Program lead, project administration, safety and support for response to Hurricane Irene's impact on the Atlantic coast. Removed over 110,000 CY of debris on 5 projects.
- **Alabama/Tennessee Tornadoes 2011.** Program lead, project management and administration, safety and support for three debris projects and one haul and install THUs in response to the April tornadoes. Removed over 240,000 CY across two municipal projects.
- **North Carolina Tornadoes 2011.** Program lead, project management and administration, safety and support for response to NC tornadoes on 3 separate projects. Removed over 130,000 CYs of disaster debris.

EDUCATION/CERTIFICATIONS

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

Gail M. Hanscom, Project Administration

Ms. Hanscom has provided contract administration or project management to multiple debris removal projects. Ms. Hanscom, in conjunction with her project management, also manages preparatory, mobilization, and implementation phases of emergency response actions for debris projects. She has performed multiple duties supervising field operations including oversight for mobilization, accounting, planning and scheduling, documentation, and data management. Ms. Hanscom has also functioned as Project Superintendent and Area Manager.

PROFESSIONAL EXPERIENCE

- **Hurricanes Hermine and Matthew 2016.** Contract administration for activated contracts in Florida, Georgia, South Carolina and North Carolina following Hurricanes Hermine and Matthew.
- **Louisiana Floods 2016.** Contract Administration for three contracts in Louisiana after heavy rains and flooding in August.
- **Oklahoma Ice Storms 2015.** Contract Administration for debris removal and disposal projects in Oklahoma following Winter Storms Cara and Goliath.
- **February – August 2014.** Contract Administration for cleanup efforts for Columbia County GA and NCDOT; and post tornado cleanup efforts for Adamsville, Graysville, and Kimberly AL.
- **June 2013 Wind Storm – Minneapolis, MN.** Project Manager for on-going cleanup efforts following one of the most wide-spread and severe storms to hit the city in the past two decades. To date, 3,000 trees and over 2,000 loads of debris have been removed.
- **Ice Storm 2013 – Worthington, MN.** Project Manager for citywide cleanup of ice damaged trees. Managed removal of hazardous hangers from over 8500 trees, hauling of 80,000 CY of debris and removal of 775 storm damaged trees.
- **Ice Storm 2013 – Sioux Falls, SD.** Project Management and Contract Administration for ice storm cleanup. Ceres hauled over 15,000TN of ice storm debris.
- **Hurricane Sandy 2012-2013.** Contract management and acted as client liaison for Ceres response in New York and New Jersey.
- **Hurricane Isaac 2012.** Contract management and acted as client liaison 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.** Provided contract management and acted as client liaison for response to early snow-storm in the Northeast. Ceres managed over 320,000 CY of debris.
- **Hurricane Irene 2011.** Project Manager for Greenville, NC response and recovery efforts. Oversaw debris removal, hauling and disposal and tree and limb trimming. Ceres removed 113,512 CY of debris, trimmed 2,111 hangers, and removed 71 trees.
- **Alabama Tornadoes 2011.** Project Manager for Jefferson County, Alabama. Managed removal and reduction of over 1 million cubic yards of tornado debris.
- **Haiti Earthquake 2010.** Project Manager of the Registration Process of the displaced populations in the hundreds of established and spontaneous camps in the seven commune area surrounding Port-au-Prince and the outlying areas.
- **Hurricane Ike 2008.** Project Manager of the Chambers County cleanup; Hauled 330,000 cubic yards meeting the County's deadline for completion of work while maintaining very high safety standards in Texas
- **Hurricane Katrina 2005.** Project Superintendent and interim Project Manager for Operation Blue Roof in Hattiesburg, Mississippi. Responsible for accounting, planning and scheduling of daily assignments, data management, and general contract administration. Responsible for final reconciliation of payment to subcontractors.

EDUCATION/CERTIFICATIONS

- Bachelor's degree, Business Management, Northwestern College, Minnesota
- Department of Homeland Security GS-202, Debris Management
- USACE CQM certified
- FEMA certified ICS-100, ICS-200, IS-300, IS-400, IS-700
- First Aid/CPR certified

Michael Hansen, Resources Manager

Mr. Hansen brings over 21 years of resources management to Ceres Environmental Services, Inc. Mr. Hansen has been instrumental in several debris and construction projects providing support in the areas of 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 Isaac 2012** Operations and Logistics Manager for recovery efforts in Louisiana.
- **Winter Storm Alfred 2011** Operations and Logistics Manager for recovery efforts in two Connecticut contracts.
- **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 Tornadoes April 2011**, Operations and Logistics Manager for shipping supplies and equipment to and between four projects.
- **New Zealand Earthquake 2011 – Present**. Logistics Manager in charge of shipping supplies and equipment for operations in New Zealand.
- **Haiti Earthquake 2010 - Present**, Logistics Manager in charge of shipping supplies and equipment for operations in Haiti.
- **Ice Storm 2009**, Operations and logistics management and support for debris removal and disposal from county rights-of-ways in Kentucky
- **Hurricane Ike 2008**, Operations and resources management for debris removal and disposal for 11 different locations; Logistics management of positioning, establishing and set up of field offices in Texas
- **Hurricane Gustav 2008**, Resources and operations management for debris removal and disposal in Louisiana; Positioned, located, and set up of field offices including maintenance
- **Hurricane Dolly 2008**, Operations, logistics, and resources management and support providing critical resources such as equipment, personnel, office equipment, and networks to debris removal and disposal in Texas
- **Iowa Flood 2008**, Project administrative and operations support for debris removal due to Cedar River flooding in Iowa
- **Flood Control, Rio Puerto Nuevo, Rio Fajardo 2007**, Operations, logistics and resources management to Floodway Control project in Puerto Rico including shipping and receiving equipment
- **Ice Storm 2007**, Operations and resources management to debris removal in response to Winter Ice Storm in Oklahoma
- **Hurricane Katrina 2005**, Operations and logistics management support to debris removal, processing, and disposal operations of over 13 million cubic yards of storm debris in Louisiana
- **U.S. Coast Guard**, Auxiliary Service Engineer, EMT, Fuel/Oil & Water Engineer, and Machinery Technician which included 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

William Hitchcock, FEMA Reimbursement Liaison

Mr. Hitchcock provides expertise in assisting customers prepare Project Worksheets in all areas of application from FEMA categories A to G. His past years of project management experience with FEMA, both prior to and after its incorporation into the Department of Homeland Security, provide him with the knowledge to ensure all applications for reimbursable work are correctly made and documentation in the field is adequate for later funding. Mr. Hitchcock has a Bachelor's degree in Civil Engineering from the University of California Los Angeles (UCLA).

PROFESSIONAL EXPERIENCE

- **Project Officer for the U.S. Department of Homeland Security – FEMA.** During time with Department of Homeland Security, had experience following 7 hurricanes and the September 11 terrorist attacks
- **National Project Officer – FEMA.** Worked for Disaster Relief including supervision and training of personnel.
- **Project Administrator – FEMA.** Worked with local government on FEMA's behalf to identify damage or disaster-related costs, develop a scope of work eligible for Federal funding, prepare cost estimates, and prepare grant documents capturing the information for processing of various categories A-G
- **Hurricane Katrina 2005.** Coordinated monitoring and oversight for debris operations with FEMA during the relief efforts for in the Gulf Coast and South Florida areas; Participated in efforts for individual assistance as well as public assistance pertaining to damage assessments for Federal eligibility of funding
- **Hurricane Isabel, Charley, Frances, Ivan, and Jeanne, and September 11 terrorist attacks.** Supervised and trained personnel on disaster response and relief efforts including monitoring debris disposal, removal operations, mobile home operations, and construction inspections; Participation in kick-off meetings and completion of Project Worksheets for all Categories A-G; Participation in planning, coordinating, and scheduling of FEMA Public Assistance issues pertaining to eligibility guidelines
- **Hurricane Andrew 1992.** Inspection and supervision of redevelopment and renovations of areas affected by the hurricane; Engineering inspections for new construction and rebuilding; Threshold inspections and special inspections of buildings or structures of unusual size, height, and design, as pursuant to Section 305.3 of the South Florida Building Code

EDUCATION/CERTIFICATIONS

- FEMA Operations (FEMA Public & Individual Assistance, FEMA Debris Assistance, FEMA Public Assistance Guidelines; EEOC Operations; FEMA Coordinating Disaster Relief Management; Planning Undercover; Covert Operations Security Training; Instruction Law Enforcement; Agent Supervision Interviewing & Interrogations; Federal, State and Local Regulations; Expert Witness Experience; Employee Relations; Staff Development Search; Seizure)
- Professional Career Development Institute, Professional Construction Management

Tia Laurie, Subcontractor Manager

Tia Laurie provides a background in several fields including quality control, construction, logistics, purchasing, and contracting. Certified in Construction Quality Management by USACE, Ms. Laurie has served in supporting roles on several missions. Additionally, Ms. Laurie is responsible for the overall subcontractor response to all disaster response and recovery missions. 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 subcontractor database, registration process, and evaluation criteria, as well as creating and executing applicable training programs for subcontractors.

PROFESSIONAL EXPERIENCE

- **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 Tornados 2014.** Subcontractor Manager for four separate tornado recovery projects in Kimberly, Adamsville, and Graysville, Alabama as well as Lee County, MS.
- **Winter Storm Pax and Ulysses 2014.** Subcontractor Manager for Columbia County, GA and NC DOT ice storm recovery; Recruited and subcontracted companies for hauling, tree work, and grinding.
- **Hurricane Sandy 2012-2013.** Subcontractor Manager recruiting local subcontractors and vendors for Ceres response in New York and New Jersey.
- **Hurricane Isaac 2012.** Subcontractor manager for five separate contracts in response to Hurricane Isaac. Ceres provided recovery services to Jefferson Parish, Kenner, Livingston Parish, Denham Springs and St. Bernard Parish.
- **Winter Storm Alfred 2011.** Subcontractor Manager for response to unseasonal snow-storm 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

Michael A. Lee, Estimator

Mr. Lee, a 23-year veteran of Ceres Environmental Services, Inc., provides quality control and project management to the company's heavy civil projects, including recent work on the reconstruction and repair to Louisiana levees breached by Hurricane Katrina storm surges and flooding. Mr. Lee is responsible for procurement of project task costs and preparation of bids for a variety of Ceres projects, including UST removal and installation, environmental consulting, environmental mitigation/restoration, levee installation and repair, erosion control/stabilization, earthwork, construction, and disaster related emergency work. Mr. Lee has experience with selective land clearing and demolition projects, including asbestos, lead, and PCB abatement. He is also responsible for environmental regulatory compliance expertise and construction quality control management.

PROFESSIONAL EXPERIENCE

- **Kuykendahl Detention Basin 2015-current:** Chief estimator providing production analysis calculations, project cost analysis, and sub quote analysis.
- **Falgout Canal Road Levee Segment 2015-current:** Chief estimator providing production analysis calculations, project cost analysis, and sub quote analysis.
- **Ward 7 Levee Improvement and Extension 2014-current:** Chief estimator providing production analysis calculations, project cost analysis, and sub quote analysis. j
- **Reach G 2-b and Reach G 2-c Earthen Levees 2014-current:** Chief estimator providing production analysis calculations, project cost analysis, and sub quote analysis.
- **Reach H-1 Levee 2013-2016:** Chief estimator providing production analysis calculations, project cost analysis, and sub quote analysis.
- **Reach F Earthen Levee 2013-2015:** Chief estimator for Reach F levee which involved construction of earthen levee with floodgate structures. Provided production analysis calculations and project cost and sub-quote analyses.
- **Birdland Park Levee Improvements 2010-2012:** Quality Control and administrative support to levee improvement project in Des Moines, Iowa. Work included increasing the levee's height, constructing six gatewells, and modifying existing pump stations to accommodate the new dimensions.
- **Flood Control, Little Calumet River 2009-2011,** Quality Control and administrative support to Calumet River Flood Control project which includes tree clearing and construction of a levee in Indiana
- **Flood Control, Rio Puerto Nuevo, Rio Fajardo 2007,** Quality Control and management support to Floodway Control project which included river channelization and levee construction in Puerto Rico
- **Hurricane Katrina 2005,** Project Management to emergency levee repair and construction of approximately 12 miles of levees to Lake Ponchartrain and Plaquemines Parish, Louisiana
- **U.S. Army Corps of Engineers, Sulphur River 2005,** Project management, supervision, and quality control of excavation and environmental restorations to water control project including installation of pumps, soil treatment, and extraction remediation systems
- **U.S. Army Corps of Engineers, Trinity River 2004,** Quality Control and administrative support to Trinity River Dallas Floodway Extension project which included the excavation and construction of swales, wetland, levees, and flood conveyance in Texas

EDUCATION/CERTIFICATIONS

- Bachelor's degree, Geology, University of Minnesota
- Professional Geologist (MN State License #30377)
- USACE CQM-certified
- OSHA 40-Hour Hazmat Health and Safety
- Lead Abatement Training for Supervisors
- Erosion and Sediment Control Plan Design training
- Ground Water Sampling, Water Well Construction, and Development Procedures training

Bruce A. Lewis, Site Superintendent

Mr. Lewis is a veteran U.S. Navy, Senior Chief (ret.), Construction Battalion, with 31 years of experience in multi-million dollar on-site construction management, large-scale project coordination, land development, and development and supervision of staff and subcontractors. He has demonstrated success in commercial build-to-suit projects and a track record of working cooperatively and productively with diverse personalities within tight deadlines. He is responsible for coordinating and managing crew and subcontractors, materials, and equipment; budgets, schedules, and contracts; and safety of employees and the general public.

PROFESSIONAL EXPERIENCE

- **Site Manager**, Decker Construction, Inc, Lakeland FL, 2010. Supervised site work to completion of Tire Kingdom. Managed the completion of maintenance yard, two pavilions, landscaping, piping on the above ground Fire Dept water tanks. Expedited all aspects of project, schedule, materials, and budget. Communicated, planned activities with subcontractors and material suppliers.
- **Site Manager**, Philco Construction Corporation, Orlando, FL 2007 - 2009. Ordered and allocated resources including materials, labor and timelines; coordinated subcontracted skilled-labor crews, served as a liaison for staff, subcontractors and customers at all points of job implementation.
- **Superintendent**, Malcolmson Construction Company, Inc., Tampa, FL 1998 - 2007. Communicated, planned and sequenced all activities for all subcontractors and material suppliers and effectively implemented project within schedule and budget. Reviewed and tracked estimates and budgets, process invoicing, purchasing, effectively controlling overhead costs.
- **Superintendent**, Major Builders, Orlando, FL 1996 - 1998. Supervised start-to-finish construction of 7-Eleven Gas Stations. Oversaw performance of all trade contractors and reviewed project construction drawings to ensure that all specifications and regulations were followed.
- **Senior Chief (E-8)**, United States Navy, 1976-1996.
 - **Brigade Equipment Operations Supervisor**: Responsible for specialized data and billing for water well drilling, blasting and quarry, rock crusher and asphalt plant operation. Provided technical guidance and inspection on equipment and material requirements for vertical and horizontal overseas projects.
 - **Company Operations Chief**: Chief of Hurricane Hugo Disaster Recovery Team, SC. Supervised 150 personnel and over 350 pieces of automotive, construction, and materials handling equipment. Developed as-built drawings and construction progress reports.
 - **Unit Operations Chief**: Supervised 30 personnel and 10 projects simultaneously. Planned and advised on specifications for equipment operations, vertical and horizontal construction projects, building maintenance techniques, and quality and safety control. Equipment Operator Construction Inspector: Directed 20-man crew in paving, grading, hauling, and materials handling operations.

EDUCATION/CERTIFICATIONS

- Leadership Management Education
- Total Quality Leadership
- OSHA Safety Training
- Micro-Computer Construction Mgmt
- Public Works Mgmt License Examiner, Accident Investigator
- Equipment Operator Class C and Class A School
- First Aid and CPR
- Quality Control Planning and Estimating
- Asphalt Paving and Plant Operations
- Blasting and Quarry Operations
- Water Well Drilling and Development
- Equipment Operator Journeyman/ Seabee Construction Management

Earl Lutz, III, Area Manager

Mr. Lutz has fourteen years of management experience for Ceres Environmental Services, Inc. and more than 26 years of supervisory experience with emergency debris management projects, interior and complete demolition projects, culvert and lake construction, and heavy equipment operations. Mr. Lutz supervised approximately 300 crews in the debris removal operations following Hurricane Katrina. Mr. Lutz has been responsible for field operations and crew performance for several construction, demolition, and debris removal projects including federal, state, and local government contracts and private contracts. Mr. Lutz also has more than 26 years of experience in fabrication and welding and is the lead designer and fabricator for our company.

PROFESSIONAL EXPERIENCE

- **New Zealand Earthquake 2011- present.** Managing demolition projects and providing training for recovery efforts.
- **Alabama Tornadoes 2011.** TDSR Site Manager for Jefferson County tornado response. Managed processing and reduction of over 1 million CY of debris at multiple sites. Managed overall allocation of equipment and personnel resources.
- **Haiti Earthquake 2010.** Assistant Logistics Manager and construction manager. Assisted with supplies management and oversaw Kaypèpla™ temporary house design process.
- **Hurricane Ike 2008.** Operations management support of county and city debris removal and disposal including hauling of 330,000 cubic yards meeting County's deadline for completion of work maintaining very high safety standards in Texas
- **Hurricane Gustav 2008.** Field Operations Superintendent for emergency debris removal and disposal of over 1.9 million cubic yards of storm debris; Trimming and removal of hazardous trees; Removal and disposal of white goods in Vermillion and East Baton Rouge Parishes
- **Hurricane Dolly 2008.** Operations and logistics management support for removal, reduction, and disposal of hurricane debris in Cameron County, Texas
- **Ice Storm 2007.** Operations and logistics management support for removal and disposal of vegetative debris generated by the ice storm in cities of Broken Arrow and Nichols Hills, Oklahoma
- **Hurricane Katrina 2005.** Area 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 75,000 cubic yards of debris removal per day; Supervised 25 subcontractors who operated a total of 300 crews
- **Hurricane Ivan 2004.** Operations and management support for debris removal and disposal of over 680,000 cubic yards of debris and processing of over 505,000 cubic yards of debris in Florida
- **Hurricanes Jeanne & Frances 2004.** Operations management support for collection, transportation, and disposal of over 404,000 cubic yards of debris throughout 13 Florida counties
- **Hurricane Isabel 2003.** Operations and logistics management support for removal and disposal of hurricane debris; Trimming and removal of hazardous trees in Virginia
- **Ice Storm 2002.** Field Operations Superintendent for debris removal and disposal of over 510,000 cubic yards of hazardous trees and other vegetative debris in Oklahoma
- **Hurricane Georges 1998.** Site Superintendent for Grinding Reduction Site and crew management, site operations, production, finished product quality, and site safety. Also responsible for monitoring debris receipt documentation, documentation of daily production rates, and equipment usage.

EDUCATION/CERTIFICATIONS

- USACE CQM certified
- FEMA certified ICS-100, ICS-200, IS-300, IS-400, and NIMS IS-700
- First Aid & CPR certified
- CFC-12 Refrigerant Recycling training

Thomas “Allen” Morse, Senior Debris Management Advisor

Mr. Morse has over 35 years of experience in damage assessment and debris management. He worked for the U.S. Army Corps of Engineers from 1974-2009, serving as the National Debris Management Expert for his last 15 years with the USACE. With Ceres, Mr. Morse works with the USACE concerning Ceres' four contracts with the USACE, covering 26 states. He also provides technical, political, and professional advice on all operational aspects of debris management.

PROFESSIONAL EXPERIENCE

- **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 and specifications for specialized debris clean up following ice flow damage. Acted as legal advisor for the city.
- **Hurricane Rita 2007**, USACE Debris Task Force Leader.
- **Hurricane Katrina 2005**, USACE Senior debris manager/coordinator for \$2.5 billion in debris contracts in Alabama, Mississippi, and Louisiana
- **Florida Hurricanes 2004**, Lead ESF#3 representing USACE
- **Weapons of Mass Destruction Debris Management Guide 2001-2004**, Project Manager and contributing author of the FEMA-sponsored “Weapons of Mass Destruction Debris Management Guide.”
- **World Trade Center 2001**, Senior Project Manager over disposal operations for USACE following 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

Charles L. "Chuck" Owens, Jr., Project Superintendent

Mr. Owens has been involved in management and supervision of multiple disaster recovery projects since 2005. He manages all field activities, such as site set-up, staff supervision, and worksite safety. He is capable of managing multiple projects of varying sizes and has responded to a variety of events such as hurricanes, floods, tornadoes, and snow storms. Mr. Owens also holds several FEMA certifications, is certified by OSHA, and is certified in Disaster Construction Safety Management.

PROFESSIONAL EXPERIENCE

- **Louisiana Floods 2016.** Project Manager for Ceres response to the City of Denham Springs after heavy rains and flooding in August.
- **Alabama Tornadoes 2014.** Project Manager for Ceres responses in Adamsville, Graysville, and Kimberly, AL. Responsible for management of citywide cleanup of eligible tornado-related debris from right-of-ways. Removal of over 20,000; 77,000, and 21,000 CY in respective cities.
- **Wind Storm 2013.** Project Manager for Ceres response in Minneapolis, MN. Responsible for management of personnel, equipment and subcontractors. Citywide cleanup of wind-damaged trees. Removal of over 800 hazardous stumps, and hauling of over 2,000 loads of storm debris.
- **Winter Ice Storm 2013.** Relief Project Manager for Ceres response in Worthington, MN. Responsible for management of personnel, equipment and subcontractors. Citywide cleanup of ice-damaged trees. Removed hazardous hangers from over 8,500 trees, hauled over 60,000 CY of debris and removed 775 storm-damaged trees.
- **Hurricane Isaac 2012.** Project Manager for Ceres responses in Jefferson Parish and St. Bernard Parish, Louisiana. Responsible for management of personnel, equipment and subcontractors. Ceres managed 122,000 CY of debris in Jefferson Parish. Responsible for oversight of private property debris removal in St. Bernard Parish.
- **Burlington, Minot and Renville County Levee Repair, Phase I.** Minot, ND. Project Manager for completion of work, closeout and punch list items. Work involved restoration of project features for six separate sites along three levee reaches, one roadway embankment, one sanitary manhole, and one storm sewer. Levee restoration work included debris removal, clearing and grubbing, removal of soft foundation soils, placement of impervious fill, and topsoil and seeding.
- **Winter Storm Alfred 2011.** Project Manager for Ceres response to unseasonal snow storm in the Northeast. Responsible for management of personnel, equipment and subcontractors. Oversaw debris reduction at temporary debris management sites. Ceres managed over 320,000 CY of debris in two locations.
- **Hurricane Irene 2011:** Field Supervisor for Greenville, NC response and recovery efforts. Oversaw debris removal, hauling and disposal and tree and limb trimming. Ceres removed 113,512 CY of debris, trimmed 2,111 hangers, and removed 71 trees.
- **Birdland Park Levee Improvements.** Des Moines, IA. Project Superintendent for completion of work, closeout and punch list items. Work required over 325,000 CY of fill material and construction of six gatewell structures housing sluice gates to restrict flows in sanitary and storm sewers during high-water events. Existing pump stations were modified to accommodate new flood protection level. A concrete floodwell and 50,000 pound stell closure gate structure were also constructed. Construction required dewatering using trash pumps.

EDUCATION/CERTIFICATIONS

- NIMS IS-100, IS-200, IS-700 and IS-800
- OSHA 30-Hour
- First Aid, CPR, & Blood Borne Pathogens
- City of Tampa Certificate of Recognition for Outstanding Service 2012
- "Meth Lab Awareness Training", 2008
- "Preparing for Disaster Construction Safety Management", 2006
- "Learning from Katrina: Tough Lessons in Preparedness and Emergency Response" 2006
- 1969-1973 Pearl River Community College Poplarville, MS

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

- **Louisiana Levee Construction – 2013 to present.** Project Accountant and database supervisor for USACE levee construction projects in LA.
- **Hurricane Isaac 2012.** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **Winter Storm Alfred 2011** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **North Dakota 2011 Flood Recovery** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and client, subcontractor payments, and billings to client.
- **Hurricane Irene 2011** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **Alabama Tornadoes 2011** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **Haiti Earthquake 2010 - Present** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to client.
- **Ice Storms 2009,** Project Accountant managing the set up, extraction and maintenance of databases to prepare A/R billings to clients in Kentucky; Reconciliation of all tickets with the clients; Management and preparation of subcontractor payments, reconciliation and management of accounts, management of internal audit functions.
- **Hurricane Ike 2008,** Project Accountant managing design, extraction of data and maintenance of databases for multiple contracts in Texas
- **Hurricane Gustav 2008,** Project Accountant managing the set up, extraction, and maintenance of databases to prepare A/R billings to the clients in 3 Parishes in Louisiana; Reconciliation of all tickets with the clients; Management and preparation of subcontractor payments, reconciliation and management of accounts, management of internal audit functions; Liaison with Parishes and subcontractors to insure data and procedural integrity and security
- **Hurricane Dolly 2008,** Project Accountant managing the design, extraction of data and maintenance of databases to prepare A/R billings to the clients in Texas; Reconciliation of all tickets with the clients; Preparation of all subcontractor payments, reconciliation and management of accounts, management of internal audit functions;
- **Hurricane Katrina 2005,** Project Accountant managing the design, extraction of data, maintenance of databases to prepare A/R billings to the U.S. Army Corps of Engineers; Reconciliation of all payments with USACE; Management and preparation of subcontractor payments, reconciliation and management of accounts, management of internal audit functions; Administrative support to project manager compiling data for submissions to USACE relating to the Hurricane Katrina service contract; Management and processing of payables for Hurricane Katrina service contract
- **Executive Analyst,** George S. May International 2003-2005, Financial Management and leadership in determining areas of weakness in accounting controls and bookkeeping.

EDUCATION/CERTIFICATIONS

- Business Accounting, University of Alaska
- International Business Law, Lewis & Clark College, Oregon
- Accounting Software training: Maxwell Systems and Sage Timberline Accounting
- Systems Integration training
- Fiscal Planning and Control training

Ernie Pliscott, Project Specialist

Mr. Pliscott brings 13 years of extensive debris and emergency roofing management experience to Ceres Environmental Services, Inc. Mr. Pliscott has worked in multiple roles for debris and roofing projects such as Project Manager, Assistant Project Manager, Project Superintendent and Crew Foreman. Mr. Pliscott assumes responsibilities including providing project supervision, supervising subcontractors and Ceres crews in the field, assisting in the procurement of pre-event Contracts and securing TDSR sites.

PROFESSIONAL EXPERIENCE

- **Hurricane Matthew 2016.** Project manager for Ceres response to the Cities of Jupiter Island and Palm Bay in Florida; both projects involved vegetative debris removal and disposal following Hurricane Matthew.
- **Harris County Flood District, 2016:** Site procurement for dirt resulting from flood retention basin work.
- **Louisiana Levees, 2016:** Tasked with finding affordable and suitable housing for Ceres employees on levee construction projects, thereby reducing project costs.
- **Asset Manager, 2010 – 2016:** Managing real estate investments and properties for Ceres affiliate in Florida. Responsible for coordinating build-out on real estate investments. Complete responsibility for utilities, problem solving, leasing and all aspects of property management.
- **Ice Storm 2009:** Project Superintendent in Livingston County; Project Management support of County cleanup of Winter Ice Storm in Kentucky; Trimmed, loaded, and hauled vegetative debris from County maintained rights-of-way meeting the County's deadline for completion of work while maintaining high safety records
- **Hurricane Ike 2008:** Operations management support of county and city debris removal and disposal including hauling of 330,000 cubic yards meeting County's deadline for completion of work maintaining very high safety standards in Texas
- **Hurricane Gustav 2008:** Field Operations management and support for emergency debris removal and disposal of over 1.9 million cubic yards of storm debris; Trimming and removal of hazardous trees; Removal and disposal of white goods in East Baton Rouge Parish
- **Hurricane Dolly 2008:** Project Superintendent and operations support for debris removal, processing, and disposal; Supervised load and haul crews that hauled more than 400,000 cubic yards of debris from the ROW; Mobilized and operated field crews to remove, reduce and dispose of hurricane debris and provide cleanup services in Cameron County, Texas
- **Hurricanes Charlie, Frances and Katrina;** Velocity Holdings, LLC 2004-2007, Directed the operations and management of crews throughout Florida and Mississippi for emergency temporary roof repairs and installation resulting from Hurricanes Charlie, Frances and Katrina during hurricane seasons 2004 and 2005; Contracted with Ceres Environmental Services, Inc. during summer 2006 and 2007 to negotiate with sub-contractors to haul debris in the event of a storm in the Virgin Islands; Secured TDSR sites in Florida and Texas

EDUCATION/CERTIFICATIONS

- Electrical Engineering, Penn State University, Scranton, PA

Derek Pruner, Project Superintendent

Mr. Pruner has over 12 years of successful storm/debris/site management services in Fortune 1000 Engineering firms. He has consistently achieved top ranked performance in every position by bringing expertise, an outstanding work ethic and leadership to storm debris and site management. He is expert in overseeing contractors and personnel in the area of disaster/storm cleanup; recognized for driving local teams and contractors to complete government contracts on time, including adherence and monitoring of governmental regulations and avoidance of malfeasance or fraud; and leading local teams to surpass goals and objectives.

PROFESSIONAL EXPERIENCE

- **Winter Storm Pax 2014**, Guilford County, NC. Project Manager for Ceres response to ice storm in North Carolina. Oversaw cleanup and disposal of over 400,000 cubic yards of debris.
- **Winter Storm 2013**, Sioux Falls, SD. Project Superintendent / Safety Manager for cleanup of vegetative storm debris. Responsible for overall safety, environmental compliance, traffic control, inspections and training.
- **Christmas Snowstorm 2012**, Little Rock, AR. Project Superintendent / Safety Manager responsible for overall safety & operations responsibility for performance, State & Federal environmental compliance standards, safety protocols for handling storm refuse, traffic control, sub-contractor inspections and safety compliance & training.
- **Superstorm Sandy 2012**, Queens and Breezy Pointe, NY and Medford Township, NJ. Project Superintendent / Safety Manager for Ceres response to Superstorm Sandy. Worked with Project Manager on performance, client satisfaction, State & Federal environmental compliance standards.
- **Hurricane Isaac 2012**, Jefferson Parish and Kenner, LA. Site Manager / EHS Manager responsible for managing TDSR site after Hurricane Isaac. State & Federal environmental compliance standards, safety protocols for handling storm refuse, traffic control, sub-contractor inspections and safety compliance & training.
- **Winter Storm Alfred 2011**. Project Superintendent for Ceres response to unseasonal snow-storm in the Northeast. Ceres managed over 320,000 CY of debris in two locations.
- **North Dakota Flood Recovery 2011**. Served as Project Superintendent: supervised emergency levee removal in Minot, Sawyer, and Burlington.
- **Haiti Earthquake Response 2010-2011**. Site Manager responsible for providing site management for Haiti recovery operations contract to manage the TDSR at the Truitier Landfill in Port-au-Prince for the Ministry of Public Works and Communications (MTPTC).
- **Monitor/Certification Supervisor**, Neel-Schaffer Jackson, Mississippi 2009. Notable storms included Ice Storm of Greene County, Arkansas – 2009.
- **Monitor/Training/IT Support** for Automated Data Management System 2008, ROSTAN SOLUTIONS, A Division of Malcolm-Pirnie Inc. Tampa, FL. IT support for HaulPass ADMS (Automated Data Management System) in use with USACE in response efforts to Hurricane Ike in Texas and Louisiana.
- **Supervisor**, Inframatrix, A Division of Malcolm-Pirnie Inc. Tampa, Florida 2007. Mined and collected buried asset inventory and condition assessment data for water, wastewater sewer and storm water systems, refining and updating systems, maps and records when required.
- **Quality Assurance Supervisor**, Malcolm Pirnie, Inc. Tampa, FL 2006. Partnered with Mobile Engineering, Mobile, AL as subcontractors to the USACE for Hurricane Katrina cleanup.
- **Dump Site Supervisor**, Malcolm Pirnie, Inc. Tampa, Florida 2004-2005. After Hurricanes Francis and Jean in 2004 and Wilma in 2005, set protocols for handling storm refuse.

EDUCATION/CERTIFICATIONS

- Associates Degree Business Administration Management, College of Westchester White Plains, NY
- USACE CQM
- FEMA IS Courses: IS26, 33, 100a, 100HE, 102, 120a, 130, 139, 200, 230, 235, 240, 288, 293, 631, 632, 700a, 701a, 800b, 801- 814, 1900
- USAF – Honorable Discharge, Holloman Air Force Base, New Mexico, Crew Chief, F-4's, F-15's

Ronald Rodriguez, P.E., Quality Control System Manager

Mr. Rodriguez has been responsible for coordination, scheduling, logistical support, demolition, and quality control for multiple debris and emergency temporary roofing projects for Ceres Environmental Services, Inc. Mr. Rodriguez has worked in emergency response and disaster recovery work for several years including more than 25 years of experience in Project Management, Inspections, Quality Control, and Supervision in federal, state, municipal, commercial, and residential construction. Mr. Rodriguez's responsibilities include geo-technical, utilities, structural steel fabrication, structural concrete, pavement, and erosion control. Since working for Ceres, Mr. Rodriguez has been a Quality Control Manager on projects in Miami Beach, Davie, West Palm Beach, and North Miami, Florida.

PROFESSIONAL EXPERIENCE:

- **North Dakota Floods 2011.** Quality Control Manager for Minot and Ward County, ND. Removal of emergency levees, rock, rubble and other associated materials from spring 2011 flood fight.
- **Alabama Tornadoes 2011.** Quality Control and Operations Planner. Managed zone assignments and daily operations for subcontractors involved in hauling and reduction of debris from the April tornadoes.
- **Hurricane Ike 2008.** Quality Control and Safety Manager for debris removal and disposal for 11 different locations; Oversight of approximately 100 QC personnel. Trained and supervised 100+ Quality Control & Safety Officers assigned to the mission. Provided frequent and detailed progress reports to management and Government officials. Maintained and supervised official project logs and documentation files. Provided directions for planning, scheduling, and engineering functions as required. Submitted weekly report to USACE.
- **Hurricane Rita 2005.** Quality Control Manager for debris removal and disposal of approximately 4.5 million cubic yards of hurricane material; reduction of over 1.1 million cubic yards of debris.
- **Hurricane Katrina 2005.** Quality Control Manager for debris removal and disposal of over 13 million cubic yards of hurricane debris in 11 Louisiana Parishes; trimming and removal of over 165,000 hazardous trees in Louisiana and Mississippi; management of over 300 quality control personnel, demolition, leaves restoration and site restoration work for over 50 TSDR sites across southern Louisiana. Trained and supervised over 600 Quality Control Officers assigned to the mission. Worked in conjunction with compliance, safety and customer personnel to certify workforce and adherence to USACE for standards and procedures. Also provided subcontractor management and administration for emergency temporary roofing installation in Mississippi
- **U.S. Forest Service, Aviary Hospital 2005.** Project management and quality control for building construction of Aviary Bird Hospital in Caribbean National Forest, Puerto Rico. Ensured compliance to all company, client, project policies, procedures, and standards.
- **Hurricanes Jeanne & Frances 2004.** Manager and quality control for the emergency temporary roofing installation project in Florida; Subcontract administration for the project in 13 Florida counties. Trained and supervised on site Quality Control Officers. Prepared weekly report and submittals to USACE.
- **Hurricane Charley 2004.** Quality Control Manager for emergency temporary roofing installation project in 4 Florida counties. Trained and supervised on site Quality Control Officers. Prepared weekly report and submittals to USACE.
- **U.S. Army Corps of Engineers, Trinity River 2004.** Project Management and quality control support to Trinity River Dallas Floodway Extension project including excavation and construction of swales, wetland, levees, and flood conveyance in Texas.

EDUCATION/CERTIFICATIONS

- Bachelor's degree, Civil Engineering, University of Purdue, Indiana
- CERES – Asbestos, Leads & Hazardous Materials
- USACE- Construction Quality Management for Contractors
- OSHA- Construction Safety & Health
- ISO 9000
- CIV - PMP Project Manager Professional
- RED CROSS- CPR & First Aid
- Languages: English, Spanish, Italian (Intermediate), French (intermediate)

Matt Sharpe, Director of Operations

Mr. Sharpe has been involved in management and supervision of disaster recovery projects for more than 15 years, including the management of seven USACE-controlled projects during the aftermath of Hurricane Katrina. He is responsible for all aspects of Ceres disaster operations, including logistical coordination, assignment of project management staff, DMS qualification, subcontractor tasking, and collection, reduction and haul out operations.

PROFESSIONAL EXPERIENCE

- **Southeast Tornadoes 2017.** Project manager for debris removal project in City of Albany, GA following a tornado in January.
- **Hurricanes Hermine and Matthew 2016.** Operational oversight of more than 20 activations of debris removal contracts following two late hurricanes in the 2016 season.
- **Louisiana Flooding 2016.** Operational oversight of major debris removal projects following heavy rains and flooding in Louisiana. Directed staff on three projects resulting in over 1,000,000 CY of debris collection.
- **Oklahoma Ice Storm 2015.** Director of Operations for Ceres debris removal projects in Oklahoma City, Warr Acres, El Reno, Calumet, Piedmont and Canadian County. Oversaw the collection, processing, grinding/air curtain burning and haul out of over 200,000 CY of debris while ensuring separate and complete documentation for each client's FEMA reimbursement.
- **Livingston Parish 2015.** Director of Operations for Ceres waterway debris removal project in Livingston Parish. Worked to develop Task Order and project approach with the Parish and the State of Louisiana.
- **Alabama Tornadoes 2014.** Director of Operations for Ceres responses in Adamsville, Graysville, and Kimberly, AL. Oversaw citywide cleanup of eligible tornado-related debris from right-of-ways. Removal of over 20,000; 77,000, and 21,000 CY in respective cities.
- **Winter Storm Ulysses 2014.** Director of Operations for Ceres responses to NCDOT in multiple counties. Oversaw the collection, processing, grinding and haul out of over 300,000 CYs of debris. Responsible for locating, qualifying and constructing multiple DMS locations within 72 hours.
- **Winter Storm Pax 2014.** Director of Operations for Columbia County clean up after Winter Storm Pax. Responsible for oversight of removal and disposal of over 500,000 CY of debris.
- **Hurricane Isaac 2012.** Project Manager for City of Kenner contract activation. 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 2010-2013.** Provided project management and supervision to Haiti recovery operations including site evaluations, contract review, and estimating.
- **Ice Storms 2009.** Project management and supervision of operations for County cleanup of Winter Ice Storm in Kentucky; Trimmed, loaded, and hauled vegetative debris from County maintained rights-of-ways.
- **Hurricanes Ike and Gustav 2008.** Managed six projects simultaneously in Texas and Louisiana, as a subcontractor, and lead the HHW removal for Vermillion Parish LA.
- **Hurricane Katrina 2005.** Managed 12 projects simultaneously, as a subcontractor, including 'turn-key' Debris removal and Disposal for Jones County, Covington and Green Counties, MS, Debris removal for Jackson and Harrison Counties, MS, Demolition for Orleans and St. Tammany Parishes, LA, and Interstate ROW clearing for LADOT and MSDOT.
- **Hurricane Wilma 2005.** Managed Debris removal operations, as a subcontractor, for Palm Beach and Martin Counties, FL.
- **Hurricane Season 2004 (FL).** Managed fourteen Debris removal and Reduction Projects simultaneously, as a subcontractor.

EDUCATION/CERTIFICATIONS

- Associate's Degree, Emmanuelle College
- Continuing education in Accounting and Business Management from Gainesville Jr. College and Marketing from Georgia Southern University
- 40-hour HAZWOPER certification

Daniel Ortiz Soto, Site Manager

Mr. Ortiz has 11 years' experience with Ceres Environmental Services, Inc. in debris processing and in the heavy construction field, including eight years as a supervisor. Mr. Ortiz's management experience includes multiple disaster recovery projects where he has held positions of Site Manager, TDSR Manager, Field Superintendent, and Crew Foreman. Mr. Ortiz has experience in planning, scheduling, and directing crews, reading plans, and staking grade. He has significant emergency response experience in operating equipment used for sorting, processing, and disposal of mixed, vegetative and C & D hurricane debris.

PROFESSIONAL EXPERIENCE

- **Winter Storm Alfred 2011.** Site manager for grinding of vegetative debris. Ceres managed over 320,000 CY of debris in two locations.
- **Flood Control, U.S. Army Corps of Engineers, Rio Puerto Nuevo 2008,** Site Manager for Floodway Control project which included river channelization and levee construction, clearing and grubbing in Puerto Rico; Management of approximately construction 5 crews
- **Hurricane Rita 2005,** Site Management for debris removal and disposal of approximately 4.5 million cubic yards of hurricane material; Lead reduction and processing of over 1.1 million cubic yards of debris
- **Hurricane Katrina 2005,** Site Manager for area reducing and processing of hurricane material; Operations management to TDSR sites for processing and disposal of material; Management of reduction and processing crews
- **Hurricanes Jeanne & Frances 2004,** Site Management for emergency temporary roofing installation in Florida
- **U.S. Army Corps of Engineers, Trinity River 2004,** Crew Foreman for Trinity River Dallas Floodway Extension project which included excavation and construction of swales, wetland, levees, and flood conveyance in Texas
- **U.S. Forest Service, Aviary Hospital 2005,** Crew Foreman and operations management for building construction of Aviary Bird Hospital which included site preparation and grading in Caribbean National Forest, Puerto Rico
- **U.S. Army Corps of Engineers, Lake Cerillos 2000,** Crew Foreman for flood control, water supply , recreation, fish & wildlife enhancement and channel improvements to Lake Cerillos in Puerto
- **Hurricane Georges 1998,** Crew Foreman and Site Management for removal, processing and disposal of 2.3 cubic million yards of mixed hurricane debris; Management of TDSR site

EDUCATION/CERTIFICATIONS

- Bilingual – Fluent in English and Spanish

Jakob Thompson, Health and Safety Officer

Mr. Thompson has 13 years' experience in the health and safety field. His firefighting, EMT and military experience provide him knowledge of a wide range of biological, chemical, and physical hazards. He has experience managing risk for himself and others in dangerous situations. His overseas experience in the military provides a reliable baseline for work in emergency response situations under less-than-ideal conditions. Mr. Thompson holds multiple OSHA and first aid certifications.

PROFESSIONAL EXPERIENCE

- **Environmental Health and Safety Officer** January 2012 – present, Truitier Landfill, Port-au-Prince, Haiti. Responsible for compliance with Site Health and Safety plan. Responsible for preventing unauthorized site entry and keeping track of all individuals onsite. Responsible for site security during working hours. Monitors weather broadcasts to ensure air quality and site conditions are conducive to a safe work environment. Holds daily Site Health and Safety briefings.
- **Security Forces (Military Police)**, Air National Guard, December 2005 - December 2011. Carried out law enforcement duties, and provided security for various government resources, including installation entry control. Specific experience and achievements:
 - Deployed to Kirkuk, Iraq, in direct support of Operation Iraqi Freedom, January-August 2009
 - Provided security for Admiral Michael Mullen, Chairman of the Joint Chiefs of Staff, during his visit to Kirkuk
 - Accounted for over 800 weapons and 100,000 rounds of ammunition daily as a flight armorer
 - Attended Airman Leadership School at Malmstrom Air Force Base, Montana, November-December 2009
 - Earned promotion to Staff Sergeant in just over four years of service
- **Firefighter/Emergency Medical Technician (EMT)**, Lowell Fire Protection District Lowell, OR, December 2007 - December 2008. Served the community of Lowell and the surrounding area, acquiring training and skill development as a first responder, by gaining experience from a wide range of incidents, such as: structural fires, wildfires, motor vehicle accidents, swift-water river rescues, and a large variety of medical emergencies.
- **Firefighter/EMT**, Sheridan Fire Department Sheridan, CO, June 2003 - June 2005. Continued to hone EMT abilities, while also developing a higher proficiency for firefighting and rescue operations.
- **EMT**, Action Care Ambulance Denver, CO, June 2002 - June 2005. Worked closely with nearly every municipal fire department in the entire Denver metro area.
- **Wildland Firefighter** (Seasonal), Bureau of Land Management Las Vegas, NV, May - October 1999. Worked as a member of an engine crew to combat the spread of fast-moving wildfires as they occurred throughout the state of Nevada, and into parts of southern Idaho.

EDUCATION/CERTIFICATIONS

- BAS in Business Administration - Public Service/Safety, Pensacola State College, Pensacola, FL (in progress)
- AS in Criminal Justice, Community College of the Air Force, Montgomery, AL
- AAS in Fire Science & Technology, Red Rocks Community College, Lakewood, CO
- Emergency Medical Technician Certification – Colorado 2002-2008, Oregon 2008-2009, National Registry 2002
- Firefighter-I Certification – Colorado 2002, Oregon 2008
- Hazardous Materials Training for Emergency Responders 2002
- OSHA 10 Hour Certification
- OSHA 30 Hour Certification
- OSHA 24 and 40-hour Hazwoper Certification

Brent Whitten, Project Manager/Project Superintendent

Mr. Whitten has been involved in debris management and disaster recovery services for 13 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 environmental sampling and monitoring after Hurricane Isaac. 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

- **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.
- **Great Lakes Dredge & Dock, January – May 2014.** Quality Control Manager for construction project. Responsible for conducting QC meetings, perform the three phases of control, perform submittal review and approval and perform necessary QA/QC checks on all survey submittals.
- **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.
- **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.** Environmental Inspector and Evacuation Plan Writer following Hurricanes Wilma, Katrina Charley, Frances, and Jean.

EDUCATION/CERTIFICATIONS

- | | |
|--|--|
| ▪ BS, Wilberforce University. | ▪ FEMA IS-100 ICS |
| ▪ FEMA IS-102 FEMA Response Partners | ▪ FEMA IS-631 Public Assistance |
| ▪ FEMA IS-632 Debris Operations | ▪ OSHA 30 Hour Construction Safety |
| ▪ OSHA 40 Hour Hazwoper Training | ▪ USACE Training Safety & Health EM 385-1-1 |
| ▪ FEMA IS-00035.15 Safety Orientation 2015 | ▪ U.S. Army Corps of Engineers QCS/RMS Training |
| ▪ FEMA Disaster Housing Inspector (PARR) | ▪ U.S. Army Corps of Engineers Construction Quality Management |
| ▪ E-QIP # 3943088 | ▪ First Aid/CPR/AED |

Clayton Ross Young, Project Manager

Mr. Young has experience in project management and field supervisor for disaster recovery projects and construction projects. He has expertise in safety and regulation compliance, team building and leadership, budget forecasting and client/community relationship management. Mr. Young has lead projects following disaster such as hurricanes, floods and tornadoes.

PROFESSIONAL EXPERIENCE

- **Hurricane Harvey 2017.** Project Manager for Ceres response to the City of Pearland, Texas following Hurricane Harvey.
- **Louisiana Flooding 2016.** Field assessment lead during projects for Livingston Parish and Denham Springs following heavy rains and flooding in Louisiana.
- **Moore, OK Tornado 2013.** Field assessment lead for project response to the City of Moore, Oklahoma following an EF5 tornado.
- **Hurricane Isaac 2012.** Field Supervisor for response to jurisdictions in Louisiana following Hurricane Isaac.
- **Superstorm Sandy 2012.** Field Supervisor for cleanup efforts in New York and New Jersey after Superstorm Sandy.
- **Well Bore, Williston, ND.** Field Supervisor for Baker Hughes.

EDUCATION/CERTIFICATIONS

- B.S. Political Science, Business Administration & Management, University of Mississippi
- National Safety Council CPR Course
- OSHA 10-Hour Certification
- 100+ Hours of Disaster Relief Professional Development
- National Safety Council First Aid Course
- H2S Certified

Timothy Zanor, Imaging Supervisor, IT Support

Mr. Zanor brings 16 years of experience to Ceres of direct and remote computer support administration with extensive experience in multi-workstation and server configurations. Mr. Zanor is responsible for Ceres' electronic document library, image scanning and maintenance of electronic document retention guidelines. He is proficient in software including Maxwell Systems, Citrix, RMS/QCS, SQL Servers, VOiP Systems, Blackberry Servers and Exchange Servers.

PROFESSIONAL EXPERIENCE

- **Mississippi Tornado 2014** providing network administration, technical support, imaging and systems maintenance support to tornado recovery and clean-up efforts in Mississippi.
- **Alabama Tornadoes 2014** providing network administration, technical support, imaging and systems maintenance support to tornado recovery efforts in Alabama.
- **Winter Storm Pax 2014** providing network administration, technical support, imaging and systems maintenance support to disaster response contract in Georgia and North Carolina.
- **Hurricane Isaac 2012** providing network administration, technical support, imaging and systems maintenance support to hurricane recovery contracts in Louisiana.
- **Winter Storm Alfred 2011** providing network administration, technical support, imaging and systems maintenance support to winter storm recovery projects in Connecticut.
- **North Dakota Flood Recovery 2011** providing network administration, technical support, imaging and systems maintenance support to flood recovery operations.
- **Hurricane Irene 2011** providing network administration, technical support, imaging and systems maintenance support to hurricane recovery operations in Virginia and North Carolina.
- **Alabama Tornadoes April 2011**, Network administrative, imaging and systems maintenance support to debris clean up in nine Alabama locations which included trimming, loading, and hauling of debris. Also administrated data management and tabulation for Jefferson County and Jasper.
- **Haiti Earthquake 2010 - present**, providing network administration, technical support, imaging and systems maintenance support to earthquake recovery operations in Port-au-Prince, Haiti.
- **Ice Storm 2009**, Network administrative, imaging and systems maintenance support to emergency debris clean up after Winter ice storm which included trimming, loading, and hauling of vegetative debris for county rights-of-ways in Kentucky
- **Hurricane Ike 2008**, System and electronic resources administration and operations support to county and city debris removal and disposal in Texas
- **Hurricane Gustav 2008**, Procurement, installation and configuring of network servers and workstations in support of field operations for emergency debris removal and disposal of over 1.9 million cubic yards of debris in Louisiana; Imaging support for debris tickets; Creation of wide area network (WAN) for secure TDSR sites and field offices; Maintenance management of network systems and electronic resources
- **Hurricane Dolly 2008**, Network administration and system maintenance support to debris removal, processing and disposal operations from county rights-of-ways in Texas
- **Iowa Flood 2008**, System support including network and internet access security to field operations for debris removal and disposal which also included white goods, C & D, and household hazardous waste removal and disposal in Iowa
- **Flood Control, Rio Puerto Nuevo, Rio Fajardo 2007**, Procurement, configuration, and IT support for Floodway Control (USACE) project in Puerto Rico
- **U.S. Army**, Aviation Battalion 1st Platoon Utility and Battalion Commanders Helicopter Crew Chief, Aviation Life Support Officer, and NBC Officer responsible for nuclear, biological, and chemical warfare prevention.

EDUCATION/CERTIFICATIONS

- Program Microcomputers Specialist, Century College
- Bachelor's degree, Information Technology, Colorado Technical University (in progress)
- Network Operating Systems training: Novell2.x, 3.1x, 4, & 5; Microsoft SBS; and Microsoft LAN
- LaserFiche Administrator, user ver. 8.0 training; LaserFiche Quick Fields ver. 7.0 training
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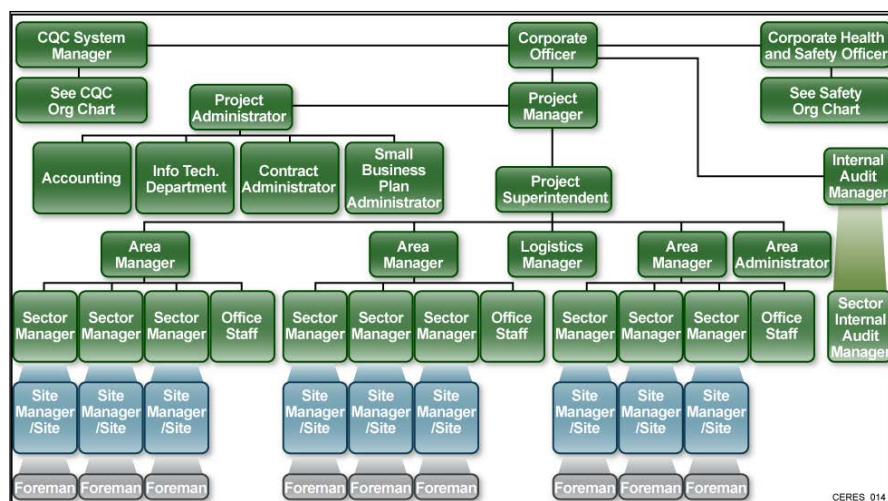
4.B Organization of the Project Team

Ceres Environmental Services, Inc. is a privately held company owned and operated by its President, David McIntyre. The mobilization and contract administration headquarters for this contract will be our Sarasota, Florida office, with other offices, equipment facilities, staging sites, and recycling centers in Texas and Minnesota.

Ceres is structured so that one or two of the corporate officers can be absent from headquarters for extended periods of time in order to manage projects from the field. There are always one or two remaining at headquarters to ensure continuity of management. This proved very useful when Ceres was awarded a \$1 billion contract by the U.S. Army Corps of Engineers to perform a disaster debris contract following Hurricanes Katrina and Rita, in which two of Ceres' officers were in the field in Louisiana for over six months.

Project Management

In Ceres experience, disaster recovery is project-based. It is best managed using the principles of formal project management that are also embedded in the National Incident Management System and its Incident Command System (ICS). Therefore, Ceres has organized its disaster response work in a manner that relies heavily on a Project Manager (PM) whose position is analogous to the Incident Commander under the ICS. The PM is in charge of all field production and also supervises a Project Administrator who is in charge of administrative functions on a project basis. The PM also supervises the Project Superintendent and several Area Managers (whose quantity depends on the size of the project), who supervise Sector Managers, who supervise Site Managers. The Site Managers supervise a physical location, which may be a TDSR site, a debris loading site, or a demolition site, and the personnel they supervise are generally foremen or people physically performing the work.



The Project Manager also supervises the work of a Logistics Manager and an Area Administrator, who are staff people. At the Sector level, it is customary to have office staff. This structure allows for optimal production since multiple crews (depending on project size) are supervised and maintained while all safety, data management, and tracking protocols are being met in conjunction with quality performance.

Ceres Project Management organization can be adjusted to fit the size of the project and the area of coverage by changing the number of Area, Sector and Site Managers. The Project Administrator supervises the administrative staff on a field project. The staff provides support for the line managers and supervisors in the field on the jobsite. The Small Business Plan Administrator locates contracts with and administers relations with subcontractors. On large projects, the Small Business Plan Administrator may have clerical help, and will provide technical support for our subcontractors, such as assistance in preparing certified payrolls if required. The Information Technology (IT) department is responsible for tracking all types of data on the project, record keeping, and database management, and the accounting staff provides onsite support for Ceres personnel.

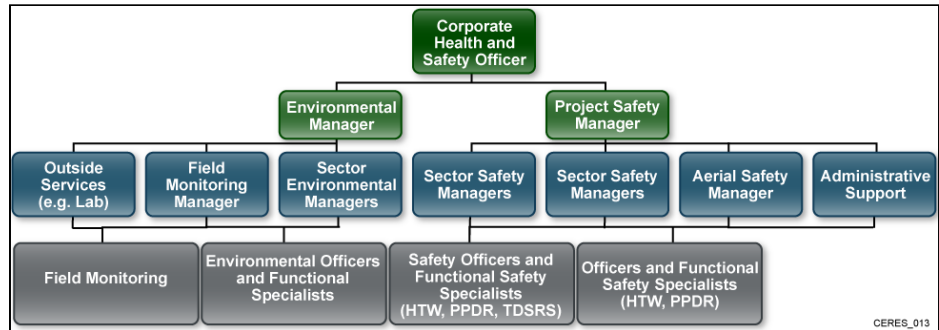
Internal Audit

The Internal Audit department is a critical component of the Ceres management team. During the work on Hurricane Katrina recovery, especially during the private property debris removal activities, Ceres' management noticed that the quantity of quality control personnel was very high compared with the quantity of traditional production personnel. In order to ensure that projects are proceeding as they should, and that personnel in all aspects of the project are performing as they should, Ceres has instituted the position of

Internal Audit Manager, who supervises Audit Managers. These individuals review activities in the field as well as files in the office to be sure that all Ceres employees are doing their work as specified in the contract. The rigors of a Six Sigma program are not planned, but Ceres senior management believes that this addition to our organization will help us strengthen our performance.

Project Safety

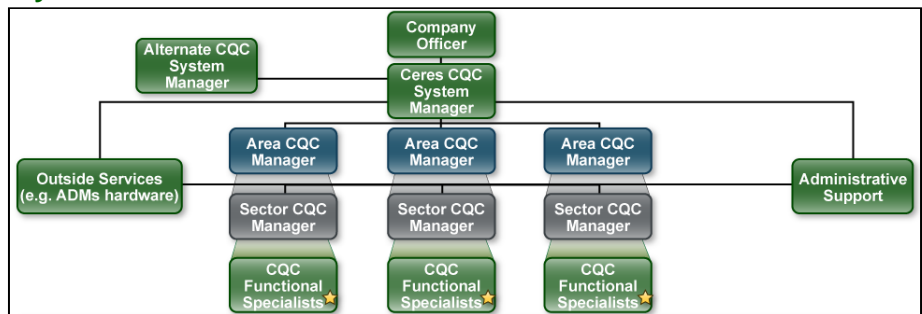
Ceres maintains a Corporate Health and Safety Officer to whom the Environmental Manager and a Project Safety Manager report for each project underway. Sector Managers report to the Environmental Manager and Project Safety Manager, and functional specialists work in the field with specialized training to fill specific needs such as asbestos inspections. The Project Safety Manager in the field is responsible to the Project Manager for monitoring safety conditions and developing measures for ensuring the safety of all assigned personnel.



Additional Safety Officers, Functional Safety Specialists and Sector Safety Managers can be added as needed for coverage and to keep spans of control between three and five.

Project Contractor Quality Control

The Contractor Quality Control (CQC) System Manager reports directly to the Company President in accordance with best corporate practice. Depending on the size of the event, the organization can be readily expanded by adding additional Area and Sector Managers and Functional Specialists. This allows us to maintain coverage and keep spans of control within the ideal three to seven direct reports.



Having the Quality Manager report directly to a company officer means that quality issues get visibility at the highest levels in the company.

Company and Project Leadership

Ceres will assign personnel resources to an event based on the size and scope of the disaster. The personnel resumes included in a separate section of this proposal represent the full spectrum of personnel immediately available to Ceres. They are assigned at a seniority level and in numbers commensurate with the event. This is in accordance with the principles of the FEMA Incident Command System.

4.C Municipal Staff Support

In accordance with the RFP, Ceres will utilize the Debris Management Sites (DMSs) identified by the City and that the sites will be permitted and available upon contract activation.

Ceres anticipates that the City of Hollywood will be responsible for overseeing Ceres project management; will schedule and/or attend meetings as necessary; will keep Ceres informed as to the needs of the City; and will provide or arrange monitoring services for the contract.

The City will be responsible for determining the scope of services and for issuing Task Orders. The City will also authorize any private property clean-up work during the performance of this contract.

The majority of additional support Ceres requires from the City is in the areas of inspection and approval. Below are some examples of the municipal staff support that will help to ensure that Ceres can perform efficiently and effectively during an event:

Certification of Maximum Volume Capacity of Hauling Trucks/Trailers

Prior to initial use, authorized Ceres personnel and Hollywood 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.

Inspection

DMSs will be the point of inspection and load volume estimation by the City or their designated representative. City Monitors/Inspectors will inspect each load to verify that:

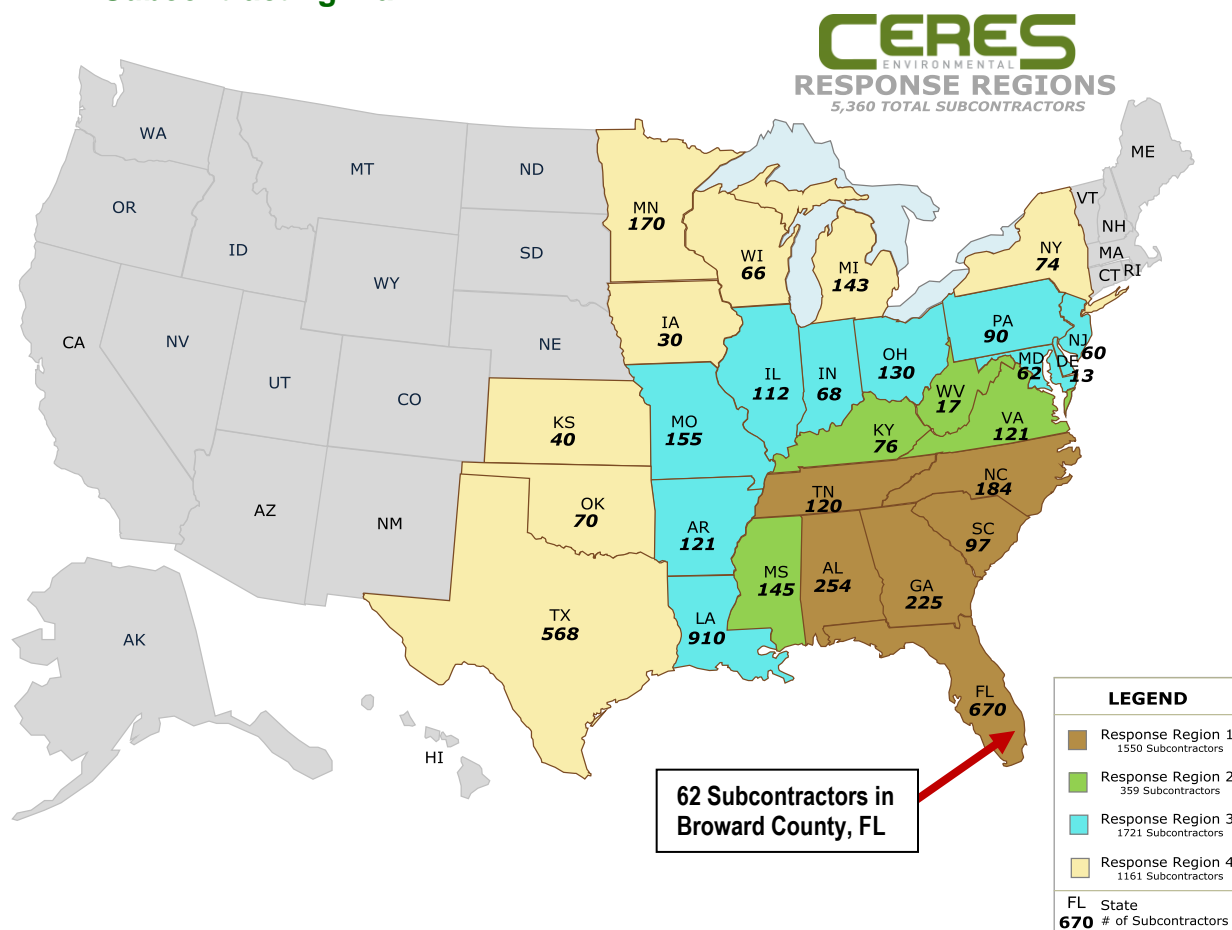
- The truck has been pre-approved and measured.
- The load is eligible.
- The 'percentage filled to' figure is determined and noted on each individual load ticket.

The Monitor will determine the capacity of the truck and estimated load volume (percent capacity), and evaluate the load for contaminants requiring segregation. 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.

Monitoring

Some 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 planning, direct communications with the City, incorporation of City forms and FEMA forms, facilitating communications with FEMA, FHWA, and other state and federal agencies, pre-event planning, post-event construction, funding, and reimbursement procedures.

4.D Subcontracting Plan



Introduction

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

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

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

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

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

Subcontracting To Firms within the Area of the Project

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

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

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

The Manager of Administration and the Subcontract Manager will notify regionally based subcontractors of the issuance of a notice to proceed. Ceres' subcontractor database currently contains more than 5,000 disaster debris management prospective subcontractors who have contacted Ceres with an interest in subcontracting. More than 1,100 of these subcontractors have worked on Ceres' disaster projects, providing, along with Ceres' owned fleet, more than 7,000 pieces of loading and hauling equipment. While our database of qualified subcontractors is very large, it is our intention to select from a more regionally based group and have established for Hollywood four unique response regions. These are based on relative distance from your area and use straight-line miles and/or drive time to establish which region each state of potential subcontractors belongs in.

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

| Response Region 1: 240 straight-line miles or 6-8 hours driving time | | | |
|---|-----|-----------------------|-----|
| Alabama | 254 | North Carolina | 184 |
| Florida | 670 | South Carolina | 97 |
| Georgia | 225 | Tennessee | 120 |
| Subtotal of firms within 6-8 hours driving time = 1,550 | | | |
| Response Region 2: 360 straight-line miles or 8-10 hours driving time | | | |
| Kentucky | 76 | Mississippi | 145 |
| Virginia | 121 | West Virginia | 17 |
| Subtotal of firms within 8-10 hours driving time = 359 | | | |
| Response Region 2: 360 straight-line miles or 8-10 hours driving time | | | |
| Arkansas | 121 | Delaware | 13 |
| Maryland | 62 | Missouri | 155 |
| Illinois | 112 | New Jersey | 60 |
| Indiana | 68 | Ohio | 130 |
| Louisiana | 910 | Pennsylvania | 90 |
| Subtotal of firms within 8-10 hours driving time = 1,721 | | | |
| Total Number of Subcontractors Within One Days Driving Time = 3,630 | | | |
| Response Region 4: greater than 600 straight-line miles or more than 14 hours driving time | | | |
| Iowa | 30 | New York | 74 |
| Kansas | 40 | Oklahoma | 70 |
| Michigan | 143 | Texas | 568 |
| Minnesota | 170 | Wisconsin | 66 |
| Subtotal of firms greater than 14 hours driving time = 1,161 | | | |
| Total Number of Subcontractors Within Two Days Driving Time = 4,791 | | | |

Ceres Subcontract Manager and Duties

The Ceres Subcontract Manager is:

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

Ms. Laurie's responsibilities include:

- Identification, development, and maintenance of source lists of small, small disadvantaged, and women-owned small business concerns. Verifying the list of subcontract entities, or database, is properly maintained.
- Develop outreach programs through advertising; broadcast fax solicitations; networking with local and national organizations such as SBA, applicable trade unions, Chambers of Commerce etc.
- Ensuring the inclusion of targeted business concerns in all solicitations for services or products; and ensuring that all solicitations are structured to permit the maximum possible participation by targeted concerns.
- Ensuring that certain solicitations or sources sought are restricted to SDB concerns (competitive basis).
- Ensuring the establishment and maintenance of records of all subcontract awards to ensure appropriate documentation of non-selection of bids submitted by targeted enterprises.
- Ensuring the preparation and submittal of all compliance reports.
- Maintaining records and measuring performance against established goals.
- Advise, train, and foster project management personnel on the purposes of the SB Subcontracting Program.
- To ensure any provided study or reports are formatted in a manner compliant with the contract or otherwise acceptable to the City.

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

Methods Utilized To Develop and Achieve Subcontracting Goals

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

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

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

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

accomplishments. Achievement of these goals will be realized through the application of the following functions and activities:

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

Utilization of Small Business Concerns and Small Disadvantaged Business Concerns

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

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

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

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

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

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

Utilization of HUBZone Small Business Concerns

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

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

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

Records and Source Documents

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

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

- SBA Dynamic Small Business Search
- List of Federally Registered Contractors for Contractor Compliance
- American Business Information Business USA
- List of Minority Businesses Councils
- Business Development Agencies
- DOD Subcontracting Directory
- Department of the Treasury, Small Business Subcontracting Opportunities
- Small Business Administration, Subcontracting Opportunities Directory
- State and Regional Small Business Administration (SBA) Resources
- National Minority Purchasing Council Vendor Information Service
- Research and Information Division of the Minority Business Development Agency in the Department of Commerce
- Trade Associations for SB, VO, SDVO, HUBZone SB, SDB, and WOSB Concerns.
- Dun and Bradstreet Procurement Planning Directory
- Participation in various local, regional, and national SB trade associations and conferences

- Membership in SB organizations, development organizations, and various government organizations
- SBA Commercial Market Representative (CMR)

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

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

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

3. Ceres Subcontractor Database Management

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

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

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

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

Additional Requirements of Contractors when Added to Master List

- Annual business updates, faxed or mailed
- Request to be maintained on Ceres qualified subcontractor list
- Insurance Capability
- Bonding Capability
- Subcontract Package to Include Subcontract Forms and Standard Government Contract Clauses

Addition and Deletion of Resource Centers such as:

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

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

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

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

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

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

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

subcontractors, meeting the criteria of a disadvantaged business as discussed in this plan, for the purposes of soliciting a competitive bid for such services.

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

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

Past Performance

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

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

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

Potential Subcontractors

Category Key: SB = Small Business; WOSB = Woman-Owned Small Business; VO = Veteran-Owned Small Business; SDVO = Service Disabled Veteran Owned Small Business; 8a = Currently 8a Certified; SDB = Small Disadvantaged Business; HUB = HUB Certified

| Company | City | State | Certs |
|---|---------------|-------|------------|
| Calle Enterprise, Inc. | Coconut Creek | FL | |
| Nicon Contracting & Engineering, Inc. | Coconut Creek | FL | SB, SDB |
| Phil's Expert Tree Service, Inc. | Coconut Creek | FL | WOSB |
| Tri-County Environmental | Coconut Creek | FL | SB, WOSB |
| Best Systems Of Florida, Inc. | Cooper City | FL | SB |
| Michael Roy, Inc., / Elite Properties | Cooper City | FL | |
| All Florida Tree & Landscape, Inc | Coral Springs | FL | |
| All Florida Tree and Landscape, Inc. | Coral Springs | FL | |
| Continental Lawn & Landscaping, Inc. | Coral Springs | FL | WOSB |
| Mora Engineering Contractors, Inc. | Coral Springs | FL | SDB |
| Top Gun Excavation, Inc. | Coral Springs | FL | SB |
| Xtreme Land | Coral Springs | FL | SB, WOB |
| Tate Transport | Dania Beach | FL | SB, FL DBE |
| Austin Tupler Trucking | Davie | FL | SB |
| Empire Property Services LLC | Davie | FL | SB,WO |
| Old Southern Builders | Davie | FL | SB, VOSB |
| United Underground Contractor Corporation | Davie | FL | SDB |

| Company | City | State | Certs |
|--|------------------|-------|-------------------|
| Atlantic Coast Environmental, Inc. | Deerfield Beach | FL | |
| Cyriacks Environmental Consulting Services, Inc. | Deerfield Beach | FL | SB, WOSB, SDB, VO |
| GlobeTec Construction | Deerfield Beach | FL | |
| Innovative Environmental Services Inc. | Deerfield Beach | FL | SB, WOSB |
| Jayco, Inc. | Deerfield Beach | FL | |
| Ryan Incorporated Southern | Deerfield Beach | FL | |
| Advanced Roofing, Inc. | Fort Lauderdale | FL | |
| BL. Williams Electric, Inc. | Fort Lauderdale | FL | |
| Demo Doctor, Inc. | Fort Lauderdale | FL | SB |
| Dr.D Enterprises, Inc. of Davie | Fort Lauderdale | FL | SB, VO, SDVO |
| Eleos, LLC | Fort Lauderdale | FL | |
| Glen Contracting, Inc. | Fort Lauderdale | FL | SB |
| Retranca Equipment and Trucking | Fort Lauderdale | FL | SB |
| SUG Distributions, Inc. | Fort Lauderdale | FL | SB |
| Warren Contracting And Development | Fort Lauderdale | FL | SB |
| Wastetech | Fort Lauderdale | FL | WO, |
| World Detail Specialists inc | Ft. Lauderdale | FL | |
| AISE Service, Inc. | Hialeah | FL | SB |
| All Design Concrete Corp | Hialeah | FL | SB,WO, |
| JIREH TREE CARE LLC | Hialeah | FL | SDB |
| Sunny Trimming & Landscaping, Inc. | Hialeah | FL | |
| Tow Max Transport Corporation | Hialeah | FL | SB, WOSB |
| Maytin Engineering, Corp. | Hialeah Gardens | FL | SB |
| Hollywood Restoration, Inc. | Hollywood | FL | SB, |
| IMR Development Corporation | Hollywood | FL | SB, WOSB, VOSB |
| K&R World Electrical Contractor's Inc. | Hollywood | FL | SB, |
| Magic Wheels | Hollywood | FL | SB |
| Miller & Myers Llc | Hollywood | FL | |
| Thompson's Roofing | Hollywood | FL | SB |
| Island Recovery Services | Lauderdale Lakes | FL | SDB |
| Bulls Eye Group, Inc. | Oakland Park | FL | SB |
| TLMC Enterprises, Inc. | Pembroke Park | FL | SB, WOSB, SDB |
| AFS Logistics | Pembroke Pines | FL | SB, WOSB |
| Chin Diesel, Inc. | Pembroke Pines | FL | SB |
| Macros Construction and Services, Inc. | Pembroke Pines | FL | SB, SDB |
| The Zenith Group Enterprises Corp | Pembroke Pines | FL | SB, VO |
| Biocarbon Technologies Inc. | Plantation | FL | |
| JMS Construction Services | Plantation | FL | SB |
| John Wayne Construction | Plantation | FL | |
| SMF Capital, Inc. | Plantation | FL | |
| Worldelectric Supply | Pompano | FL | |
| Eastern Waste Systems, Inc. | Pompano Beach | FL | |
| Logarithm Lawn Care, LLC | Pompano Beach | FL | SB, VOSB |
| Gradall bobcat and landscaping | West Park | FL | SB |
| Perfect Property Resources LLC | West Park | FL | |

4.E Equipment Resources

Ceres Environmental Services, Inc. owns more than 500 pieces of its own disaster response equipment with substantially more additional equipment available through our subcontractors. In our 2005 response for the USACE on Hurricane Katrina, Ceres provided more than 7,847 certified placarded vehicles and supporting loading equipment for an 11-parish region in Louisiana. Ceres-owned equipment augments our subcontractors' equipment and provides additional flexibility, direct management control, and higher levels of customer responsiveness and satisfaction.

Company equipment (leased and owned) and personnel allow Ceres to respond to a disaster regardless of the immediate availability of subcontractors. On a 2002 storm debris project for Kansas City, MO, Ceres provided more than 500 pieces of equipment for a project requiring completion of the first pass within 16 days of contract award (the first pass required hauling over 500,000 cubic yards). Ceres successfully met the 16 day first pass deadline and the City Project Manager won an award for his outstanding disaster response performance.

Ceres owns all of the equipment needed for supporting its own personnel in the field, including: mobile living quarters, food supply, large potable water supply tanks and large septic storage systems. These systems save valuable management time in responding to higher category storms. Ceres also has these same systems to provide project-wide support including for Government personnel.

Ceres owns self-contained office trailers including satellite internet connections and satellite phones. Through our established vendor supply chain we can provide rental satellite phone service to our clients.

| Category | Owned | Description |
|-------------------------------------|-------|--|
| Light Truck | 75 | Pickup Trucks, ½ & ¾ Ton Size |
| Service Truck | 14 | Mechanic & Oiler Trucks |
| Self Loader Truck | 13 | Straight Trucks with Grapple Loader |
| Bucket Truck | 9 | Arbor Truck with Boom |
| Straight Truck | 12 | Flatbed, Dump & Roll Off Trucks |
| Semi Tractor | 50 | Tandem & Tri Axle Tractors |
| Utility Trailer | 19 | Car Hauler & Service Trailers |
| Dump Trailer | 18 | Dump Trailers |
| Walking Floor Trailer | 11 | 48' Self Unloading Debris Trailers |
| Tag Trailer | 12 | 40K# Tag Along Trailer for Self Loader Support |
| Lowboy Trailer | 3 | Heavy Equipment Hauler Trailers |
| Debris Container | 18 | Assorted Roll Off Containers |
| ISO Storage Container | 74 | Portable Shipping/Storage Containers |
| Inspection Tower | 2 | Portable Traffic Inspection Tower |
| Portable Office | 5 | Portable Self Contained Office |
| Portable Berthing (R/V) | 10 | Assorted berthing to house and sleep crew |
| Wheel Loader | 25 | Assorted Wheel Loaders with Bucket and/or Grapple |
| Backhoe Loader | 2 | Wheel Backhoe Loaders |
| Skidsteer Loader | 16 | Assorted Wheel or Track Skidsteer Loaders |
| Swinger Loader | 3 | Swinger Loader with Bucket and/or Grapple |
| Telehandler | 7 | Assorted Sized with Forks, Grapple and Bucket |
| Hydraulic Excavator, Tracked | 25 | Assorted Tracked Excavators with Bucket and/or Grapple |
| Hydraulic Excavator, Wheel | 2 | Wheeled Excavator with Grapple, Breaker and Buckets |
| Hydraulic Amphibious Excavator | 2 | Pontoon Flotation Excavator with 50' Reach |
| Hydraulic Demolition Excavator | 2 | High Reach Demolition Units |
| Tracked Dozer | 18 | Assorted Dozers Straight Blade or 6 Way Blade |
| Self Propelled Sweeper | 6 | Wet/Dry Sweeper, 2 with Vacuum System |
| Tub Grinder | 4 | Assorted Sized Tub Grinder for Vegetative Reduction |
| Horizontal Grinder | 7 | 2 Track Mounted and 5 Trailer Mounted Grinder |
| Crusher, Jaw Style | 2 | 1 Track mounted crusher unit and 1 skid mounted |
| Portable Screening Machine | 7 | Assorted Screening Units for Soils and Aggregates, 2 on Tracks |
| Portable Material Density Separator | 1 | Water bath Unit for Separating Materials |

| Category | Owned | Description |
|---------------------------|-------|--|
| Light Plant | 15 | Assorted 13 Lamp Light Plants, 2 with 20KW Generator |
| Air Curtain | 7 | Portable Air Curtain Incinerator Set |
| Water Pump | 14 | Portable Water Pumps Sizing from 3" – 12" |
| Generator Set | 12 | Assorted Generators Sizing from 6KW to 240KW |
| Assorted Attachments | 338 | Buckets, Grapples, Blades, Shears etc... for equipment support |
| Marine Skimmer Vessel | 6 | Work Vessel Outfitted for Harbor Cleaning of Debris and Contaminants |
| Marine Cleaning Equipment | 1 | Self-powered Beach Cleaner |

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

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

| Asset ID | Year | Manufacturer | Model | Description | Serial# | Location | Asset Type |
|----------|------|---------------|--------------------|------------------------------------|-------------------|----------|---------------|
| 13 | 2014 | FORD | F150 XLT Ext Cab | Truck, Pickup, 4x4, Gas | 1FTFX1ET0EKD45250 | MN | TRUCK |
| 15 | 2005 | CHEVROLET | EXPRESS 3500 | Passenger Van, 2WD, Gas | 1GAHG39U751194378 | LA | TRUCK |
| 20 | 2010 | FORD | F150 XLT SuperCrew | Truck, Pickup, 4x4, Gas | 1FTEX1E80AFB05920 | WY | TRUCK |
| 21 | 2004 | FORD | F150 XLT SuperCrew | Truck, Pickup, 4x4, Gas | 1FTPW14504KA01667 | LA | TRUCK |
| 22 | 2005 | GMC | SIERRA 1500 | Truck, Pickup, 4x4, Gas | 2GTEK19B151258761 | LA | TRUCK |
| 25 | 2007 | FORD | F250 XL | Truck, Pickup, 4x4, Gas | 1FTSX21557EB43999 | LA | TRUCK |
| 26 | 2007 | FORD | F250 XL | Truck, Pickup, 4x4, Gas | 1FTSX21517EB48164 | LA | TRUCK |
| 30 | 2008 | FORD | Fusion | Passenger Vehicle | 3FAHP08Z08R185976 | FL | PASSENGER CAR |
| 32 | 2007 | FORD | F150 XLT SuperCrew | Truck, Pickup, 2WD, Gas | 1FTPW12V27KC01120 | TX | TRUCK |
| 33 | 2008 | FORD | EXPLORER XLT | SUV, 2WD, Gas | 1FMEU63E68UA89948 | TX | TRUCK |
| 35 | 2006 | FORD | F250 Lariat | Truck, Pickup, 4x4, Dsl | 1FTSX21P96EA80373 | LA | TRUCK |
| 36 | 2009 | FORD | ESCAPE XLT | SUV, 4x4, Gas | 1FMCU93749KB09198 | LA | TRUCK |
| 37 | 2010 | FORD | ESCAPE XLT | SUV, 4x4, Gas | 1FMCU9D73AKD07516 | MN | TRUCK |
| 39 | 2012 | FORD | ESCAPE XLT | SUV, 4x4, Gas | 1FMCU9D75CKB77712 | WY | TRUCK |
| 40 | 1997 | FORD | F350 | Truck, Sander, 4x4, Dsl | 1FTHF36F7VEA40424 | MN | TRUCK |
| 41 | 1997 | FORD | F350 | Truck, Pickup, 4x4, Dsl | 3FTHF36F8VMA33461 | MN | TRUCK |
| 43 | 2000 | FORD | F550 | Truck, Welding Service, 4x4, Gas | 1FDAF57S3YEB37774 | TX | TRUCK |
| 44 | 2005 | FORD | F550 | Truck, Dump, 4x4, Dsl | 1FDAF57P35EC20869 | MN | TRUCK |
| 45 | 2005 | FORD | F550 | Truck, Dump, 4x4, Dsl | 1FDAX57P05ED08100 | TX | TRUCK |
| 50 | 2005 | FORD | F350 | Truck, Flatbed Sander, 4x4, Dsl | 1FTWF31PX5EA35631 | MN | TRUCK |
| 60 | 2002 | CHEVROLET | S10 | Truck, Pickup, 4x4, Gas | 1GCDT19W728129167 | TX | TRUCK |
| 64 | 2000 | KENWORTH | T300 | Truck, Straight, Lube Service, Dsl | 1NKMLD9X2VS842627 | LA | TRUCK |
| 65 | 2003 | FORD | F650 | Truck, Straight, Mechanic, Dsl | 3FDNF65H03MB02384 | TX | TRUCK |
| 68 | 2005 | FORD | F550 | Truck, Straight, Service, Dsl | 1FDAX57P25ED08101 | LA | TRUCK |
| 69 | 2005 | FORD | F550 | Truck, Dump, 4x4, Dsl | 1FDAX57P45ED08102 | TX | TRUCK |
| 80 | 2000 | GMC | K1500 | Truck, Pickup 2WD gas | 1GTEC19T2YZ364248 | LA | TRUCK |
| 82 | 2006 | FORD | F250 XL | Truck, Pickup, 4x4, Dsl | 1FTSX21P66EA12029 | TX | TRUCK |
| 83 | 2006 | FORD | F250 XLT | Truck, Pickup, 4x4, Dsl | 1FTSX21P86EA93289 | MN | TRUCK |
| 84 | 2006 | FORD | F250 XL | Truck, Pickup, 4x4, Dsl | 1FTSX21P96EA12056 | MN | TRUCK |
| 85 | 2006 | FORD | F250 XL | Truck, Pickup, 4x4, Dsl | 1FTSX21P76EA46223 | MN | TRUCK |
| 86 | 2006 | FORD | F250 | Truck, Pickup, 4x4, Dsl | 1FTSX21P26EB08594 | TX | TRUCK |
| 88 | 2014 | FORD | F250 XL | Truck, Pickup, 4x4, Dsl | 1FT7X2BT1EEA96227 | MN | TRUCK |
| 90 | 2006 | FORD | F250 | Truck, Pickup, 4x4, Dsl | 1FTSX21P46EB21069 | TX | TRUCK |
| 91 | 2006 | FORD | F250 | Truck, Pickup, 4x4, Dsl | 1FTSX21P36EA23263 | LA | TRUCK |
| 93 | 2006 | FORD | F250 | Truck, Pickup, 4x4, Dsl | 1FTSX21P96EA23560 | MN | TRUCK |
| 94 | 2006 | FORD | F250 | Truck, Pickup, 4x4, Dsl | 1FTSX21P06EA05514 | LA | TRUCK |
| 95 | 2006 | FORD | F250 | Truck, Pickup, 4x4, Dsl | 1FTSX21P96EB32116 | TX | TRUCK |
| 96 | 2008 | FORD | F350 SuperDuty | Truck, Pickup, 4x4, Dsl | 1FTWW31R58EB78492 | FL | TRUCK |
| 101 | 1999 | STERLING | LT 9500 ISM | Tractor, Semi, Day Cab | 2FWYKMCB8XAB61375 | TX | TRACTOR SEMI |
| 102 | 1999 | STERLING | LT 9500 ISM | Tractor, Semi, Day Cab | 2FWYKMCB5XAB61379 | TX | TRACTOR SEMI |
| 103 | 2000 | STERLING | LT 9500 ISM | Truck, Straight, Hook-lift | 2FZXKMCB9YAB61353 | TX | TRUCK |
| 105 | 2001 | STERLING | LT 9500 3406 | Tractor, Semi, Day Cab | 2FWBEXYB11AH48791 | LA | TRACTOR SEMI |
| 106 | 1994 | FORD | LTLA 9000 | Tractor, Semi, Day Cab | 1FDYA95XXRVA12243 | MN | TRACTOR SEMI |
| 107 | 1999 | STERLING | LT 9500 | Truck, Straight, Cable-lift | 2FZXKMDBXXAA33409 | MN | TRUCK |
| 108 | 2003 | STERLING | LT 9500 | Truck, Straight, Flatbed | 2FZHAZAS83AL89387 | TX | TRUCK |
| 110 | 2006 | INTERNATIONAL | 5900i SFA 6X4 | Tractor, Semi, Day Cab | 1HSXRAPR06J315907 | TX | TRACTOR SEMI |
| 115 | 2007 | INTERNATIONAL | 9400i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNAPR77C456189 | TX | TRACTOR SEMI |
| 116 | 2007 | INTERNATIONAL | 9400i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNAPR57C456188 | MN | TRACTOR SEMI |
| 117 | 2007 | INTERNATIONAL | 8600 SBA 6X4 | Tractor, Semi, Day Cab | 1HSHSBR16J297649 | GA | TRACTOR SEMI |
| 118 | 2007 | INTERNATIONAL | 9400i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNSCR67C465476 | MN | TRACTOR SEMI |
| 136 | 1988 | FREIGHTLINER | 3-5TN | Truck, Sander | 1FUYYSYB0JH320041 | MN | TRACTOR SEMI |
| 137 | 2006 | INTERNATIONAL | 7600 | Truck, Straight, Self Loader | 1HTWYAHT96J220623 | GA | TRUCK |
| 138 | 2006 | INTERNATIONAL | 7600 | Truck, Straight, Self Loader | 1HTWYAHT06J220624 | GA | TRUCK |

| Asset ID | Year | Manufacturer | Model | Description | Serial# | Location | Asset Type |
|----------|------|---------------|---------------|--------------------------------------|-------------------|----------|--------------|
| 139 | 2006 | INTERNATIONAL | 7600 | Truck, Straight, Self Loader | 1HTWYAHT26J220625 | GA | TRUCK |
| 140 | 2006 | INTERNATIONAL | 7600 | Truck, Straight, Self Loader | 1HTWYAHT46J220626 | GA | TRUCK |
| 141 | 2006 | INTERNATIONAL | 7600 | Truck, Straight, Self Loader | 1HTWYAHT36J340241 | GA | TRUCK |
| 142 | 2006 | INTERNATIONAL | 7600 | Truck, Straight, Self Loader | 1HTWYAHT16J340240 | MN | TRUCK |
| 143 | 2006 | INTERNATIONAL | 7600 | Truck, Straight, Self Loader | 1HTWYAHT56J340239 | MN | TRUCK |
| 149 | 1960 | FORD | F-600 | Truck, Water Tank, Fire Suppresion | F64D8P17302 | MN | TRUCK |
| 155 | 1989 | WHITE/GMC | COE | Truck, Straight, Cable-lift | 4V2ECDJF6KN610852 | MN | TRUCK |
| 170 | 2005 | INTERNATIONAL | 4300 | Truck, Straight, Utility Bucket-Lift | 1HTMMAAN35H155059 | MN | TRUCK |
| 178 | 1986 | KENWORTH | TRAC | Truck, Water Tank | 2XKWD29X6M915871 | TX | TRACTOR SEMI |
| 181 | 2007 | INTERNATIONAL | 9400i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNSBR17C433407 | TX | TRACTOR SEMI |
| 182 | 2007 | INTERNATIONAL | 9400i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNSBR77C491523 | LA | TRACTOR SEMI |
| 183 | 2007 | INTERNATIONAL | 9400i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNSBR97C491524 | LA | TRACTOR SEMI |
| 184 | 2007 | INTERNATIONAL | 9400i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNSBR27C491526 | LA | TRACTOR SEMI |
| 185 | 2007 | INTERNATIONAL | 9400i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNSBR07C465152 | LA | TRACTOR SEMI |
| 186 | 2007 | INTERNATIONAL | 9400i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNSBR77C465150 | LA | TRACTOR SEMI |
| 187 | 2007 | INTERNATIONAL | 9400i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNSBR67C465155 | LA | TRACTOR SEMI |
| 188 | 2007 | INTERNATIONAL | 9400i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNSCR17C375782 | LA | TRACTOR SEMI |
| 1101 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR17C427111 | LA | TRACTOR SEMI |
| 1102 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR37C427112 | LA | TRACTOR SEMI |
| 1103 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR57C427113 | LA | TRACTOR SEMI |
| 1104 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR47C427120 | LA | TRACTOR SEMI |
| 1105 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR27C427392 | LA | TRACTOR SEMI |
| 1106 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR47C427393 | LA | TRACTOR SEMI |
| 1107 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR67C427394 | LA | TRACTOR SEMI |
| 1108 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR87C427395 | LA | TRACTOR SEMI |
| 1109 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPRX7C427396 | LA | TRACTOR SEMI |
| 1110 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR37C427403 | LA | TRACTOR SEMI |
| 1111 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR77C427405 | LA | TRACTOR SEMI |
| 1112 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR97C427406 | LA | TRACTOR SEMI |
| 1113 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR07C427407 | LA | TRACTOR SEMI |
| 1114 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR47C427409 | LA | TRACTOR SEMI |
| 1115 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR07C427410 | LA | TRACTOR SEMI |
| 1116 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR27C427411 | LA | TRACTOR SEMI |
| 1117 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR47C427412 | LA | TRACTOR SEMI |
| 1118 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR87C427414 | LA | TRACTOR SEMI |
| 1119 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR47C427118 | LA | TRACTOR SEMI |
| 1120 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR77C427419 | LA | TRACTOR SEMI |
| 1121 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR37C427420 | LA | TRACTOR SEMI |
| 1122 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR67C427427 | LA | TRACTOR SEMI |
| 1123 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPRX7C475495 | LA | TRACTOR SEMI |
| 1124 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR87C475494 | LA | TRACTOR SEMI |
| 1125 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR47C475492 | LA | TRACTOR SEMI |
| 1126 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAHR47C392174 | LA | TRACTOR SEMI |
| 1127 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAHR37C392179 | LA | TRACTOR SEMI |
| 1128 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAHRX7C392177 | LA | TRACTOR SEMI |
| 1129 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAHR97C524961 | LA | TRACTOR SEMI |
| 1130 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR27C427618 | LA | TRACTOR SEMI |
| 1131 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR47C427619 | LA | TRACTOR SEMI |
| 1132 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR97C427440 | LA | TRACTOR SEMI |
| 1133 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNSCR27C545955 | LA | TRACTOR SEMI |
| 1134 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR37C427630 | LA | TRACTOR SEMI |
| 1135 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPRX7C364736 | LA | TRACTOR SEMI |
| 1136 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR27C427621 | LA | TRACTOR SEMI |

| Asset ID | Year | Manufacturer | Model | Description | Serial# | Location | Asset Type |
|----------|------|--------------------|---------------|------------------------------------|--------------------------------|----------|--------------|
| 1137 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNSCR07C545954 | LA | TRACTOR SEMI |
| 1138 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR07C427620 | LA | TRACTOR SEMI |
| 1139 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNSCR57C557713 | LA | TRACTOR SEMI |
| 1140 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNSCRX7C557707 | LA | TRACTOR SEMI |
| 1141 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNSCR67C557705 | LA | TRACTOR SEMI |
| 1142 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCNSCR37C557712 | LA | TRACTOR SEMI |
| 1143 | 2007 | INTERNATIONAL | 9200i SBA 6X4 | Tractor, Semi, Day Cab | 2HSCEAPR47C366563 | LA | TRACTOR SEMI |
| 190 | 1998 | VOLVO | A25C | Truck, ORT | 70195 | LA | ORT |
| 191 | 2001 | CAT | 725 | Truck, ORT | AFX00110 | LA | ORT |
| 192 | 2001 | CAT | 725 | Truck, ORT | AFX00111 | LA | ORT |
| 200 | 2011 | TopHat Trailer | | Trailer, Utility | 4R7BU1623BT109228 | TX | TRAILER |
| 201 | 2011 | Ercoa | 29 BTB | Trailer, Boat | 1E9UB2924BB122217 ERC15148F111 | TX | TRAILER |
| 202 | 2011 | Ercoa | 29 BTB | Trailer, Boat | 1E9UB2924BB122218 ERC15149F111 | FL | TRAILER |
| 203 | 2011 | Ercoa | 29 BTB | Trailer, Boat | 1E9UB2924BB122219 ERC15150F111 | MN | TRAILER |
| 204 | 2011 | Ercoa | 29 BTB | Trailer, Boat | 1E9UB2924BB122220 ERC15151F111 | MN | TRAILER |
| 205 | 2011 | Carry-On Trailer | 5X10GW | Trailer, Garden | 4YMUL1019BT013206 | LA | TRAILER |
| 206 | 1994 | EAST | | Trailer, Live Bottom | 1E1U1Y283RRL15726 | MN | TRAILER |
| 207 | 1995 | EAST | | Trailer, Live Bottom | 1E1U1Y280SRA18714 | MN | TRAILER |
| 208 | 1997 | EAST | | Trailer, Live Bottom | 1E1U1Y284VRJ21670 | GA | TRAILER |
| 209 | 1997 | EAST | | Trailer, Live Bottom | 1E1U1Y289VRG21505 | TX | TRAILER |
| 210 | 2002 | MAC | | Trailer, Live Bottom | 5MAMN48272C004606 | MN | TRAILER |
| 211 | 2011 | WOLVERINE TRAILER | 20TACU | Trailer, Boat | 5BXBB2423AJ029071 | TX | TRAILER |
| 216 | 1996 | FONTAINE | 504TICNGB | Trailer, Lowboy Haul | 4LF4S6640T3504940 | LA | TRAILER |
| 217 | 1997 | LOAD KING | 503 | Trailer, Lowboy Haul | 1B4L53365V1120861 | TX | TRAILER |
| 219 | 1997 | LOAD KING | FL 201 | Trailer, Auxillary Axle | 1B4F1119V1121016 | TX | TRAILER |
| 220 | 2001 | TARGET | 20 X 83 | Trailer, Flat Utility | 1T9BC20241S669143 | TX | TRAILER |
| 221 | 2001 | TARGET TRLR | 18 X 83 | Trailer, Flat Utility | 1T9BC18231S669245 | MN | TRAILER |
| 222 | 2008 | TARGET | TC16610-90E | Trailer, Flat Utility | 17YBP16209B039959 | TX | TRAILER |
| 223 | 2008 | MASTER TOW | 80THDBS | Trailer, Car Dolly | 4DFTS10128N092998 | MN | TRAILER |
| 224 | 1999 | HOMEMADE | | Trailer, Flat Utility | 1M9FS1829XS332613 | TX | TRAILER |
| 226 | 2002 | LOAD TRAIL | 20 X 77 | Trailer, Flat Utility | 4ZECF202411143744 | TX | TRAILER |
| 229 | 1994 | Dynaweld | SSL-10 | Trailer, Flat Utility | 19K42ABX741X31255 | TX | TRAILER |
| 233 | 1997 | CPS | TSV 45 | Trailer, Live Bottom | 4Z4515626VP000527 | TX | TRAILER |
| 234 | 1973 | UTIL | | Trailer, Live Bottom | 7U36204003 | MN | TRAILER |
| 237 | 2002 | EAST | | Trailer, Live Bottom | 1E1U1Y2862RG31310 | MN | TRAILER |
| 238 | 2002 | EAST | | Trailer, Live Bottom | 1E1U1Y2802RG31299 | TX | TRAILER |
| 239 | 1990 | LUFKIN | | Trailer, Flat Bed 48' | 1L01B4522L1088677 | TX | TRAILER |
| 240 | 2004 | CPS | TSD-34 | Trailer, Tub, End Dump | 5MC5155264P004450 | TX | TRAILER |
| 243 | 1999 | CPS | TSTD 32 | Trailer, Tub, End Dump | 4Z4515428XP001958 | MN | TRAILER |
| 245 | 2008 | Ercoa | 29 | Trailer, Boat | 1E9VB2920AB122214 | TX | TRAILER |
| 249 | 1996 | Kentucky | | Trailer, Portable Shop | 1KKVE5128TL104975 | TX | TRAILER |
| 250 | 1985 | TRAIL EZ | DN16R24 | Trailer, Tag 40K | 1DA12RJ79FP008094 | TX | TRAILER |
| 265 | 2004 | DYNWELD | 31278U-9 | Trailer, Tag 40K | 19K81AEX6R1X31278 | TX | TRAILER |
| 266 | 2005 | AMERICAN TRAILER | 40 TALT | Trailer, Tag 40K | 1A9HF302951572582 | TX | TRAILER |
| 267 | 2005 | AMERICAN TRAILER | 40 TALT | Trailer, Tag 40K | 1A9HF302051572583 | TX | TRAILER |
| 268 | 2005 | AMERICAN TRAILER | 40 TALT | Trailer, Tag 40K | 1A9HF302851572590 | TX | TRAILER |
| 270 | 2009 | INTERSTATE TRAILER | 40DLA | Trailer, Tag 40K | 1JKDLAA4059M010072 | TX | TRAILER |
| 279 | 2006 | CASCADE CUSTOM M | Gooseneck | Trailer, Dump | 1C9DD20286C73008 | MN | TRAILER |
| 280 | 2006 | CASCADE CUSTOM M | Gooseneck | Trailer, Dump | 1C9DD20266C73007 | TX | TRAILER |
| 281 | 2006 | CASCADE CUSTOM M | Gooseneck | Trailer, Dump | 1C9DD202X6C73009 | MN | TRAILER |
| 282 | 2002 | HUDSON | | Trailer, Tag 40K | 10HHTD1A721000024 | MN | TRAILER |
| 289 | | HILLTOP | 171245 | Trailer, Portable Office 8x24 | 9094 | MN | OFFICE |
| 292 | 2013 | SDI | 13-STRI | Trailer, Side-Dump, Super Tri Axle | 1S9DS4739DS819030 | LA | TRAILER |

| Asset ID | Year | Manufacturer | Model | Description | Serial# | Location | Asset Type |
|----------|------|--------------|---------|------------------------------------|-------------------|----------|------------|
| 293 | 2013 | SDI | 13-STRI | Trailer, Side-Dump, Super Tri Axle | 1S9DS4738DS819066 | LA | TRAILER |
| 294 | 2013 | SDI | 13-STRI | Trailer, Side-Dump, Super Tri Axle | 1S9DS473XDS819067 | LA | TRAILER |
| 295 | 2013 | SDI | 13-STRI | Trailer, Side-Dump, Super Tri Axle | 1S9DS4731DS819068 | LA | TRAILER |
| 296 | 2013 | SDI | 13-STRI | Trailer, Side-Dump, Super Tri Axle | 1S9DS4733DS819069 | LA | TRAILER |
| 297 | 2013 | SDI | 13-STRI | Trailer, Side-Dump, Super Tri Axle | 1S9DS473XDS819070 | LA | TRAILER |
| 298 | 2013 | SDI | 13-STRI | Trailer, Side-Dump, Super Tri Axle | 1S9DS4731DS819071 | LA | TRAILER |
| 299 | 2013 | SDI | 13-STRI | Trailer, Side-Dump, Super Tri Axle | 1S9DS4733DS819072 | LA | TRAILER |
| 1201 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3925FS819043 | LA | TRAILER |
| 1202 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3929FS819045 | LA | TRAILER |
| 1203 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3920FS819046 | LA | TRAILER |
| 1204 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3922FS819047 | LA | TRAILER |
| 1205 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3924FS819048 | LA | TRAILER |
| 1206 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3926FS819049 | LA | TRAILER |
| 1207 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3922FS819050 | LA | TRAILER |
| 1208 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3924FS819051 | LA | TRAILER |
| 1209 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3926FS819052 | LA | TRAILER |
| 1210 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3928FS819053 | LA | TRAILER |
| 1211 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS392XFS819054 | LA | TRAILER |
| 1212 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3921FS819055 | LA | TRAILER |
| 1213 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3923FS819056 | LA | TRAILER |
| 1214 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3925FS819057 | LA | TRAILER |
| 1215 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3927FS819058 | LA | TRAILER |
| 1216 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3929FS819059 | LA | TRAILER |
| 1217 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3925FS819060 | LA | TRAILER |
| 1218 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3927FS819061 | LA | TRAILER |
| 1219 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3929FS819062 | LA | TRAILER |
| 1220 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3920FS819063 | LA | TRAILER |
| 1221 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3922FS819064 | LA | TRAILER |
| 1222 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3924FS819065 | LA | TRAILER |
| 1223 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3926FS819066 | LA | TRAILER |
| 1224 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3928FS819067 | LA | TRAILER |
| 1225 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS392XFS819068 | LA | TRAILER |
| 1226 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3922FS819095 | LA | TRAILER |
| 1227 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3924FS819096 | LA | TRAILER |
| 1228 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3926FS819097 | LA | TRAILER |
| 1229 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3928FS819098 | LA | TRAILER |
| 1230 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS392XFS819099 | LA | TRAILER |
| 1231 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3925FS819110 | LA | TRAILER |
| 1232 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3927FS819111 | LA | TRAILER |
| 1233 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3929FS819112 | LA | TRAILER |
| 1234 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3920FS819113 | LA | TRAILER |
| 1235 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3922FS819114 | LA | TRAILER |
| 1236 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3924FS819115 | LA | TRAILER |
| 1237 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3926FS819116 | LA | TRAILER |
| 1238 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3928FS819117 | LA | TRAILER |
| 1239 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS392XFS819118 | LA | TRAILER |
| 1240 | 2015 | SDI | TANDEM | Trailer, Side-Dump, Tandem Axle | 1S9DS3921FS819119 | LA | TRAILER |
| 303 | 2011 | SUBURBAN | 3680 | Conveyor, 36" x 80' Radial Stack | | MN | CONVEYOR |
| 304 | 2011 | SUBURBAN | 36100 | Conveyor, 36" x 100' Radial Stack | | MN | CONVEYOR |
| 306 | | SWIFT | RM6030 | Conveyor | 042495ZVU512 | MN | CONVEYOR |
| 307 | | | 2440 | Conveyor | | TX | CONVEYOR |
| 310 | | GDS | PT-4048 | Conveyor, Stacking | | MN | CONVEYOR |
| 313 | | MASABA | 3680 | Conveyor, Radial Stacker | 96574 | TX | CONVEYOR |

| Asset ID | Year | Manufacturer | Model | Description | Serial# | Location | Asset Type |
|----------|------|------------------|--------------------|-----------------------------------|-----------------------|----------|----------------|
| 315 | | Enviroquip Sys | SC3630 | Conveyor, Transfer | SC95078-3630 | TX | CONVEYOR |
| 316 | | GDS | PT-4060 | Conveyor, Stacking | | MN | CONVEYOR |
| 317 | 2012 | WESTERN CONVEYOR | 50/70 | Conveyor, Telescoping 20' Squirt | | TX | CONVEYOR |
| 318 | | Enviroquip Sys | SC3050 | Conveyor, Stacking | SC93021-3050 | TX | CONVEYOR |
| 319 | 2012 | WESTERN CONVEYOR | 50/70 | Conveyor, Telescoping 20' Squirt | | TX | CONVEYOR |
| 320 | 2005 | ROTOCHOPPER | 250 | Bagger system, Portable | 05-5067 | TX | BAGGER SYSTEM |
| 321 | 2010 | HAMER | | Bagger system | | TX | BAGGER SYSTEM |
| 332 | 1999 | POWERSCREEN | Powergrid 800 | Screeners, Deck | 72 14 913 | TX | SCREEN |
| 333 | 1993 | READ | WM3000 | Screeners, Deck | 503 | TX | SCREEN |
| 334 | 1996 | GDS | 837S | Screeners, Trommel | 1G96UPS735TR196006 | TX | SCREEN |
| 335 | 1996 | RETECH | 723A | Screeners, Trommel | 1R9TR47205M216083 | TX | SCREEN |
| 337 | 2000 | MCCLOSKEY | MCB833RE | Screeners, Trommel | 11046 | TX | SCREEN |
| 340 | | | | Trailer, Inspection Tower | | TX | MISC SHOP |
| 344 | | | | Debris Cont. 20 ft on Trailer 282 | AWSU02952888 | TX | CONTAINER |
| 345 | | | | Debris Cont. 20 ft on Trailer 267 | | TX | CONTAINER |
| 372 | | WESTERN | 8 ft RC STS | Sander, 8' | 03111530000294810-1 | MN | SANDER |
| 373 | | WESTERN | 8 ft RC STS | Sander, 8' | 05031230000394809-1 | MN | SANDER |
| 380 | | TRAMAC | | Packer, Hydraulic | TR-75520221T2-21B | TX | ATTACHMENT |
| 381 | | RETECH | SC3630 | Conveyor, Stacking | SC95078-3630 | TX | CONVEYOR |
| 402 | 1994 | DIAMOND Z | 1260 | Grinder, Tub | 1D9FX3923RC231110 | TX | GRINDER |
| 404 | 2008 | CBI | 8800T Magnum Force | Grinder, Horizontal, Track | 8800THZKC320020 | TX | GRINDER |
| 405 | 1995 | MORBARK | 1400 | Grinder, Tub w/ Loader | 575-011 | MN | GRINDER |
| 407 | 1990 | DIAMOND Z | PWG 1463 | Grinder, Tub | 1D9FX453LN147034 | TX | GRINDER |
| 408 | 1994 | DIAMOND Z | 1463B TWIN | Grinder, Tub | 1D9FX4834RN147110 | GA | GRINDER |
| 409 | 1998 | REXWORKS | 800 | Grinder, Horizontal | M50801 | MN | GRINDER |
| 411 | 2008 | RUBBLE MASTER | RM60 | Crusher, Jaw, on skid | RM60-0380 | TX | CRUSHER |
| 412 | 2014 | KOMATSU | PC360LC-10 | Excavator, Hydraulic, Track | A32480 | LA | EXCAVATOR |
| 413 | 2014 | KOMATSU | PC490LC-10 | Excavator, Hydraulic, Track | A40848 | LA | EXCAVATOR |
| 414 | 2013 | CATERPILLAR | 320E L LR | Excavator, Hydraulic, Track | WBK1980 | LA | EXCAVATOR |
| 416 | 1978 | MORBARK | M22 | Chipper, w/ Loader | 1402 | MN | CHIPPER |
| 420 | 1961 | AUSTIN WESTERN | 220 | Grader, Road | H5644 | TX | GRADER |
| 421 | 2008 | DEERE | 270D LC | Excavator, Hydraulic, Track | FF270DX703779 | TX | EXCAVATOR |
| 423 | 1984 | CATERPILLAR | 235 | Excavator, Hydraulic, Track | 32K03643 | MN | EXCAVATOR |
| 424 | 1996 | HITACHI | EX220 LC3 | Excavator, Hydraulic, Track | 15D-10543 | TX | EXCAVATOR |
| 425 | 1996 | CATERPILLAR | 320B | Excavator, Hydraulic, Track | 5BR00702 | TX | EXCAVATOR |
| 426 | 1996 | KOMATSU | PC220 LC6L | Excavator, Hydraulic, Track | A80457 | TX | EXCAVATOR |
| 427 | 1996 | KOMATSU | PC300LC-6LC | Excavator, Hydraulic, Track | A80091 | GA | EXCAVATOR |
| 429 | 1994 | KOMATSU | PC200LC-6L | Excavator, Hydraulic, Track | A80290 | TX | EXCAVATOR |
| 430 | 2006 | KOMATSU | PC300LC-7E0 | Excavator, Hydraulic, Track | A88024 | LA | EXCAVATOR |
| 431 | 2006 | KOMATSU | PC300LC-7L | Excavator, Hydraulic, Track | A87114 | LA | EXCAVATOR |
| 432 | 2003 | CASE | MX230 | Tractor, Farm, 4x4 Dual | JAZ127273 | LA | TRACTOR, FARM |
| 433 | 2002 | CAT | 420D | Loader, Wheel, Backhoe | FDP08288 | LA | BACKHOE/LOADER |
| 434 | 2012 | LINK BELT | 250X3 LF | Excavator, Hydraulic, Track | EIDK2-5034 | LA | EXCAVATOR |
| 436 | 1989 | TROJAN | 1900Z | Loader, Wheel | LT201932 / 0189-4758B | MN | LOADER |
| 437 | 1989 | CATERPILLAR | 936E | Loader, Wheel | 33Z3400 | MN | LOADER |
| 438 | 1998 | CATERPILLAR | 416C | Loader, Wheel, Backhoe | 1WR03314 | TX | BACKHOE/LOADER |
| 440 | 1994 | KOMATSU | WA-250-1 | Loader, Wheel | A65393 | TX | LOADER |
| 441 | 1998 | VOLVO | L120C | Loader, Wheel | L120CV12243 | TX | LOADER |
| 442 | 1995 | VOLVO | L-70C | Loader, Wheel | V11463 | MN | LOADER |
| 444 | 1996 | CATERPILLAR | IT-28F | Loader, Wheel | 3CL02184 | TX | LOADER |
| 445 | 1996 | CATERPILLAR | IT-28G | Loader, Wheel | 8CR00140 | LA | LOADER |
| 446 | 1996 | CATERPILLAR | IT-38-F | Loader, Wheel | 6FN00449 | MN | LOADER |
| 448 | 1996 | CATERPILLAR | IT-38-F | Loader, Wheel | 6FN00385 | GA | LOADER |

| Asset ID | Year | Manufacturer | Model | Description | Serial# | Location | Asset Type |
|----------|------|------------------|--------------------|---------------------------------|---------------|----------|-----------------|
| 449 | 1996 | CATERPILLAR | IT-38-F | Loader, Wheel | 6FN00400 | MN | LOADER |
| 450 | 2002 | CATERPILLAR | 140H | Grader, Road | 2ZK7547 | LA | GRADER |
| 451 | 1990 | CLARK (RANGER) | F666 GR | Skidder, Logging | 555BC00694 | MN | SKIDDER |
| 452 | 1974 | TIMBERJACK | 225D | Skidder, Logging | 225GS787143 | MN | SKIDDER |
| 453 | 2006 | KOMATSU | PC400LC-7E0 | Excavator, Hydraulic, Track | A87265 | LA | EXCAVATOR |
| 454 | 2009 | DEERE | 544K | Loader, Wheel | DW544KZ624326 | TX | LOADER |
| 455 | 2008 | DEERE | 644K | Loader, Wheel | DW644KZ624427 | TX | LOADER |
| 456 | 2013 | CATERPILLAR | D6T LGP | Dozer, Track 4-way | ZJB1250 | LA | DOZER |
| 457 | 2014 | DEERE | 744K | Loader, Wheel | XVDE657261 | TX | LOADER |
| 458 | 2008 | DEERE | 750J LGP | Dozer, Track 6-way | T0750JX172776 | LA | DOZER |
| 459 | 2008 | DEERE | 850J LGP | Dozer, Track 6-way | T0850JX172818 | LA | DOZER |
| 461 | 1997 | CATERPILLAR | D6M LGP | Dozer, Track 6-way | 2RN00282 | TX | DOZER |
| 465 | 2006 | CATERPILLER | D6N LGP | Dozer, Track 6-way | ALY02190 | LA | DOZER |
| 466 | 2006 | CATERPILLER | D6N LGP | Dozer, Track 6-way | ALY02153 | LA | DOZER |
| 467 | 2006 | CATERPILLER | D6R LGP Series III | Dozer, Track 4-way | WRG00218 | LA | DOZER |
| 468 | 2006 | CATERPILLER | D6R LGP Series III | Dozer, Track 4-way | WRG00197 | LA | DOZER |
| 470 | 1993 | BOBCAT | 443B | Loader, Skidsteer | 511211046 | MN | LOADER |
| 472 | 2000 | BOBCAT | 763G | Loader, Skidsteer | 512251006 | MN | LOADER |
| 475 | 2005 | BOBCAT | S185 | Loader, Skidsteer | 525024754 | MN | LOADER |
| 476 | 2006 | BOBCAT | 5600 | Utility Vehicle | A00311820 | LA | UTILITY VEHICLE |
| 477 | 2008 | BOBCAT | T-190 | Loader, Skidsteer, Track | A3LN11404 | MN | LOADER |
| 478 | 2013 | CATERPILLAR | 279C2 | Loader, Skidsteer, Track | KWB970 | LA | LOADER |
| 479 | 2008 | DEERE | 850J LGP | Dozer, Track 6-way | X164162 | LA | DOZER |
| 481 | 2008 | DEERE | 244J | Loader, Wheel | 722013 | TX | LOADER |
| 482 | 2009 | DEERE | 244J | Loader, Wheel | 723189 | TX | LOADER |
| 483 | 2012 | DEERE | 324J | Loader, Wheel | KZB030138 | TX | LOADER |
| 484 | 2013 | PRINCETON | PB50 | Forklift, Portable | P147673412 | TX | FORKTRUCK |
| 485 | 2005 | ROSCO | RB-48 | Broom Sweeper | 45156 | LA | SWEEPER |
| 486 | 2003 | PRINCETON | E2-3RVX | Forklift, Portable | 109396 | TX | FORKTRUCK |
| 487 | 2004 | PRINCETON | E2-3RVX | Forklift, Portable | 110323 | TX | FORKTRUCK |
| 489 | | TOYOTA | 52-6FGU35 | Forklift | 60948 | MN | FORKTRUCK |
| 492 | 1994 | SWINGER | 240 | Loader, Swinger | NW-378 | MN | LOADER |
| 493 | 1998 | SWINGER | SW2000 | Loader, Swinger | NW117398 | TX | LOADER |
| 494 | 1998 | SWINGER | SW2000 | Loader, Swinger | NW128298 | TX | LOADER |
| 496 | 2006 | INGERSOLL RAND | SD-100-D | Compactor, Vibratory | 186628 | LA | COMPACTOR |
| 497 | 2006 | INGERSOLL RAND | SD-100-D | Compactor, Vibratory | 182670 | LA | COMPACTOR |
| 498 | 2010 | CATERPILLAR | D6T LGP | Dozer, 4-Way | KJL1150 | LA | DOZER |
| 499 | 2011 | CATERPILLAR | D6T LGP | Dozer, 4-Way | KJL1238 | LA | DOZER |
| 500 | 2013 | CATERPILLAR | D6N LGP | Dozer, 6-Way | PBA00560 | LA | DOZER |
| 501 | 2014 | CATERPILLAR | D6N LGP | Dozer, 6-Way | PBA01627 | LA | DOZER |
| 503 | 2012 | CASE | 235 MAGNUM | Tractor, Farm, 4x4 Dual | ZDRD03361 | LA | TRACTOR, FARM |
| 506 | 2012 | CATERPILLAR | 140M2 | Grader, Road | R9M00148 | LA | GRADER |
| 507 | 2012 | CATERPILLAR | 140M2 AWD | Grader, Road, All Wheel Drive | M9J00514 | LA | GRADER |
| 509 | 2014 | BROCE | CR-350 | Sweeper | 407614 | LA | SWEEPER |
| 515 | 2009 | Pro-Tech | SD16-L | Snow Pusher, 16 ft | 26948 | MN | PUSHER |
| 516 | 2009 | Pro-Tech | SD16-L | Snow Pusher, 16 ft | 22797 | MN | PUSHER |
| 517 | 2007 | GROUSER | 2200 | Tractor Dozer Blade, 14 ft | 200700607 | MN | ATTACHMENT |
| 565 | 2009 | VALLEY ENGINEERI | V-320 | Lube Skid | | TX | LUBE SKID |
| 572 | 2010 | PREMIER | | Platform Boat - Skimmer 8 x 20 | PMY47475G010 | TX | MARINE EQUIP |
| 573 | 2010 | TRACKER MARINE | 1436 Topper | Jon Boat, 14' | BUJ10077H910 | MN | MARINE EQUIP |
| 575 | 1999 | Cherrington | 5000 | Beach Cleaner | 112412 | TX | MARINE EQUIP |
| 576 | 2010 | ERCOA | | Boat, Platform - Skimmer 8 x 29 | ERC15121G010 | TX | MARINE EQUIP |
| 577 | 2010 | ERCOA | | Boat, Platform - Skimmer 8 x 29 | ERC15122G010 | MN | MARINE EQUIP |

| Asset ID | Year | Manufacturer | Model | Description | Serial# | Location | Asset Type |
|----------|------|--------------|-------------------|---------------------------------|-------------------|----------|-----------------|
| 578 | 2010 | ERCOA | | Boat, Platform - Skimmer 8 x 29 | ERC15123G010 | MN | MARINE EQUIP |
| 579 | 2010 | ERCOA | | Boat, Platform - Skimmer 8 x 29 | ERC15124G010 | MN | MARINE EQUIP |
| 580 | 2010 | ERCOA | | Boat, Platform - Skimmer 8 x 29 | ERC15125G010 | FL | MARINE EQUIP |
| 595 | 2007 | Ezee-On | 8550 | Disc, 9.5 ft, 32 in blades | 51789 | LA | DISC |
| 676 | 2006 | AMCO | F42B 3224 | Disc, 2 Row, 12 ft w/ hitch | 06020061/ 676 | LA | DISC |
| 741 | 2007 | PENGO | MDT-20K C1-3-A | Boring Head, Hydraulic | | TX | AUGER |
| 817 | 2007 | MAGNUM | MLT5200 | Light Plant/20KW Gen | 831643 | MN | LIGHT PLANT |
| 818 | 2007 | MAGNUM | MLT5200 | Light Plant/20KW Gen | 831644 | LA | LIGHT PLANT |
| 840 | | Chicago | | Air Curtain on skid | | MN | INCINERATOR |
| 841 | | Chicago | | Air Curtain on Trailer | | MN | INCINERATOR |
| 858 | | HARVESTOR | 200 cpc-42192 | Coloring System and Conveyor | BU9719 | MN | COLORING SYSTEM |
| 859 | 2009 | Amerimulch | Middie-Mite | Coloring System and Conveyor | MD081630039 | TX | COLORING SYSTEM |
| 860 | 2011 | Amerimulch | Trom 250 | Coloring System and Conveyor | | TX | COLORING SYSTEM |
| 869 | 2012 | RICE LAKE | EZ7011-ST-100-ATV | Scale, Truck, 100T 11x70 | 4RSM | MN | SCALE |
| 900 | 2005 | MANDALAY | 42 ft (2005) | Motor Home 42 ft | 4UZABFDC45CU44120 | MN | RV |
| 901 | 2004 | AMERI-CAMP | 36 ft (2004) | R/V 36 ft | 1A9GE30284S604784 | LA | RV |
| 902 | 2006 | IDLE TIME | 2875 FRKSS (2006) | R/V 34 ft | 1A9AA02NX6A014456 | LA | RV |
| 915 | 2012 | JAYCO | 32TSBH | R/V 32 ft | 1UJB0BS2C18V0070 | LA | RV |
| 916 | 2011 | FOREST RIVER | Cardinal | R/V 32 ft | 4X4FCAG2XBG096805 | LA | RV |
| 930 | 2005 | GULF STREAM | Cavalier | R/V 32 ft | 1NL1GTR2461066358 | LA | RV |
| 931 | 2005 | GULF STREAM | Cavalier | R/V 32 ft | 1NL1GTR2461013806 | LA | RV |
| 932 | 2005 | GULF STREAM | Cavalier | R/V 32 ft | 1NL1GTR2861066640 | LA | RV |
| 933 | 2005 | GULF STREAM | Cavalier | R/V 32 ft | 5L4TF332963015560 | LA | RV |
| 934 | 2005 | GULF STREAM | Cavalier | R/V 32 ft | 1NL1GTR2961014160 | LA | RV |
| RE1480 | 2014 | BROCE | CR-350 | Sweeper | 408348 | LA | SWEEPER |
| RE1483 | 2014 | BROCE | CR-350 | Sweeper, 0 Hrs | 408936 | LA | SWEEPER |
| RE1484 | 2014 | BROCE | CR-350 | Sweeper, 0 Hrs | 408944 | LA | SWEEPER |
| RE1462 | 2014 | CATERPILLAR | D5K2 | Dozer | KYY1192 | LA | DOZER |
| RE1444 | 2014 | CATERPILLAR | 336F | Excavator | KB00408 | LA | EXCAVATOR |
| RE1463 | 2013 | CATERPILLAR | D6N LGP | Dozer | PBA799 | LA | DOZER |
| RE1464 | 2013 | CATERPILLAR | D6N LGP | Dozer | PBA883 | LA | DOZER |
| AT600 | 1996 | LABOUNTY | UP40II | Universal Processor Head Unit | UP4050 | NZ | ATTACHMENT |
| AT600-01 | 1996 | LABOUNTY | UP40II | Shearing Jaws | 40SH39 | NZ | ATTACHMENT |
| AT600-02 | 1996 | LABOUNTY | UP40II | Pin System | | NZ | ATTACHMENT |
| AT601 | 2005 | CATERPILLAR | G185B | Grapple, Demolition for Cat 385 | GCM00104 | NZ | ATTACHMENT |
| AT606 | 2006 | CATERPILLAR | G320 | Grapple, Basket for Cat 385 | | NZ | ATTACHMENT |
| AT610 | 2012 | WEDGELOCK | TPH-450-M | Thumb, Mech, Cat 345 | | NZ | ATTACHMENT |
| AT611 | 2012 | WEDGELOCK | TPH-320-M | Thumb, Mech, Cat 330 | | NZ | ATTACHMENT |
| AT612 | 2012 | WEDGELOCK | TPH-320-M | Thumb, Mech, Hitachi 330 | | NZ | ATTACHMENT |
| AT615 | 2012 | GENSCO | HMAG46 | Magnet, Hydraulic 46" | 14399 | NZ | ATTACHMENT |
| AT618 | 2011 | A-WARD | AP300 | Pulverizer | | NZ | ATTACHMENT |
| AT619 | 2012 | A-WARD | AP200 | Pulverizer Jaw | | NZ | ATTACHMENT |
| AT620 | 2011 | A-WARD | AP300 | Pulverizer | | NZ | ATTACHMENT |
| AT621 | 2011 | MONTBERT | V55 | Hydraulic Hammer | | NZ | ATTACHMENT |
| AT622 | 2013 | DEMCO | DMB150 | Hydraulic Hammer | | NZ | ATTACHMENT |
| AT623 | 2013 | A-WARD | AP300 | Pulverizer Jaw | | NZ | ATTACHMENT |
| AT624 | 2014 | CATERPILLAR | H45DS | Hydraulic Hammer | | NZ | ATTACHMENT |
| AT630 | 2005 | CATERPILLAR | MP20 | Shear, Demolition for Cat 385 | ABS | NZ | ATTACHMENT |
| AT631 | 1997 | LABOUNTY | MSD100R | Shear, Demolition for Cat 385 | 100663 | NZ | ATTACHMENT |
| AT632 | 2008 | GENESIS | GDP900 | Shear, Demolition for Cat 345 | 900120 | NZ | ATTACHMENT |
| AT650 | 2005 | CATERPILLAR | | Dirt Bucket for Cat 345 | | NZ | ATTACHMENT |

| Asset ID | Year | Manufacturer | Model | Description | Serial# | Location | Asset Type |
|----------|------|------------------------|-----------------|--------------------------------|----------------------------------|----------|-------------------|
| AT651 | 2011 | WEDGELOCK | BC-1070-2100-23 | Bucket, Cleanout ZX330 | | NZ | ATTACHMENT |
| AT652 | 2011 | WEDGELOCK | BC-0900-2000-8 | Bucket, Cleanout ZX200 | | NZ | ATTACHMENT |
| AT670 | 2012 | | | Bucket, Dirt, 74" for T650 | | NZ | ATTACHMENT |
| AT671 | 2012 | | | Bucket, Dirt, 68" for T190 | | NZ | ATTACHMENT |
| AT672 | 2012 | | | Grapple Bucket, 80" for T650 | | NZ | ATTACHMENT |
| AT673 | 2012 | | | Grapple Bucket, 74" for T190 | | NZ | ATTACHMENT |
| AT674 | 2012 | BOBCAT | | Pallet forks, for T190 | | NZ | ATTACHMENT |
| AT680 | 2006 | CATERPILLAR | | Stick, 21' for Cat 345 | | NZ | ATTACHMENT |
| AT681 | 2006 | CATERPILLAR | | Stick, 19' for Cat 345 | | NZ | ATTACHMENT |
| AT682 | 2007 | CATERPILLAR | | Boom, Digging for Cat 345 | | NZ | ATTACHMENT |
| AT683 | 2007 | JEWELL | UHD 148 | UHD Boom for Cat 385 | CAT385DB-1-07 | NZ | ATTACHMENT |
| AT684 | 2011 | JEWELL | 85T-811.1 | Boom Extension, 20 ft | CAT385DB-07-11 | NZ | ATTACHMENT |
| AT690 | 2006 | JRB | | Quick Attach for Cat 385 | | NZ | ATTACHMENT |
| AT691 | 2011 | WEDGELOCK | HMI-210-11 | Quick Attach | | NZ | ATTACHMENT |
| AT692 | 2011 | WEDGELOCK | HMI-210-11 | Quick Attach | | NZ | ATTACHMENT |
| AT693 | 2011 | WEDGELOCK | HMI-320-5 | Quick Attach | | NZ | ATTACHMENT |
| AT694 | 2011 | WEDGELOCK | HMI-320-5 | Quick Attach | | NZ | ATTACHMENT |
| AT695 | 2011 | WEDGELOCK | AHH40 | Quick Attach | | NZ | ATTACHMENT |
| CR350 | 2011 | SANDVIK | QJ340 | Jaw Crusher on tracks | 1886SW11518 | NZ | CRUSHER |
| EX301 | 2006 | CATERPILLAR | 385C L UHD | Hyd Excavator, Demolition Rig | CAT0385CLEDA00268 | NZ | EXCAVATOR |
| EX302 | 2006 | CATERPILLAR | 345C L VG | Hyd Excavator, Demolition Rig | CAT0345CLRFN00159 | NZ | EXCAVATOR |
| EX303 | 2008 | CATERPILLAR | 330DL | Hyd Excavator | CAT0330DHNBD01094 | NZ | EXCAVATOR |
| EX304 | 2005 | HITACHI | ZX330-1 | Hyd Excavator | HCM1HH00J00035879 | NZ | EXCAVATOR |
| EX305 | 2005 | HITACHI | ZX330-1 | Hyd Excavator | HCM1HH00V00035206 | NZ | EXCAVATOR |
| EX306 | 2007 | HITACHI | ZX200-3 | Hyd Excavator | HCM1U100C00205307 | NZ | EXCAVATOR |
| EX307 | 2007 | HITACHI | ZX200-3 | Hyd Excavator | HCM1U100K00205157 | NZ | EXCAVATOR |
| EX308 | 1996 | HITACHI | EX800H-5 | Hyd Excavator | 17L-5029 | NZ | EXCAVATOR |
| EX309 | 2011 | CATERPILLAR | 303.5DCR | Hyd Excav, Quick Hitch, Bucket | RHP01309 | NZ | EXCAVATOR |
| LD450 | 1996 | KOMATSU | WA450-3 | Loader, Wheel | 50093 | NZ | LOADER |
| LD455 | 2012 | BOBCAT | T190 | Loader, Tracked Skidsteer | A3LN41300 | NZ | LOADER |
| LD456 | 2012 | BOBCAT | T650 | Loader, Tracked Skidsteer | A3P013348 | NZ | LOADER |
| PS375 | 2012 | CHARLESTON ENGINEERING | | Picking Station | | NZ | RECYCLE EQUIPMENT |
| PV030 | 2007 | HOLDEN | Commodore | Passenger Car | 6G1EK52B17L900499 Eng: LE0063260 | NZ | PASSENGER CAR |
| PV031 | 2000 | HOLDEN | Astra | Passenger Car | W0L0TGF48Y5249697 | NZ | PASSENGER CAR |
| PV032 | 2007 | HOLDEN | Epica | Passenger Car, 4 dr | KL3LA69LJ8B096058 | NZ | PASSENGER CAR |
| RL495 | 2012 | CATERPILLAR | CS-56 | Roller | FCS0112 | NZ | ROLLER |
| SC250 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC251 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC252 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC253 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC254 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC255 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC256 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC257 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC258 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC259 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC260 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC261 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC262 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC263 | | | | 20' Sea Container | | NZ | CONTAINER |

| Asset ID | Year | Manufacturer | Model | Description | Serial# | Location | Asset Type |
|----------|------|---------------|--------------|----------------------------------|---------------------------------|----------|-------------------|
| SC264 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC265 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC266 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC267 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC268 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC269 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC270 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC271 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC272 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC273 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC274 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC275 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC276 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC277 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC278 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC279 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC280 | | | | 20' Sea Container | | NZ | CONTAINER |
| SC281 | | | | 20' Sea Container, dbl door | | NZ | CONTAINER |
| SC282 | | | | 20' Sea Container, dbl door | | NZ | CONTAINER |
| SC329 | | MULTIBOXX LTD | 20ft | Container, 20ft | MTBU2016736 | NZ | CONTAINER |
| SN352 | 2011 | POWERSCREEN | Warrior 1800 | Screenener | PID00123CDGC34553 | NZ | CONTAINER |
| SP351 | 2012 | CEC | RWS2000 | Rock/Wood Separator | 11-09275A | NZ | RECYCLE EQUIPMENT |
| SP351-1 | 2012 | | | Tag Axle | | NZ | ATTACHMENT |
| TH401 | 2011 | MANITOU | MT1436R | Lift, Telescoping | 594004 | NZ | LIFT |
| TR050 | 2011 | HOLDEN | Colorado | Pickup, 4x4 Crew Cab, Diesel 3.0 | MMMTFS85HBH547083 Eng: JC2374 | NZ | TRUCK |
| TR051 | 2011 | HOLDEN | Colorado | Pickup, 4x4 Crew Cab, Diesel 3.0 | MMMTFS85HBH548001 | NZ | TRUCK |
| TR053 | 1993 | NISSAN | Atlas | Service Truck | LWG 7RB FH4 1RD3 | NZ | TRUCK |
| TR054 | 2011 | HOLDEN | Colorado | Pickup, 4x4 Crew Cab, Diesel 3.0 | MMMTFS85HBH59401 | NZ | TRUCK |
| TR055 | 2012 | HOLDEN | Colorado | Pickup, 4x4 Crew Cab, Diesel 3.0 | MMMTFS85HBH549669 | NZ | TRUCK |
| TR056 | 2012 | HOLDEN | Colorado | Pickup, 4x4 Crew Cab, Diesel 3.0 | MMMTFS85HBH550469 | NZ | TRUCK |
| TR057 | 2013 | HOLDEN | Colorado | Pickup, 4x4 Crew Cab, Diesel 3.0 | MMU148FHODH62 Eng: 122021280 | NZ | TRUCK |
| TR058 | 2013 | FORD | RANGER XLT | Pickup, 4x4 Crew Cab, Diesel 3.2 | MNAUMFF50DW224563 Eng: DW224563 | NZ | TRUCK |
| TR059 | 2004 | VOLKSWAGEN | LT35 | Van | Eng: | NZ | TRUCK |
| TR060 | 2007 | HOLDEN | Rodeo 4X4 | Pickup, 4x4 Crew Cab, Diesel 3.0 | MPATFS85H7H561773 Eng: 4JJ1EW43 | NZ | TRUCK |
| TT201 | 2002 | SHEPHARD | | Trailer, Tri-Axle Tipping | 6T9T25ABJ2014C004 | NZ | TRAILER |
| TT202 | 2002 | SHEPHARD | | Trailer, Tri-Axle Tipping | 6T9T25ABJ2014C002 | NZ | TRAILER |
| TT203 | 2003 | SHEPHARD | | Trailer, Tri-Axle Tipping | 6T9T25ABJ20ADG025 | NZ | TRAILER |
| TT204 | 2008 | WHIT-LOG | DBT8653 | Trailer, LRD Stick for Cat 385 | 1W90711078SW08066 | NZ | TRAILER |

4.F Background Checking Procedures

Employee Checks

Ceres Environmental Services, Inc. completes a background check of every permanent hire and uses the E-Verify process for all hiring processes. Our Pre-Employment Background Check SOP is attached.

Subcontractor Screening

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.

| | | |
|---|-----------------------|----------------|
| Ceres Standard Operating Procedures Pre-Employment Background Check Procedures | CSOP Number: HR-11 | Page 1/1 |
| | Approved by | President |
| Original Effective Date: February 1, 2010 | | David McIntyre |
| Approved Date: February 1, 2010 | | |
| Effective Revision Date: March 9, 2017 | | |

Title: Pre-Employment Background Check Procedures

Responsibility: Primary: Human Resources Department
Direct: All Company employees

Purpose: To establish procedures and administration for pre-employment background checks for Company employees and/or Independent Consultants.

Applicability: This SOP applies to all Company employees and/or Independent Consultants.

Forms: Background Check Authorization Form HR-013

PRE-EMPLOYMENT CHECKS

Ceres checks the criminal records of each finalist applicant to ensure it is maintaining a safe workplace for its employees and not compromising the safety or security of its customers or customer communities.

Ceres' pre-employment checks will always be job-related and consistent with business necessity.

In addition to criminal background checks Ceres may also consistently and as part of a standardized protocol check a candidate's educational credentials, credit history and motor vehicle records.

As a federal contractor, Ceres particularly strives to remain well-versed in the federal, state and local regulations which affect hiring and pre-employment checks. To this end, we are particularly aware of and in step with: OFCCP, EEOC and its Uniform Employee Selection Guidelines; ADA; FERPA; HIPPA; FCRA; 49 CFR 391.23; the Bankruptcy Act and the Child Support Enforcement Amendments.

Ceres' pre-employment checks provide informational and legal value in several ways:

- Professional references can supply firsthand observations about applicants' interpersonal skills, work ethic and attitude, response to pressure, punctuality and reliability;

- Conviction records can expose criminal tendencies that might raise safety or security risks if applicants hold particular positions;
- Driving records are required by the federal Department of Transportation for motor carriers to investigate drivers' employment histories and driving records before hiring (49 C.F.R. § 391.23); and
- Credit reports can reveal money problems that might create temptation if applicants are hired for a position involving independent control over client or corporate financial accounts.
- Even when not legally required, reference and background checks can provide protection against negligent hiring claims.
- They also lower the potential for other lawsuits, such as: discrimination, wrongful discharge and other employment-related lawsuits when disciplining or discharging poor performers. Detecting resume fraud and other risk factors before hire is an excellent way to prevent such problems.

CRIMINAL RECORDS CHECKS

Ceres runs a criminal background check on each finalist to help ensure against hiring someone who might pose a threat to people or property. Ceres is aware there a number of legal considerations when conducting criminal background checks, including EEO issues and other state law limitations. Specifically, Ceres is aware:

- That employers which inappropriately use employees' and applicants' criminal history to make employment decisions risk violating the discrimination prohibitions under Title VII of the federal Civil Rights Act of 1964.
- That the federal Equal Employment Opportunity Commission cautions that, generally, arrests do not establish criminal conduct and exclusions based on arrests are not job-related and consistent with business necessity.
- Ceres however does make employment decisions based on the conduct underlying arrests if such conduct makes employees and applicants unfit for the position.
- Conviction records generally provide sufficient evidence of specific conduct.

Ceres does not rely on conviction records alone when making employment decisions. Ceres consistently reviews its job descriptions to ensure its background check policies and adverse impact decisions are in line with the “**job-related and consistent with business necessity**” standard.

Ceres’ post-screen/pre adverse action analysis (which may include an in-person meeting or follow-up phone interview), considers the nature of the crime, the time elapsed and the nature of the job.

MOTOR VEHICLE REPORTS

Ceres conducts motor vehicle reports (MVRs) for all commercial drivers as required by federal statute and for other employees who may need to drive to execute their positions.

We are aware that the federal Driver's Privacy Protection Act has reduced public access to drivers' records, particularly disclosure of personal information—name, address, telephone number, Social Security number, photographs and medical information—that might be found in someone's file (18 U.S.C. §§ 2721 to 2725).

Ceres uses MVRs in accordance with the following:

- The federal Department of Transportation requires motor carriers to investigate the safety performance of drivers applying to operate commercial motor vehicles by contacting appropriate state agencies and former employers (49 C.F.R. § 391.23).
- Employers, their agents or insurers can obtain or verify information about applicants with commercial driver's licenses, as required under the Commercial Motor Vehicle Safety Act (49 U.S.C. §§ 31301 to 31317).

Ceres is aware that several states have additional restrictions on disclosure of driving records that exceed the federal requirements. When a state has more stringent requirements, Ceres follows the state's provisions.

CREDIT REPORTS

In accordance with FCRA, Ceres secures written authorization before requesting a credit report used in hiring, promotion and other employment decisions.

The notice clearly and conspicuously states that Ceres might obtain a consumer report on employees and applicants.

Ceres requires per the statute that the document be separate from any other job application or employment materials.

ADVERSE ACTIONS

Before taking an adverse employment action based on information in a credit report or investigative consumer report, Ceres notifies the applicant or employee in writing and supplies:

- A copy of the report; and
- A summary of consumer rights under FCRA to contest inaccurate information in the report and request that the consumer reporting agency correct or amend the report (see FCRA Summary of Consumer Rights).

DISPOSING OF CONSUMER INFORMATION

Ceres takes reasonable measures including locked collection bins and a third-party shredding service to protect unauthorized access or use of information when disposing of consumer information. (16 C.F.R. § 682.3).

END OF THIS CSOP

Disclosure and Authority to Release Information

I understand that in processing my application for employment with Ceres Environmental Services ("Ceres") or any of its entities, an investigative consumer report may be conducted. Any such background check report may contain information bearing on my character, general reputation, personal characteristics, mode of living and credit standing. Information may include, but is not limited to; employment history, education, criminal records, motor vehicle records, personal references, and any data provided on my employment application, or during the interview process.

If currently employed: My current employer may be contacted ☐ Yes ☐ No

I authorize the appropriate individuals, companies, institutions or agencies to release information. I waive any right of privacy in this investigation and release and hold Ceres and its employees, representatives and agents harmless from any liability.

I would like a copy of my report. ☐ Yes ☐ No

I hereby certify that all the statements and answers set forth on the application form and/or my resume are true and complete to the best of my knowledge, and I understand that if any statements and/or answers are found false or the information has been omitted, such false statements or omissions may be cause for rejection of my application or termination of my employment.

| Legal Last Name | Legal First Name | Legal Middle Name |
|-----------------|------------------|-------------------|
|-----------------|------------------|-------------------|

| Street Address |
|----------------|
|----------------|

| City | State | Zip Code |
|------|-------|----------|
|------|-------|----------|

Please list any additional addresses you have lived, worked and attended schools in during the past 7 years:

| City | State | City | State |
|------|-------|------|-------|
|------|-------|------|-------|

| City | State | City | State |
|------|-------|------|-------|
|------|-------|------|-------|

Other Name(s) Used and Date(s) Changed: _____

| Drivers License Number | State Issued | Expiration Date |
|------------------------|--------------|-----------------|
|------------------------|--------------|-----------------|

| Social Security Number | Date of Birth |
|------------------------|---------------|
|------------------------|---------------|

I AUTHORIZE A PHOTOCOPY OF THIS RELEASE TO BE ACCEPTED WITH THE SAME AUTHORITY AS THE ORIGINAL AND IF EMPLOYED BY THE ABOVE NAMED COMPANY THIS RELEASE WILL REMAIN IN EFFECT THROUGHOUT SUCH EMPLOYMENT.

| Signature | Date |
|-----------|------|
|-----------|------|

4.G Training

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.

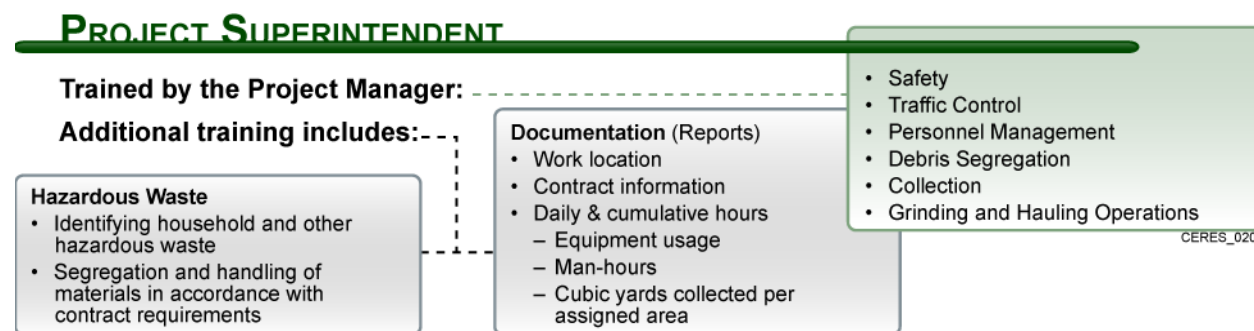
Training Program Description

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

CERES_021

FOREMAN

Trained by the Project Manager or Site Superintendent: -----

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

CERES_022

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

CERES_023

4.H Safety Plan

It is our ultimate goal at Ceres Environmental Services, Inc. to conduct our business operations in a safe manner without injury to persons, interruption of production, or damage to property, equipment, and materials. Ceres has developed a corporate-wide AWAIR program (A Workplace Accident and Injury Reduction program) and a corporate-wide Occupational and Preventative Medicine Program that detail authorities and responsibilities with regard to the overall corporate safety program. These plans have been established to provide mechanisms through which Ceres can communicate responsibilities and expectations of all personnel with regard to workplace safety. Each individual is expected to comply with the established work practices, to assume responsibility for their own safety, and to actively participate in the safety programs of this company.

Ceres takes special care to minimize the risk of injury in the disaster area to both our workers and the general public – safety first – and as result of our very successful efforts, Ceres was named a recipient of the **Million Work Hours Award** in 2007 for our superb safety record on the 2005 Katrina Debris project for the U.S. Army Corps of Engineers.



Responsibilities

Workplace safety is the responsibility of every individual associated with this organization, for it is only with the continuous and combined effort of all individuals that a safe work environment can be developed and maintained. Specific responsibilities for safety have been established for the executive, managerial, supervisory and employee levels of this organization. The following responsibilities are considered the minimum effort and responsibility that is expected of all individuals.

Executive

Executive leadership and commitment is paramount to the success of any safety program. The role of the executive includes the following functions:

- Issuance of a formal health and safety policy
- Support of health and safety program development and implementation
- Protection of company assets, including personnel and property
- Commitment to providing products and services produced in a safe environment

Managers

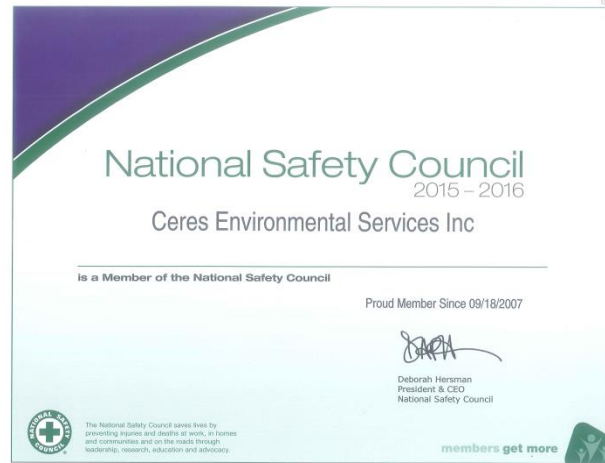
Managers have the overall responsibility of ensuring safety programs and procedures are properly developed and implemented. Managers are responsible for:

- The implementation and maintenance of health and safety programs
- Ensuring compliance with applicable federal, state, and local health and safety regulations applicable to each work site
- Monitoring accident trends and implementing appropriate corrective actions to reverse or control the trend
- Ensuring all accidents are promptly and thoroughly investigated
- Ensuring all safety rules, programs, and procedures are enforced
- Ensuring appropriate equipment and materials are provided in support of safety programs
- Ensuring communication between supervisors, employees, and contractors is maintained regarding job and site safety requirements
- Ensuring appropriate training and educational programs are provided to all supervisors and employees
- Actively participating in safety committee activities and monitoring recommendations and corrective actions
- Auditing this program on at least an annual basis for company compliance with the stated policies and for areas of potential improvement

Supervisors

Supervisors are generally responsible for creating a safe work environment and for integrating safe work practices and procedures into work activities. Supervisors are responsible for:

- Providing a hazard-free or controlled work environment for all personnel
- Educating employees in safe work procedures and techniques
- Enforcing the use of safety equipment and safe work procedures
- Ensuring the site is properly secured prior to work activities
- Conducting regular meetings with site workers and contractors regarding project activities, procedural changes, and safety requirements
- Supervising and evaluating overall worker performance and implementing appropriate corrective measures as needed to protect all site personnel
- Monitoring the work site regularly for human, situational, or environmental factors that could cause or contribute to accidents and implementing appropriate controls
- Investigating promptly all accidents to identify contributing factors or actions and implement corrective actions to prevent a recurrence
- Actively supporting safety committee functions and employee educational and training programs



Employees

Well-trained and educated employees are the greatest asset against injury, damage and illness in the work place. Executives, managers, and supervisors are responsible for developing, implementing and enforcing the safety policies, programs and procedures, but employees have the ultimate responsibility of combining these work practices with job activities on a daily basis. Employees are responsible for:

- Observing safety rules and procedures
- Recognizing and reporting observed potential hazards to the Field Supervisor
- Maintaining safety equipment in good condition and ensuring damaged equipment is repaired or replaced
- Developing good health, hygiene, and housekeeping practices
- Reporting all accidents and injuries immediately
- Participating in safety committee activities and training or educational programs

Identifying and Controlling Hazards

The identification and control of hazards can be accomplished by several means. One method employed by Ceres regularly is that of the Activity Hazard Analysis (AHA). The purpose of the AHA is to evaluate job activities relating to each project, identify potential hazards associated with each activity, and determine appropriate control measures. Such safety concerns are reviewed in project start-up safety meetings and subsequent weekly tool box meetings, or as otherwise needed, to ensure all site personnel are aware of the concerns and the control measures or practices.

The Field Supervisor is responsible for ensuring completion of the AHA using the form included in this section of our proposal. Copies will be submitted to the Project Manager for review and comment prior to the start-up safety meeting or tool box meeting. The Field Supervisor retains the original AHA forms in the project safety records file along with documentation of meetings with employees regarding the AHAs.

Accident Investigation

The prompt investigation of any accident or incident is an important tool that can be used to identify hazards and control measures. The purpose of accident investigation is to determine the hazards or conditions that contributed to the occurrence, and then determine appropriate control measures or corrective actions to eliminate or control those hazards or conditions.

All accidents, whether or not a recordable injury is involved, are investigated as soon as possible following the incident and at least within 24 hours. Recordable injuries are those where the injured party lost time from work, received medical attention beyond basic first aid, or was placed on a work restriction because of the injury.

Supervisory Investigation

Every recordable injury must be investigated as soon as possible following the accident. Non-recordable incidents are also investigated and corrective actions implemented to prevent a recurrence with potentially more serious consequences. Each investigation must be documented using the Supervisor's Investigation Report included at the end of this section of our proposal. Indicate on the report whether the accident involved a recordable injury.

Management Review

Management will review each investigation report and provide additional input regarding corrective measure, if appropriate, and assist in ensuring corrective actions are implemented.

Management will also review all investigation reports periodically, and at least annually, to evaluate any trends or recurring problems and whether additional controls are needed. This analysis identifies those job functions where injuries occur most frequently and reviews the types of injuries that occurred. The company frequency and severity rates are also calculated and compared to the national average for the industry. Management includes this review process as part of the meeting agenda for the safety committee.

Record Keeping

All incidents should be recorded on the Accident Investigation Reports. Recordable injuries must be reported on the First Report of Injury form which is submitted to the Minnesota Occupational Safety and Health Administration department. All recordable injuries must also be documented on the OSHA 200 log which must be posted in the workplace annually between February 1 and March 1 for the prior calendar year.

Communication and Training

Ceres has developed a number of training and educational programs for their employees which vary depending upon job function and responsibilities. The contents of the AWAIR program and the Occupational and Preventative Medicine Program will be reviewed during New Employee Orientation and the annual Employee Right-to-Know training sessions.

Work-related hazards and control measures will be reviewed with site personnel at the project start-up safety meeting or during tool box meetings held weekly throughout the duration of a project.

Communication is also facilitated between all company personnel through the Safety Committee. The function of the safety committee is to create and maintain an active interest in safety and to develop practices and procedures that will help eliminate or reduce workplace hazards.

The members of the safety committee meet on a regular basis to discuss matters such as accidents and control measures, employee concerns, and new operations or equipment. The minutes of each meeting will document the date, time and attendees of the meeting along with items discussed, the outcome of any inspections, new business, the status of prior or outstanding business, general comments, task assignments, and a tentative date for the next meeting.

Enforcement

Enforcement of safe work practices and procedures at the job site will be enforced by the Field Supervisor and Project Manager in accordance with the Ceres Disciplinary Action Standard Operating Procedure. Disciplinary Actions that may be administered by the Field Supervisor or Project Manager include: verbal warning, written warning, and removal from the job. Disciplinary Actions for serious offenses, such as those violating company drug and alcohol use policies or some other offense resulting in endangerment of the

employee or co-workers, will be administered by a Human Resources representative or Officer of the Company. Such actions may include suspension or termination. Please refer to the Ceres SOP regarding Disciplinary Actions for further details.

Any disciplinary action administered by the Field Supervisor or Project Manager must be documented. Safety Violation Notice forms are included at the end of this section of our proposal for such purposes. A copy of any such completed forms must be forwarded to Human Resources and the original retained in the job files by the Field Supervisor or Project Manager.

Occupational and Preventative Medicine Program

Purpose

We consider the health and safety of each of our employees to be of primary importance. Our objective is to conduct our business in the safest possible manner consistent with the Occupational Health & Safety Act, applicable contract regulations and good company health and safety practices.

Management recognizes the right of workers to work in a safe and healthy work environment. All employees, subcontractors, supervisors, and visitors will be held accountable for their health and safety performance.

The attitudes and cooperation of all in the promotion of accident prevention will assist in achieving our goal to make the job sites of Ceres Environmental Services, Inc. a safe place to work.

Policy – Preventative Medicine

Ceres Environmental Services, Inc. offers preventive immunization services for its employees who are assigned field responsibilities relating to disaster recovery/emergency response clean-up activities and/or contracts.

The services may include but are not limited to offering of immunizations, evaluations, treatments, and analysis of job exposures. Some jobs or work locations may require a pre-placement medical examination such as Commercial Drivers as required by (FMCSA 49 CFR 391.41). Some jobs may require immunizations such as remediation, decontamination or similar tasks. Employees should contact Ceres Corporate Health and Safety Manager to see what immunizations may be required and available.

An employee who is concerned about an exposure that could affect his or her health should tell his or her supervisor. The supervisor and Ceres Health and Safety Manager can analyze the potential exposure, provide information, and/or make appropriate immunization recommendations.

The following forms are used by Ceres health and safety staff.

ACCIDENT/INCIDENT INVESTIGATION REPORT

HR-016
(07/11/2000)

Employer: _____
Employee: _____ Age: _____
Position: _____

Incident Date: _____ Day: _____ Time: _____

Description of Incident: _____

Nature of Injury/Property Damage: _____

Contributing Factors: _____

Type of medical treatment provided and location: _____

Loss Severity Potential: High/Major _____ Medium/Serious _____ Low _____

Probable Recurrence Rate: Frequent _____ Occasional _____ Rare _____

Actions implemented to prevent recurrence: _____

Supervisor/Manager: _____
Name (please print) Date

Investigated by: _____
Name Date

Reviewed by: _____
Name Date

CERES ENVIRONMENTAL SERVICES, INC. ACTIVITY HAZARD ANALYSIS

Project Number: _____ Location: _____
Date: _____

| ACTIVITY | POTENTIAL HAZARD | RECOMMENDED CONTROLS |
|----------|------------------|----------------------|
| | | |
| | | |
| | | |

AHA conducted by: _____ Date: _____
Name (printed)

ACTIVITY HAZARD ANALYSIS ASSESSMENT GUIDELINES

When conducting an assessment for potential hazards, sources of the following conditions and situations should be surveyed:

- motion
- temperature extremes
- chemical exposures
- hazardous dusts
- radiation
- sharp objects
- falling objects
- rolling or pinching hazards
- electrical hazards
- compression or impact hazards

The information obtained during the assessment should then be organized and evaluated to determine control points and appropriate personal protective equipment. Equipment should be selected based on the potential hazard and guidelines contained in the respective ANSI standard. Where appropriate, equipment must be fit to the employee and training will be completed for all employees prior to equipment use.

A document must be prepared and retained on site that certifies the evaluation has been completed and that identifies the area(s) evaluated, date, observations, and the identity of the individual certifying that the evaluation was completed. The AHA form included in this section of our proposal may be used to document the evaluation.

CERES ENVIRONMENTAL SERVICES, INC.

SAFETY HAZARD REPORT

Date:_____ Time:_____ Location:_____

Description of Hazard:_____

Signature of Reporting Employee

Safety Committee:

Corrective Action Priority: ☐ Immediate
☐ Within 8 hours
☐ Within 48 hours

Signature of Authorizing Supervisor

Corrective Action Taken:_____

Work Completed by: _____
Name (printed) Name (signature)

Date:_____ Time:_____

Safety Violation Notice

Date of Violation: _____

Employee: _____

Supervisor: _____

The employee cited above violated company safety policy as stated below:

This employee was instructed in the safe working practices with regard to this violation.

Supervisor's Signature

Date

Employee's Signature

Date

- ____ First Violation
____ Second Violation
____ Third Violation
____ Fourth Violation

- I. Administration of the four-step disciplinary system in regards to violations of this policy. The system is as follows:
- a. First Violation: Verbal warning; notation for personnel file.
 - b. Second Violation: Written warning; copy for file or personnel office.
 - c. Third Violation: Written warning; three-day suspension without pay:
 - d. Fourth Violation: Termination of Employment.

CERES ENVIRONMENTAL SERVICES, INC.

SUPERVISOR/SAFETY COMMITTEE SAFETY INSPECTION REPORT

NOTE: Explain in detail and/or submit recommendations in "Comments" section for all items in the "Needs Action" column.
Document completion of recommendations and/or "Needs Action" items in "Follow up" column.

Date: _____ Time: _____ Location: _____

| | Satisfactory | Needs Action | Follow up |
|-----------|--------------|--------------|-----------|
| 1. _____ | _____ | _____ | _____ |
| 2. _____ | _____ | _____ | _____ |
| 3. _____ | _____ | _____ | _____ |
| 4. _____ | _____ | _____ | _____ |
| 5. _____ | _____ | _____ | _____ |
| 6. _____ | _____ | _____ | _____ |
| 7. _____ | _____ | _____ | _____ |
| 8. _____ | _____ | _____ | _____ |
| 9. _____ | _____ | _____ | _____ |
| 10. _____ | _____ | _____ | _____ |

Comments/Recommendations: _____

Inspected by: _____
Name (printed)

Date: _____

Reviewed by: _____
Name (printed)

Date: _____

Handling of Hazardous Materials

Ceres Environmental Services, Inc. does not anticipate the presence of any hazardous materials within the work area with the exception of those materials used and controlled by Ceres for the performance of the work. Any hazardous materials that are identified in the area will be removed by trained personnel and containerized or otherwise secured until appropriate means of disposal are arranged.

Waste Management

We do not anticipate that this project will result in the generation of any regulated wastes, and every effort will be made to minimize the generation of both regulated and non-regulated wastes. In the event hazardous, special or other regulated wastes are generated, they will be containerized, labeled, handled and stored in accordance with federal, state and local requirements. A storage area will be established to provide secure storage and minimize the release of any accidental spills, leaks or ruptures.

Hazardous waste containers will be selected based on the type of waste and requirements of 49 CFR Part 173. Containers will remain closed at all times except when adding waste or removing samples of wastes for analysis. Containers will be maintained in good condition and handled carefully to avoid damage that may lead to leaks, spills or ruptures. Containers will be inspected weekly for evidence of leaks or corrosion. All containers will be properly labeled using a hazardous waste label to identify the contents, accumulation start date, generator, generator information and identification number, manifest document number and proper shipping name. Additional markings will be placed on the exterior of containers as necessary to warn of physical or health hazards associated with the material. Hazardous wastes will be managed, stored, transported and disposed of as required by applicable portions of Title 40 CFR Parts 261 - 266 and Part 268. Appropriate spill cleanup materials, as well as fire-fighting and personal protective equipment (PPE), will be readily available near the designated storage area; PPE will be used whenever adding or sampling waste materials.

Hazardous wastes will be disposed of properly through a permitted treatment, storage and disposal (TSD) as soon as possible. The Contract Manager will be contacted prior to generation of hazardous wastes to determine labeling requirements for the storage of the material. Arrangements for disposal of the hazardous waste will be made prior to project completion. The Site Supervisor will ensure that appropriate documentation is available prior to shipment of any hazardous waste. Such documentation may include land disposal restriction documentation, analytical data, and proper shipping manifests. Only a transporter licensed to haul hazardous waste will be used to ship the material from the designated storage area to the permitted TSD facility. Shipping manifests and analytical documentation will be provided to government personnel as required or requested.

Training Documentation

Personnel involved in the management of hazardous wastes will be trained in proper handling and storage, personal protective equipment, spill response and notification, and transportation and disposal requirements. Untrained personnel are not permitted to add wastes to containers or be otherwise involved in the management of hazardous wastes.

Recyclable Materials

Recyclable materials include lead acid batteries and used oil. Such materials will be containerized, stored, transported, and recycled or disposed of in accordance with federal, state and local requirements. If no such requirements are applicable, the materials will be stored to protect against damage and exposure to precipitation. Used oil collected for recycling will meet the requirements of Title 40 CFR Part 279 and applicable state requirements. A written waste determination must be provided for each waste stream to ensure compliance with recycling or disposal requirements. Documentation is maintained regarding the amount and type of all materials recycled, method of transportation and recycling facility selected.

Dust

If dry soils are encountered during the course of work requiring the use of heavy equipment, procedures will be used that will minimize the generation of dust. Such procedures may include a light application of water to soil prior to disturbance. Also, if significant amounts of dust are generated from construction traffic on haul roads, a light application of water can be used to minimize this dust.

Unforeseen Hazards/Materials

If any unforeseen or unanticipated hazardous materials are identified inside the structure or at the work site, all work will immediately cease. The Project Manager must be notified immediately; the government determines whether the material is hazardous and whether it poses any danger. The government will then provide direction as to whether work may proceed without change.

Documentation and Record Keeping

All documentation relating to environmental issues regarding this project will be maintained on site in an Environmental Records binder. Separate sections will be provided in the binder for:

- Training records (Title 40 CFR and Title 29 CFR, as applicable)
- Regulatory notifications
- Required permits
- Construction Site Notice
- MSD Sheets for all materials brought on-site will be stored in the Field Office. They are made available to the Contract Manager upon request.
- Inspection and maintenance reports
- Spill release reporting and response documentation, if necessary
- Written notices of noncompliance, if any, received from the Contract Manager and corrective actions and response submitted by Ceres
- Notice of Termination

Ceres retains the original documents in accordance with company requirements regarding retention of environmental records and documentation.

White Goods

White Goods contain hazardous substances such as CFC Freons and Oils. Putrescible wastes and other biological hazards are also present. Primary Recyclables include scrap steel, plastics and Freon. White goods include refrigerant containing appliances such as freezers, refrigerators, and air conditioners; and other large appliances such as washers and dryers and small appliances like microwaves, depending on the recycler. White Goods are segregated at the curb and during demolition decommissioning activities.

When tasked, Ceres implements staging, cleaning and recycling operations of white goods. Recyclables include Refrigerant Freon, compressor oils and scrap steel. White goods containing putrescible wastes are routed through a cleaning area to remove the biological/vegetative debris. This debris is captured into bags or other suitable containers and shipped to an appropriate landfill or composter. Volumes are tracked and counted. **Freon** is a regulated substance requiring extraction and recycling by an EPA registered provider. The extraction procedure is written documented on EPA authorized forms.

Major Recordkeeping Requirements

Technicians must keep a copy of their proof of certification at their place of business.

Reclaimers must maintain records of the names and addresses of persons sending them material for reclamation and the quantity of material sent to them for reclamation. This information must be maintained on a transactional basis. Within 30 days of the end of the calendar year, reclaimers must report to EPA the total quantity of material sent to them that year for reclamation, the mass of refrigerant reclaimed that year, and the mass of waste products generated that year.

Hazardous Waste Disposal

If refrigerants are recycled or reclaimed, they are not considered hazardous under federal law. In addition, used oils contaminated with CFCs are not hazardous on the condition that:

- They are not mixed with other waste
- They are subjected to CFC recycling or reclamation
- They are not mixed with used oils from other sources

Used oils that contain CFCs after the CFC reclamation procedure, however, are subject to specification limits for used oil fuels if these oils are destined for burning.

Scrap Steel

Once the units are clean and the Freon is extracted, the units can be prepared for crushing and bailing. Bails can be arranged in any configuration acceptable to the recycler's acceptance criteria.

Electronic Waste

Electronic equipment contains hazardous substances such as lead (6 lbs./computer monitor), mercury, chromium, cadmium, and beryllium. All of this equipment contains components that can be recycled, reclaimed, and/or reused in the current marketplace. Primary recyclables include glass, metals and plastics.

Electronic Wastes, or e-Wastes includes, but is not limited to the following items: TVs, computers, servers, laptops, cell phones, wires and cables, keyboards, mice docking stations, external and internal hard drives, tape drives, external modems, circuit boards, electric motors, transformers, amplifiers, receivers, CD/DVD players, VCRs, cassette players, cash counters, magnetic card readers, cash registers, audio/video equipment, electronic games, musical equipment, electronic test equipment & meters, telephones, answering machines, AC adapters and other power supplies, calculators, FAX equipment, scanners, surge protectors, hair blowers, etc. In general, all products containing electronic circuits where the weight of the electronics contained within is a substantial portion of the total weight of the product are considered good candidates for e-waste recycling.

Upon receipt at an acceptable recycler, electronic items are further evaluated for potential end uses. A de-manufacturing process begins further separating key components from the products. There is a tiered hierarchy of preferred processes, beginning with reuse, then recondition, recycle and landfill.

Materials are segregated at the curb and at the TSDR and packaged by the generator for pickup. To avoid contamination and release of hazardous constituents, it is important to package and store electronic material properly. It is also important to note that different recycling vendors may have different packaging requirements; be sure to check with your service provider prior to packaging material.

Vegetative Debris

Vegetative debris is generally chipped or ground. Federal, state, and local partners, recognize that vegetative debris can potentially be used for energy recovery. An obstacle to this use, for example with Katrina and Rita, was the Formosan termite infestation in southeastern and southwestern Louisiana. As a result, all cellulose material was quarantined in nine southeastern, and three southwestern parishes. This made shipment to potential users problematic. Much of the chipped vegetative debris was used as cover at landfills.

Household Hazardous Waste (HHW)

HHW contains hazardous substances such as Oxidizers, Acids, Bases, Poisons, Flammables and RCRA listed wastes. Primary Recyclables include fuels, lead acid batteries and scrap steel.

A large portion of all Household Hazardous Wastes (HHW) can be recycled if properly managed. The remaining materials can be prepared for Incineration, Neutralization or Landfill. During Katrina, most of the recyclables were blended for a Fuels program for energy recovery. Likely candidates for fuels are materials characterized with a high BTU, low water ratio and include streams like paints, oils and consumer fuels. Other recyclables include lead acid batteries, anti-freeze, mercury switches, light bulbs and compressed cylinders.

Curbside collection and demolition decommissioning is the primary source for the HHW stream. Private citizen drop-offs at the TSDRs also contribute to the overall volumes. HHW products are identified by the product label or container type and managed by the DOT Waste Classifications for compatibility. Specific Regulatory programs also direct the flow of specific types of materials. In addition to DOT shipping requirements, there are special regulations for Universal Wastes (like mercury switches, lead acid batteries, fluorescent bulbs), Fuels, and Guns and Ammunition, for example. Medical Wastes include sharps and used bandages. Ammunition and Guns and explosives present special hazards, as well. It is essential that only specialized personnel manage these materials.

Unknowns are sampled and tested with a series of field screening procedures designed to characterize the materials into compatible classes based on chemical and physical properties. Once the chemical compatibility is determined, safer management of the materials can be applied.

Collection and staging areas at the TSDRs are established to eliminate release of chemicals and exposures resulting from the co-mingling of incompatibles. Special precautions are in place preventing chemical reactions within blending tanks. Standards from the National Fire Protection Association (NFPA) are employed. Spill Prevention Control and Countermeasures rules are applied and containment areas are covered to minimize rain water collection. RCRA contingency measures and evacuation procedures are prepared and practiced by facility personnel. Safety supplies are routinely inspected and safety topics are discussed at daily safety meetings.

Tires

Waste tires are managed independently of all other debris types. Tires are generally regulated by local or state ordinances requiring tracking and penalties for mismanagement. Ceres makes every attempt to track the location and source of the tires and works within the established structure of the community recycling programs. However, during a Debris Recovery Mission, tires are very prolific as indicated by the numbers, variety and wide distribution and can very easily overwhelm the community programs. When this is the case, Ceres has alternatives in which to assist community managers. Responsible reduction options include collection, grinding, shredding, palletizing, and transporting to company authorized commercial recyclers.

Liquefied Petroleum Gas Tanks

Liquefied Petroleum Gas (LPG) tanks typically contain propane gas. Propane is a flammable gas that is sometimes generically referred to as LP-Gas, LPAG, or Liquefied Petroleum Gas. LPG is typically a propane-butane mixture. Propane might also contain small amounts of other flammable gasses, such as, ethane, ethylene, propylene, isobutene, or butylenes. LPG tanks may be found in a number of urban and rural environments such as motor homes, travel trailers, grills, camp stoves, lanterns, etc. LPG is stored under pressure. The gas will leak from any joint or connection which is not sealed properly.

LPG is heavier than air. Any significant leak will move down and stay on the ground. LPG will accumulate in a low-lying area such as depressions in the ground, drains or pits.

Since LOPG is stored in two phases, liquid and gaseous, there is potential for either a liquid leak or gas leak. If the LPG is a gas leak it may not be seen, except where the leak is of sufficient size to be seen shimmering in the air. When a liquid LPH leak occurs, the gas release will be seen as a patch of ice around the area of the leak, or as a jet of whit liquid. This white appearance is due to the cooling effect created by the rapid expansion of the LPG liquid into a gas. The condensing atmospheric moisture makes the leak visible. In concentrated amounts and in uncontrolled conditions, LPH has the potential to create a fire or an explosion.

Debris workers must be observant for LPG tanks. Basically, there are two types of tanks you will find, portable and bulk. Portable, consumer type tanks will be sized from 4 to 40 pounds, though the most common tank is the 20 pound tank. Bulk tanks are often 100 to several hundred pounds.

It is vital that LPG tanks can be re-located to a staging area for recertification, refurbishment or dismantling. Bulk tanks should not be moved except by properly trained personnel. Tanks measuring 25 gallons and larger, are supposed to be registered with local or state authorities. Orphan tanks can be identified and the owners tracked down by their registration and serial numbers on the tanks.

Small Motorized Engines (SMEs)

SMEs contain hazardous substances such as gasoline, oils and other motor fluids. Primary recyclables include scrap steel, fuel and plastics. SMEs are comprised of materials like lawn mowers, lawn tractors, motorcycles, portable generators, edger's, power washers and blowers, trimmers, chain saws and other gasoline powered hand tools. The types of materials generated from this stream include oils, fuels, filters and scrap steel.

Special precautions are employed due to gasoline and oils. Drip pans providing secondary containment are in place where waste extractions are performed and bulk consolidation is made. Oils and fuels are routed to the Fuels Program and steel is crushed, bailed, banded to pallets and shipped to an area scrap recycler.

Construction and Demolition Debris (C&D)

C&D debris may contain hazardous substances such as HHW, Medical Wastes, guns and ammunition, oxygen cylinders, and industrial quantities of chemicals. Primary recyclables include scrap steel, tires, metals, glass, wood, concrete and plastics.

Mobile homes comprise a fairly large quantity of overall demolition C&D waste stream. Recyclable materials include steel frames, tin siding, axels and rubber tires. Efforts are made to recover these items of value during the demolition process. Other items of potential recyclables include glass, wood framing, concrete and plastics.

Concrete

Concrete is generated during most debris collection tasks. While efforts are made to keep concrete on grade intact during demolitions, some slabs require removal. Grinders or hammer mills can be installed to minimize the concrete into useful product to sell back to cement providers. Larger pieces can be saved and used for sea walls or erosion inhibitors of lakes and streams. Any steel is removed and baled for scrap.

Abandoned Vehicles

Abandoned cars make up a large percentage of recyclable scrap steel. TSDRs will be secure, fenced and lighted.

Vehicles brought in for processing will be tagged, inventoried in by license plate, make, model, color and VIN. Vehicles are staged and site tagged for easy retrieval. Site operators forward vehicle data to the Department of Insurance for dissemination to insurers. Local governments are responsible for the proper notification of vehicle owners. Vehicles remain at the staging area until inspected by appropriate authorities. Any unclaimed abandoned vehicles are considered for recycling. Scrap vehicles are dismantled and recycled after proper recovery of gasoline, diesel fuels, refrigerants, lubricating oils, mercury ABS switches, mercury convenience switches, lead acid batteries, brake and transmission fluids, antifreeze and tires. Propane tanks and large appliances in recreational vehicles are removed.

Similar procedures will be employed for boats and vessels. Boats brought to the storage areas are site tagged and inventoried by the Department of Wildlife and Fisheries registration or other appropriate state agency. The make, model, color and serial number are recorded and provided to the agency. The boats are staged and site tagged for easy retrieval. Site operators compare boat data with FEMA database registered boats and forward boat data to the Department of Insurance for dissemination to insurers. Local governments are responsible for the proper notification of boat owners. Boats remain at the staging area until inspected by appropriate authorities. Boats deemed for scrap are crushed to reduce volume for easier handling and management, shredded and properly recycled when possible. Materials that must be recovered include gasoline and diesel fuels, refrigerants, lubricating oils, mercury bilge switches, propane tanks, large appliances, lead acid batteries transmission fluid and electronics, such as radar sets, radios, GPS units and depth finders.

Reduction, Reuse, Recycling and Recovery is emphasized throughout the Debris Removal Mission. Ceres Environmental Services, Inc. strives to reach its Waste Prevention Goals and works diligently through partnerships with local and state agencies and end-user commercial processors.

Applications such as air curtain incineration applied to C&D debris are being discussed with the EPA. Up to 90% reduction of the C&D waste streams can be realized. This is significant in areas of limited landfill capacities. Efforts to recover recyclable materials like aluminum, paper and plastics encountered in the Municipal Solid Wastes (MSW) waste stream are also being explored

4.1 Project Understanding, Approach and Methodology

Ceres provides services include debris removal and segregation, demolition and hazardous material management, debris reduction and site management, and the collection/generation of FEMA and FHWA-required project documentation. Ceres also performs civil construction contracts, including demolition.

Ceres can supply City of Hollywood with additional services that may not be covered in the RFP Pricing Schedule. These include re-establishing communications, supplying temporary housing and restroom facilities, beach and shoreline restoration, and canal and river debris removal and restoration, as well as others described below. Teaming relationships with subcontractors experienced in marine recovery efforts allow us to handle sunken vessel removal.

Pricing for any of these additional services must be determined by negotiation in accordance with FEMA guidelines to supply services that are reimbursable by FEMA to the City. The *Public Assistance Guide*, FEMA 322 is an invaluable reference especially the section in "Chapter 2: Eligibility" headed 'Categories of Work' beginning on page 66.

Emergency Road Clearing-Cutting and Pushing Public Right of Ways

This important service is described in detail in our **General Approach** section of this proposal. By adding "cut and push", if it is not already part of a contract, the City enjoys a continuity of service that many of our customers find invaluable.

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

If requested by the City, Ceres can remove hazardous vegetative or C&D debris from private property, when said debris is the result of a declared disaster and when Ceres is tasked with the work by the City. Ceres can assist the City in requesting FEMA's assistance for such work in advance of performing it. Each property is assessed using digital camera/video recordings to document the pre and post condition of the property. Utility companies are notified and all utilities are located and marked prior to any work being done. Once all proper documentation, access, and Right of Entry forms are completed, work may commence. Most recently, following the 2011 Alabama Spring Tornadoes, Ceres successfully completed private property work under contract with the USACE for both Lawrence and Limestone counties. As stated above, this is usually done only following FEMA pronouncement that such work shall be reimbursable.

Demolition of Private Property Condemned Structures

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

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



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

The Demolition crew is expected to consist of the following.

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

Removal and Replacement of Sand and Debris

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

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

As directed by the City, Ceres will provide a front-end mechanical broom sweeper to clear streets, gutters, and storm-drains of scattered tree debris. Work will be assigned by sections or quadrants. Debris will be consolidated into piles of approximately five CYs and located as to not disrupt pedestrian or vehicular traffic. Piles will then be loaded and hauled. Sand will be handled as directed by the City.

Temporary Housing - Base Camps and Bunkhouses

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

Food Service/Catering

Ceres can provide meals as directed by the City either through a mobile kitchen or in a variety of ready-to-eat formats upon issuance of a City task order. We can provide a mobile kitchen supported by a reefer container that is capable of feeding 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 stall, standardized port-a-johns, multiple-stall comfort stations, completely containerized shower facilities, and assembled corral-type showers. Ceres works with City 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 in 2008, Ceres provided Chambers County with hot meals in four locations plus showers and sanitary facilities.

Potable Water and Ice Delivery

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

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.

Temporary Roofing Facilities (Dry-In)

Ceres is well versed in temporary roofing operations and has been successfully installing temporary dry-in on facilities since our response to Hurricane Georges in 1998. 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.

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 segregated 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.

Mobile Office Command Center

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

Dead Animal Carcasses

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

Freon Recovery

Ceres will remove Freon-containing white goods from the ROW and haul them to a TDMS where they will be segregated. 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.

Roll-off Hauling

Two separate roll-off-related services might be requested by the City. The services may require 10 and 40 cubic yard roll-offs. The roll-off service will use sufficient trucks to insure roll-offs are filled repeatedly with minimum wait time.

River and Canal Debris Removal

Ceres has experience in clearing river, streams waterways and canals following Katrina in Louisiana. 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.



A licensed technician removing Freon from refrigerators at a TDMS

Existing debris piles near waterways and canals should be removed on a priority basis, so that if additional rain occurs the debris will not float into the drainage system and cause further problems.

Water-based, three feet or less of water depth

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

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

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

Water-based, greater than three feet of water depth

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

Sunken Vessel Removal

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

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

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

Land Based Transfer Crew (Typical Crew)

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

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

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 City-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 City to river and canal shorelines. The material will be transported by on-road and off-road dump trucks and placed by wheel loaders.

Site Restoration

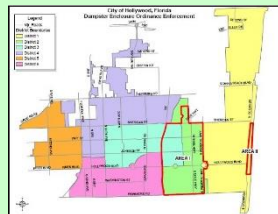



Ceres ensures that any and all sites, whether used for temporary debris storage and reduction, equipment staging, or that was disturbed during debris removal operations, will be returned to pre-storm conditions or better. Restoration of the disturbed, staging, and access areas will be accomplished using high-grade fill dirt graded to specifications and topped by sodding, seeding and/or hydro-seeding. All slopes steeper than 3 to 1 will also receive erosion control blankets

Data Gathering and Analysis

Our data gathering and analysis process discussed in proposal **Section 5.B, FEMA Experience, Recordkeeping and Reporting.**

Project Timeline

The following describes the typical workflow between Ceres and Hollywood 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 Hollywood. 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 Hollywood when the day comes for a disaster response. |  |
| Contract Award | Upon contract award and at the City's request, we schedule a personal visit by a Ceres Project Manager. The purpose of this visit is the personal introduction of the key members of each party's team, discussion of the planning, training, and disaster response preparedness needs of the City. During an event, a Project Manager will be assigned only to Hollywood and will be available to the City 24 hours per day, 7 days per week. |  |
| Planning and Training | If included in the contract, Ceres will provide training to designated City personnel as agreed. The company also continues its Pre Event planning as it reviews local subcontracts, makes plan changes as necessary and keeps an eye on the weather. Typically, Ceres monitors the National Weather Service forecasts and several subscription services to keep us aware of tropical storms and hurricanes. |  |
| Pre-Storm Mobilization | When a storm in your area is imminent, Ceres takes action 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 Hollywood personnel in the EOC and help prepare for storm impact and recovery. |  |

| | | |
|----------------------------------|---|---|
| Landfall | Once the immediate threats are past, the on-site Project Manager will work directly with City officials as we begin our disaster response efforts. Our pre-arranged subcontractors will begin readying equipment for registration. |  |
| Cut and Push | The Ceres Project Manager will ensure that City needs are being met in order of priority. Local subcontractors and equipment will begin any necessary road clearance operations and will begin staging efforts for right-of-way debris removal. |  |
| FEMA Records and Data Management | Ceres will assist Hollywood on an as-requested, as-needed basis to ensure that records are kept and maintained to provide maximum allowable reimbursement to the City. |  |
| Fully Operational | The necessary trucks will be in place to continue debris removal in an orderly fashion. Local subcontractors will be deployed to the maximum extent possible and the Ceres debris removal operation will be fully operational on this day. |  |
| First Pass Complete | At the end of the first pass of debris removal time would be allowed for residents to bring additional debris to the curbside. Crews would begin ramping up to start the second pass. Additional tasks, such as hazardous tree removal, hazardous stump removal, and other similar scopes of work may be implemented. |  |
| Second Pass Complete | Debris removal operations would be well in hand. Hot spot crews would continue to cleanup any debris that has time or safety constraints. The vast majority of storm debris would be cleaned from the rights-of-way. The Ceres Project Manager would begin focusing on project completion procedures. |  |
| Final Pass Complete | Debris removal operations would be 100% complete. The Ceres Project Manager would remain in constant contact with Hollywood 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 Hollywood so that databases of debris hauled match as closely as possible. After all debris has been hauled, all truck ticket databases are reconciled to close out the financial records of the project. |  |
| Invoicing | Following reconciliation of the truck records, a final invoice will be delivered. |  |
| FEMA Reimbursement | Ceres will work with the City following the completion of the field work, on an as-requested, as-needed basis to ensure maximum allowable reimbursement. |  |

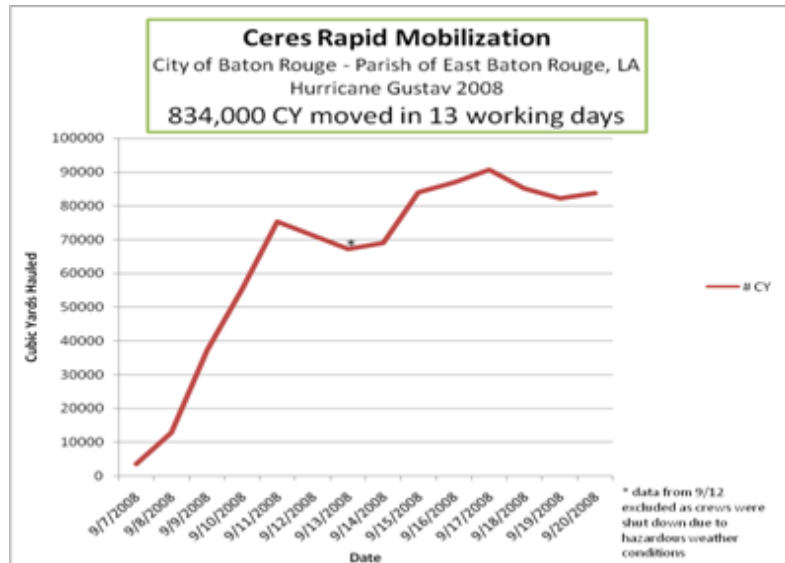
Potential Scenarios

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 2008 Hurricane Gustav response in the City/Parish of Baton Rouge. Our daily production grew to 92,000 cubic yards in ten days, and we cleaned up half of the City/Parish’s debris in the first two weeks of the project, while meeting the City/Parish’s schedule for the last day of the work.

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 performed a similar-sized project.



As the severity of an event increases, the physical scope of work of a project will grow. A major event will require a wider variety of services, and it will also require a more complex response with a corresponding higher level of management attention. All projects, from an Event Type 1: Spot Job – Localized, or large such as Event Type 7: Catastrophic Event – Total Management –City-wide will require some basic services including debris loading and hauling. The physical actions of loading debris, cutting trees, hauling debris, reducing debris, managing and closing out a site are similar on small and large events. The larger events also may require additional services including life support (water, ice, food), and as mentioned, the logistics and management abilities required on a larger event are at a higher level. Ceres is qualified to handle all events, large and small, as shown by our successful operations in each of the over 120 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 Hollywood will vary depending on the actual storm event and physical conditions, and also depending on the City’s wishes, which may relate to how quickly residents can bring

material out of their yards to the curbside. Generally, Ceres has the capacity to perform more rapidly than is preferred by the local government.

Event Type: 1

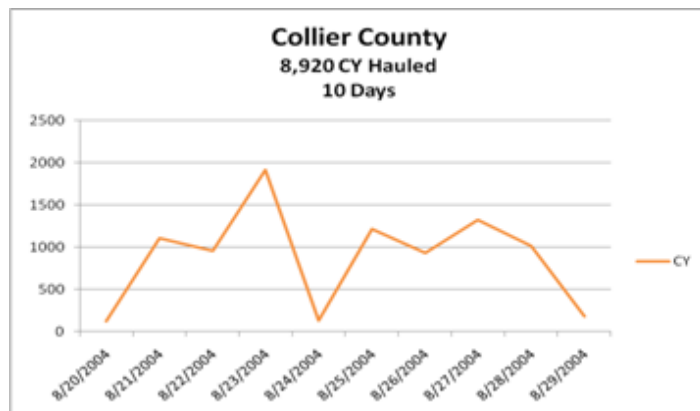
Spot Jobs – Localized

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

Number of TDSR Sites: Maximum of 1, no reduction

Location of TDSR Sites: To be determined

Size of TDSR Sites: 1 acre or more



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

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

Quantity of Hauling Equipment: Ten trucks or less

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

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

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

Methodology for Scheduling and Routing

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

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

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

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

Event Type: 2

Small Event – Widespread or City-wide

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

Number of TDSR Sites: up to 1

Location of TDSR Sites: To be determined

Size of TDSR Sites: 5 to 10 acres

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

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

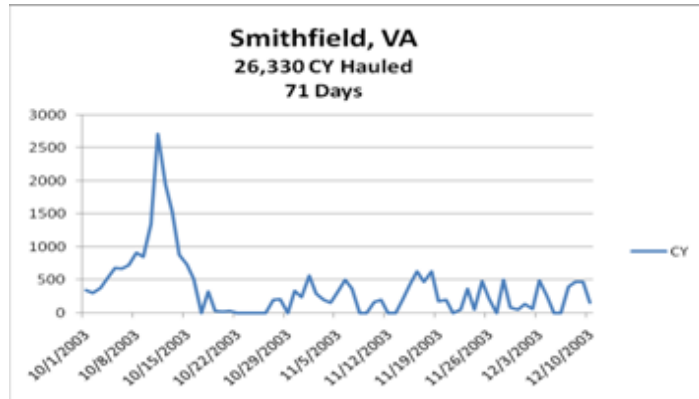
Quantity of Hauling Equipment: up to 3 crews with a total of up to 12 trucks and 2 bobcats

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

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

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

Methodology for Scheduling and Routing the Removal of Debris: Ceres would provide two or three crews consisting of self loading knuckleboom trucks with flaggers and chain saw operators. Bobcat type loaders would likely be used to forward material into larger piles for efficient pickup by self loading knuckleboom trucks. Each crew would be supervised by a lead man, and all crews would be supervised by a superintendent who would interface with the City field representative. A Debris Management Site (DMS) will be established, a Ceres site manager will be installed who will manage the site operations, which would likely include a dozer, an excavator with grapple, a tub grinder or air curtain incinerator and dump trucks to haul out reduced debris (ash or wood chips). A Ceres project manager would supervise the superintendent and DMS site manager, and will supervise site restoration. The Ceres project manager will also interface with the City administrators to assist with FEMA reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.



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

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

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

Event Type: 3

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

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

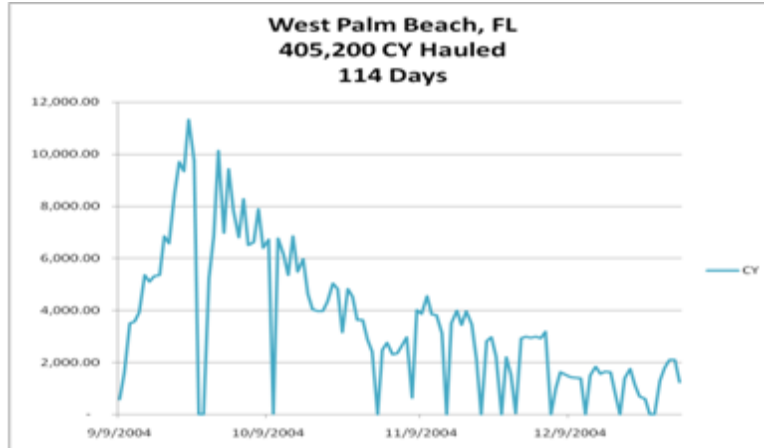
Quantity of Hauling Equipment: Self loading knuckleboom trucks, dump trucks/trailers, approximately 8 crews with approximately 46 trucks total.

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 segregation and other material handling

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



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

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

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

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

Event Type: 4

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

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

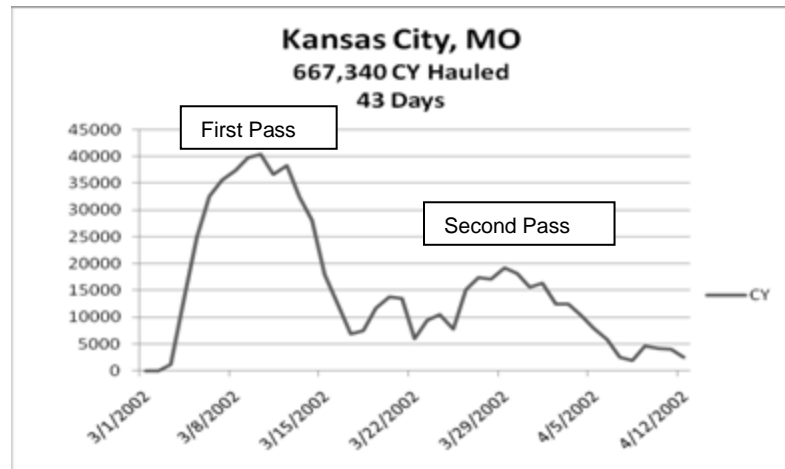
Time elapsed from Notice to Proceed to first arrival onsite of equipment: 1 hour

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 segregation and other material handling

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



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

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

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

Event Type: 5

Catastrophic Event – Removal, Reduction, Hauling, and Separating – Mixed Debris –City-wide

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

Number of TDSR Sites: 4 to 6

Location of TDSR Sites: To be determined

Size of TDSR Sites: 5 to 20 acres

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

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

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

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

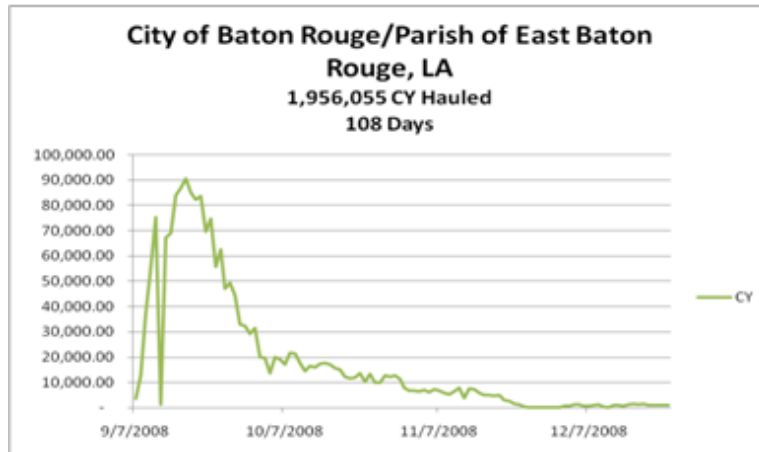
Time elapsed from Notice to Proceed to complete mobilization: 25% in 24 hours, 50% in 48 hours, 100% in 72 hours

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

Expected Personnel per TDSR Site: 1 TDSR Site Manager, 1 foreman with truck and cell phone, 1

assistant foreman, 5 to 8 heavy equipment operators, 2 to 4 flaggers for traffic control, 1 to 5 additional laborers for segregation and other material handling

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



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

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

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

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

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

Event Type: 6

Catastrophic Event – Site Management – City-wide

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

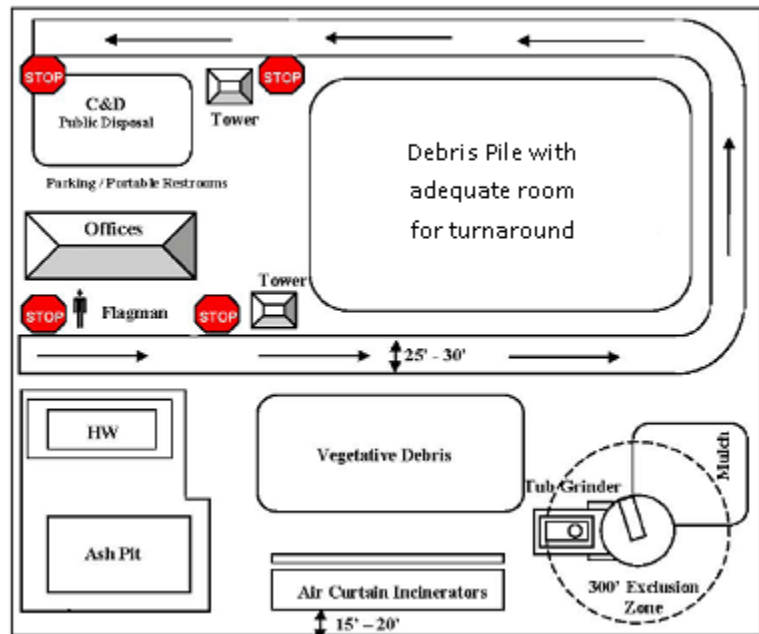
Total expected cubic yards of debris to process and document: 1,304,369 (see table above)

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

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

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

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



Methodology for accepting and measuring of debris: Inspection – From the constructed tower, the City's designated monitor will determine the capacity of the truck and estimated load volume (percent capacity), and evaluate the load for contaminants requiring segregation. 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 segregated accordingly.

Segregation - While vegetative debris is generally the most voluminous debris stream, due to the nature of the storm, material segregation is frequently required in order to properly and efficiently process the debris. Collection crews will segregate 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 segregated 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 segregates non-grindables will be recycled to the maximum extent possible. Metals and concrete will be baled, crushed, or

otherwise processed for transport to recycling facilities. Clean that has been processed into mulch will be loaded into live bottom or similar hauling vehicles for delivery to the final disposal location. Mulch will be applied or disposed of at a site(s) approved by the City, as appropriate. The handling of incinerator ash material will comply with all federal, state, and local laws and regulations.

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

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

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

Event Type: 7

Catastrophic Event – Total Management – City-wide

Ceres Headquarters Office Location: Sarasota, Florida permanent office with mobile Hollywood office
Total management would effectively combine the two above Catastrophic Events Types: 5 – Removal, reduction, hauling, and separating mixed debris along with 6 – Site Management

Number of TDSR Sites: 6 to 8

Location of TDSR Sites: To be determined

Size of TDSR Sites: 5 to 20+ acres

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

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

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

Expected Management and Supervision Staff: General Management: Citywide (per site personnel listed separately below): 1 project manager, 1 assistant project manager, 6 to 8 site superintendent(s), 1 project superintendent, 1 assistant project superintendent, 12 to 18 foreman, 1 FEMA/City liaison, 1 administrator with 4 clerks, 1 quality control officer, 1 safety and health officer, 1 public relations officer, 1 accountant with 1 clerk; **For each TDSR Site, listed as follows:** 1 site manager, 1 assistant site manager, 2 foremen, 1 lead man, 5 to 8 heavy equipment operators, 3 to 6 flaggers for traffic control, 3 to 5 additional laborers for segregation and other material handling per each TDSR site.

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

reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.

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

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

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

5 SCOPE OF SERVICES AVAILABLE

5.A General Approach

Ceres provides services full-time, year-round. The following is a general discussion of Ceres Environmental Services, Inc.'s technical approach and understanding of the scope of work. The overall plan for contract execution is described in detail in a section below titled "Contract Performance Phases".

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

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

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

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

Planning and Training Phase

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

- Hurricane Debris Volume Estimation Using the U.S. Army Corps of Engineers Model
- The FEMA Paperwork Process: From IDA to PW and All Points In Between
- Measuring a Truck/Trailer the FEMA Way
- Load Tickets – Who Fills Out What and Why
- Stumps, Stumps, Stumps
- Determining Your Force Account Capabilities or When Will I Need Help
- FEMA Eligibility – What a "Good" Contractor Will Tell You

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

Alert Phase

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

Alert 1: Category I & II Hurricanes

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

Alert 1 activity includes, but is not limited to:

- Calling the previously identified representatives of Hollywood, and exchanging the most up-to-date contact information each has with the other.
- Activating Ceres notification procedures for all subcontractors – operations and administrative services.
- Contacting and overseeing preparations to make the Project Advance Team ready to deploy.
- Assigning a Project Logistics Coordinator to make use of all services possible: including, but not limited to: hotels/motels, gasoline and diesel fuel, catering/restaurants, laundry services, emergency medical services, vehicle and equipment repair shops, and other disaster response and life support services.
- Confirming the availability of emergency road clearing crews and equipment, and as local conditions dictate, dispatch them to a secure, pre-positioning site near or within the City's boundaries.

Alert 2: Category III, IV, or V Hurricane

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

Alert 3: All Other Sudden Impact Events

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

Mobilization Phase

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

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

Pre-Landfall Activities

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

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

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

Project Advance Team

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

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

Contractor Mobile Command Center

The Emergency Operations Temporary Project Office and Primary Debris Collection/Debris Processing Equipment are staged in Houston, TX. Annual heavy equipment hauling permits are maintained for Ceres' eight heavy equipment haulers consisting of semi tractors with lowboy trailers, enabling a quick response. The temporary facilities and Ceres-owned disaster response equipment is expected to arrive within 12 hours of notice to proceed by the City.

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

Satellite Communications

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

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

Life Support and Fuel Supplies

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

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

Debris Management Sites (DMS)

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

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

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

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



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

DMS Construction Timeline

Each designated Debris Site Manager will commence construction of their respective DMS within 24 hours of notification. DMSs will be fully operational within 48-72 hours of Notice to Proceed. The Project Logistics Manager is responsible for ensuring gravel for access and internal haul roads and dump pads, prefabricated inspection tower kits, erosion control materials such as silt fence, straw bales, coir fiber, and geo-membrane

liners for hazardous waste containment areas are available on site within 24 hours of notification. Additionally, portable truck scales may also be requested at the direction of the City.

Emergency Roadway Clearance and Debris Removal Phase

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

Emergency Road Clearing-Cutting and Pushing Public Right of Ways

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

Cut and Push Crew typical configuration is:

- One front-end loader 4/1 bucket (or equivalent) with experienced and qualified operator
- Up to two transport trucks approximately 30 cubic yards with operator(s)
- Two laborers with chain saws and rakes
- Two flag persons
- One Bucket Truck with an experienced operator or climber (optional based on need)
- One Foreman with cell phone and pickup

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

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

Debris Collection

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

A 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 seven Self Loaders (Knucklebooms) and has access to many more through our subcontractors.



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

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

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

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

Hazardous Tree, Limb and Stump Removal

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

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 skidsteers. 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 time line 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.

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

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

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



Flood debris from the Spring 2008 Iowa Floods

Certification of Maximum Volume Capacity of Hauling Trucks/Trailers

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

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



Placarding a truck.

Work Locations

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

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

Field Management

Regular and effective communications are critical to the rapid dissemination of appropriate and accurate data to both the City Management Team and the Ceres Management Team. As the project progresses, the needs of the City may change and resource requirements may need to be reassessed. The original plan, therefore, may need to be modified. In order to ensure effective and efficient execution of all field work, the Ceres team, from Site Managers up to the Project Manager, will meet on a daily basis. The Project Manager is responsible for coordinating the daily scheduling and dispatch of cleanup crews with the City and will meet with the designated representative on a daily basis. The Site Manager is responsible for management and operation 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 City will be produced.

Scheduling Control Debris Collection

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

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

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

Project Manager

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

Upon receipt of a Notice to Proceed, the PM will be on call 24 hours per day, seven days per week, and will have electronic linkage capability for transmitting and receiving relevant contractual information. This linkage will provide immediate contact availability via cell phone and fax machine, and have Internet capabilities. The PM will participate in daily After Action Reviews and disaster exercises, functioning as a source to provide essential element information. The PM will report to the City Operations Manager on an "on call basis" and be capable of responding within one hour of notification.

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

Field Supervisors/Crew Leaders

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

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

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

- Cycle Times of Trucks
- Loads per Hour
- Production

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

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

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

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

Description of a Typical Workday

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



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

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

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



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

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

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

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

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

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

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

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

Geographic Area Management

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

Debris Management Sites (DMS)

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

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

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

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

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

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

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

Inspection

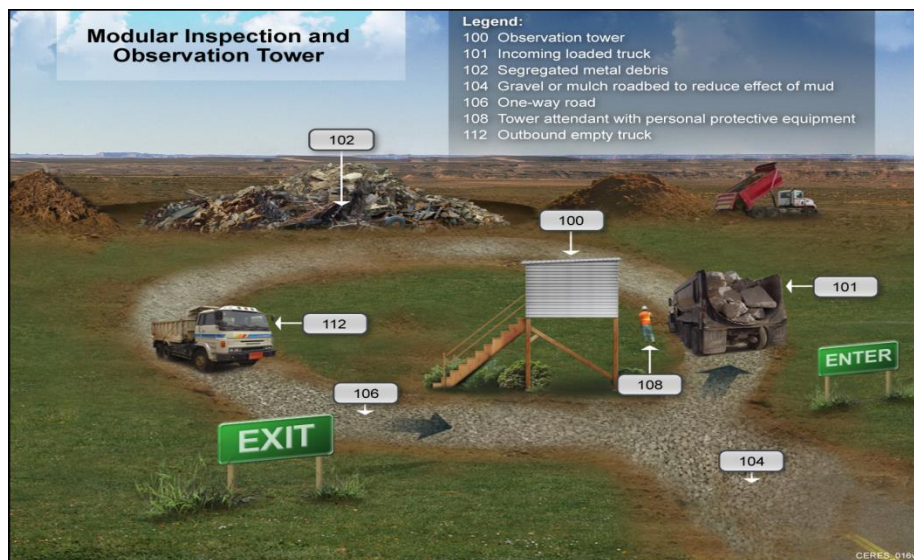
DMSs will be the point of inspection and load volume estimation by the City or their designated representative. Inspection towers will be used to observe and record all trucks entering and leaving the DMS and document their loads. The tower will be 10 feet above the existing ground elevation, with a wooden handrail and steps to provide access and constructed of pressure treated lumber. The floor area will be 8'x8', constructed of 2'x8' joists, 16" O.C. with ¾" 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 ¾" plywood. The entire floor area will be covered with a corrugated tin roof. The roof will provide minimum 6' 6" headroom below the support beams. The inspection tower will be large enough to adequately accommodate a minimum of three people simultaneously.

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

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

The Monitor will determine the capacity of the truck and estimated load volume (percent capacity), and evaluate the load for contaminants requiring segregation. 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 segregated accordingly.



Load Tickets and Reporting

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

Material Segregation

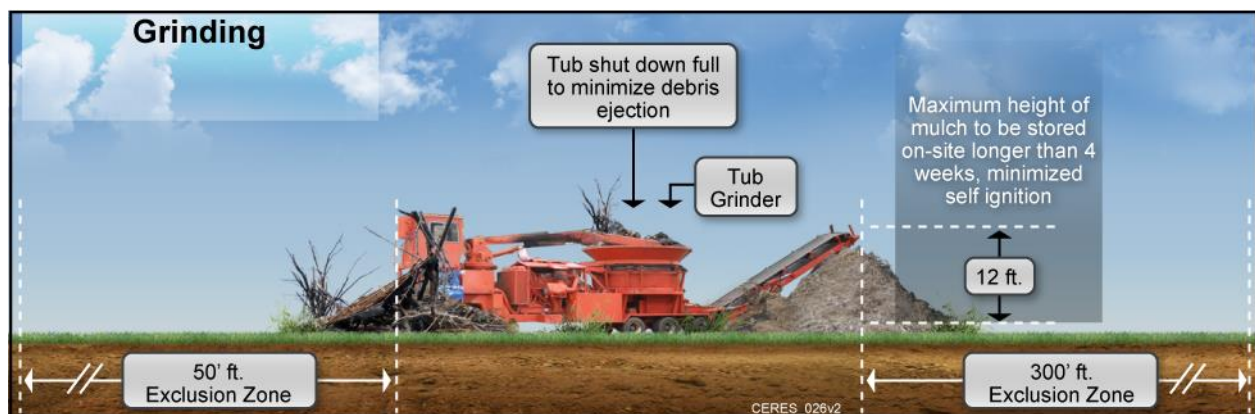
Due to the nature of these operations, material segregation is required in order to properly and efficiently process debris. Collection crews will segregate non-grindable debris to the maximum extent possible during collection and loading operations. The inspection tower will also assume responsibility for the segregation 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 segregated 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 segregated and baled or otherwise processed for recycling. Concrete will be segregated and transported to a recycling facility and may be crushed prior to transport. Glass, plastic, and other materials will similarly be segregated 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.



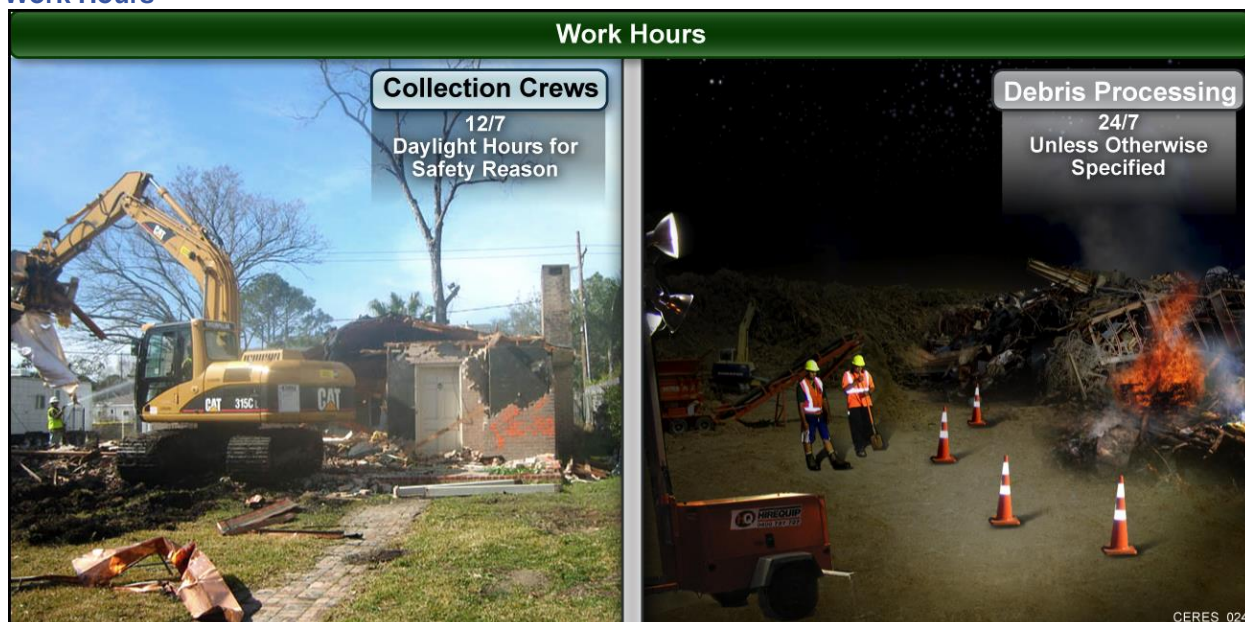
The Air Curtain will be operated at least 100 feet from any stockpile of debris and at least 1,000 feet from any occupied structure. Prior to removal of ash debris from the air curtain incinerator pit, the material will be wetted. Ash stockpiles will be at least 100 feet away from any debris stockpiles.

Final Disposition

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

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

Work Hours



Collection crews will typically work up to 12 hours per day, seven days per week unless otherwise specified or limited by contractual requirements. For safety reasons, collection crews will work during daylight hours

only. Debris processing sites typically operate 24 hours per day, seven days per week if sufficient lighting is provided during evening hours, unless restricted by the contract.

Traffic Control

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

Site Restoration

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

Demobilization Phase

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

Documentation – Field Operations

Production Reporting

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

Quality Control

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

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

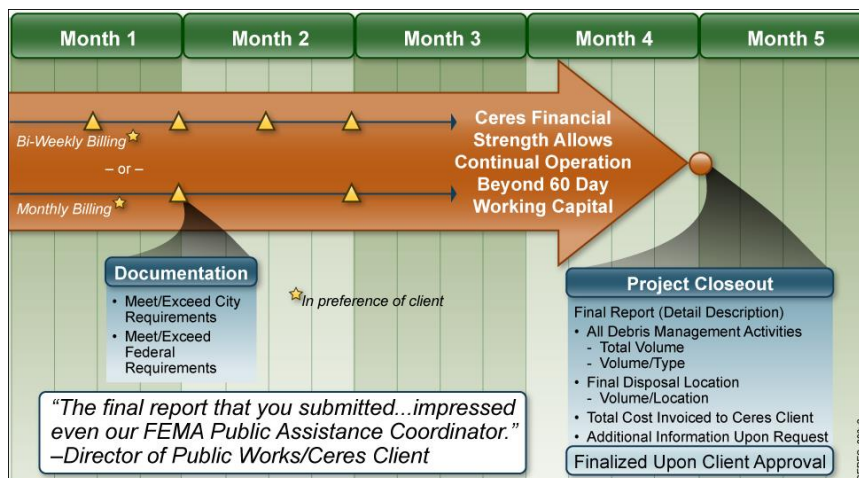
activities, documentation requirements for Ceres personnel and all subcontractors, control phases or procedures, and identification and correction procedures for non-conforming activities. The remedies for non-conformance include termination. Exceptional quality control of each project promotes efficiency and avoids investigation and other potential losses.

| 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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Invoicing

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



Reimbursement Assistance

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

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

Project Closeout

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

5.B FEMA Experience, Recordkeeping and Reporting

From experience on over 120 FEMA-reimbursed projects, Ceres Environmental Services, Inc. knows that accurate and organized recordkeeping and reporting is vital to successful completion of a project. To fulfill this need, Ceres provides support and assistance through every step of the project. After the project is completed, Ceres will attend post-project briefings and provide our lessons learned and recommendations for the next project to the City of Hollywood. 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.**

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

Training

Ceres is qualified and able to participate in pre-event training days. Available training related to technical aspects of disaster recovery involves FEMA worksheets, the available methods of recording project data from tickets and truck certifications onto electronic records and databases, field operations and other training as needed or requested.

Ceres' training will cover various topics, many of which are included below in a list of typical events that occur in a disaster response.

Sequence of Events (Source: FEMA Public Assistance Policy Digest)

- Local response – emergency operations center activation-declaration of state of emergency
- Continue emergency work-maintain records (labor, equipment, materials, and contracts)
- Compile initial estimated damage. Report to State emergency management agency
- Evaluate needs and request State/Federal assistance
- Federal/State survey of need—Preliminary Damage Assessment (PDA)
- Governor's request for Federal assistance
- Presidential declaration
- Designation of applicant's agent
- Attend Applicant's Briefing and submit a Request for Public Assistance
- Attend Kickoff Meeting with Public Assistance Coordination (PAC) Crew Leader—discuss project formulation
- Prepare Project Worksheets—work with the PAC Crew Leader
- Address applicable Special Considerations (floodplain management, insurance, hazard mitigation and compliance with environmental and historic preservation laws)
- Complete application for Federal funds
- Maintain required documentation (labor, equipment, materials, and contracts)
- Receive payment of small projects—for Federal share and possibly State share
- Complete approved disaster work within time allowed
- Request final inspections
- Submit documents for final inspection, program review, and close-out
- Keep all documentation for 3 years from date of final Financial Status Report, or follow State and applicant record retention policies if they require retention beyond 3 years

FEMA Alternative Procedures Pilot Program

As the City considers services for a post-disaster recovery situation, it's important to understand how choosing best value instead of low cost can provide better, more responsive service while costing nearly the same – or even saving the City money. The Public Assistance Alternative Procedures (PAAP) Pilot Program is described in the FEMA Public Assistance Program and Policy Guide published in January 2016. Under the PAAP Pilot Program, the recipient may receive a higher federal cost share for removing debris quickly following a disaster. If a local government removes debris within the first 30 days, the local government receives 85% federal cost share. From 31-90 days, the federal cost share is 80%. From 91-180 days, the federal cost share reverts to the original 75%.

In order to achieve this rapid mobilization, the City must understand the numbers behind best value versus low cost. On paper, the low cost looks great. In the long run, the low cost could potentially cost the City money. A low cost contractor would be limited to the amount and type of equipment mobilized to this project. With low quantities of equipment mobilized to the project, the low cost contractor would have a much longer project timeline. Conversely, a best value contractor, like Ceres Environmental Services, Inc., can mobilize quickly with a combination of Ceres-owned equipment and subcontracted equipment. The subcontracted equipment is a mixture of local resources and outside subcontractors. The goal is to strike a balance between keeping dollars at home with local subcontractors and moving quickly enough to take advantage of the PAAP Pilot Program sliding scale.

| Timeframe (days from start of incident period) | Federal Cost Share |
|--|--|
| 1-30 | 85% |
| 31-90 | 80% |
| 91-180 | 75% |
| 181+ | 0% (unless FEMA approves a time extension) |

In the following tables, Contractor A is the low cost contractor, and Contractor B is the best value contractor. Contractor A presents a lower overall project price than Contractor B, but with the existing FEMA PAAP Pilot Program guidelines, Contractor A actually costs the City more money in FEMA reimbursement while taking longer on project performance.

| Contractor A | | | |
|--------------|--------|--------------|---------------------|
| Distance | CY | Price Per CY | Subtotal |
| Short Haul | 10,000 | \$6.00 | \$60,000.00 |
| Medium Haul | 5,000 | \$7.00 | \$35,000.00 |
| Long Haul | 2,000 | \$8.00 | \$16,000.00 |
| Total | | | \$111,000.00 |

| Contractor B | | | |
|--------------|--------|--------------|---------------------|
| Distance | CY | Price Per CY | Subtotal |
| Short Haul | 10,000 | \$6.50 | \$65,000.00 |
| Medium Haul | 5,000 | \$7.50 | \$37,500.00 |
| Long Haul | 2,000 | \$8.50 | \$17,000.00 |
| Total | | | \$119,500.00 |

Based on these totals, Contractor A would cost the City more FEMA reimbursement while taking a longer project performance time. To illustrate, the following tables show the total reimbursement for the City based on the costs for Contractor A and Contractor B and using reimbursement percentages from the PAAP Pilot Program. The total cost for each contractor is taken from the previous tables.

While Contractor A is still hauling debris after 90 days from the start of the incident, Ceres has the ability to complete the job within 90 days from the start of the incident. With the ability to pay a higher subcontractor price, Ceres can mobilize more equipment to supplement its company-owned equipment. Plus, with more high-capacity equipment – such as self-loading knucklebooms above 100 cubic yards – Ceres can complete the job faster. The faster completion in turn results in a larger federal cost share.

Contractor A Cost Share

| From Start of Incident | % of Debris Hauled | Contractor A Cost | Federal Cost Share | Federal Reimbursement | State/County Cost Share | State/County Reimbursement |
|------------------------|--------------------|---------------------|--------------------|-----------------------|-------------------------|----------------------------|
| 30 days | 10% | \$11,100.00 | 85% | \$9,435.00 | 15% | \$1,665.00 |
| 31-90 days | 55% | \$61,050.00 | 80% | \$48,840.00 | 20% | \$12,210.00 |
| 91-180 days | 35% | \$38,850.00 | 75% | \$29,137.50 | 25% | \$9,712.50 |
| Total | 100% | \$111,000.00 | - | \$87,412.50 | - | \$23,587.50 |

Contractor B Cost Share

| From Start of Incident | % of Debris Hauled | Contractor B Cost | Federal Cost Share | Federal Reimbursement | State/County Cost Share | State/County Reimbursement |
|------------------------|--------------------|---------------------|--------------------|-----------------------|-------------------------|----------------------------|
| 30 days | 50% | \$59,750.00 | 85% | \$9,435.00 | 15% | \$8,962.50 |
| 31-90 days | 50% | \$59,750.00 | 80% | \$48,840.00 | 20% | \$11,950.00 |
| 91-180 days | 0% | \$- | 75% | \$29,137.50 | 25% | \$- |
| Total | 100% | \$119,500.00 | - | \$98,587.50 | - | \$29,912.50 |

Ceres can commit a full project management staff, company-owned equipment and subcontractor resources immediately upon Notice to Proceed. Our goal is to move quickly during the mobilization process to capitalize on the federal, State and local cost share splits afforded under the PAAP Pilot Program for debris removal.

Ceres has experience with the PAAP Pilot Program for Debris Removal. Ceres is also uniquely set up with equipment, personnel and temporary debris staging site to remove most debris within the first 30 days. To put it best, Ceres is in the best position to maximize Hollywood's FEMA reimbursement for debris removal.

In 2014, Ceres helped numerous clients maximize their reimbursement under the Pilot Program:

- Columbia County, GA
- Lee County, MS
- Kimberly, AL
- Graysville, AL
- Adamsville, AL
- North Carolina DOT
- Dawson County, GA

We have also provided countless presentations and briefings on the subject. As part of our pre-event training and coordination with current clients, Ceres will review, and in some cases develop, disaster debris management plans in compliance with the recently released FEMA Debris Management Plan Review Job Aid. Ceres fully understands the urgency to immediately begin debris removal not just for the economic recovery of the community, but also to maximize reimbursement under the Pilot Program.

Columbia County is an example of our experience with the Pilot Program. During our response to Columbia County after Winter Storm Pax in 2014, Ceres rapidly mobilized personnel and equipment to immediately begin the debris removal effort. Ceres eventually collected, removed, and disposed of more than 600,000 cubic yards of debris throughout the County.

The Columbia County cost savings are provided in the following chart, which shows the cost share of normal procedures versus alternative procedures under the PAAP Pilot Program.

| Program Type | Federal/State Cost Share | Columbia County Cost Share | \$8,300,000.00 |
|----------------------|--------------------------|----------------------------|---------------------|
| Normal | 87.5% | 12.5% | \$1,037,500.00 |
| Alternative | 92.3% | 7.7% | \$639,100.00 |
| Total Savings | | | \$398,400.00 |

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 City.


Ceres often provides these forms to clients during disaster response projects. For example, Ceres performed cleanup in two counties in Kentucky after the devastating ice storm in January 2009. Since the Commonwealth performed its own monitoring, Ceres brought its own truck certifications, load tickets, and other required forms for the Commonwealth monitors' use. The Commonwealth eventually requested extra forms from Ceres for use in other counties where Ceres was not working.



In addition to its proprietary forms, Ceres is also familiar with the sample forms included in the Public Assistance Debris Management Guide FEMA-325 published by the Department of Homeland Security. This publication provides guidelines for debris management from preparation to concluding response. Appendixes C and D of the Guide provide multiple forms for use during monitoring, including load tickets and truck certifications.

Ceres is also aware of the FEMA Public Assistance Program and Policy Guide (PAPPG), which supersedes FEMA-325 and Title 2 of the Code of Federal Regulations (CFR) Part 200 Procurement Standards. In short, Ceres has access to all the information required to meet FEMA guidelines.

Ceres keeps multiple copies of the Public Assistance Debris Management Guide FEMA-325 in stock at all times. When a project is initiated, Ceres brings enough copies so that any City staff member who wishes may obtain his or her own free copy. Ceres can provide copies of the Guide upon contract award, or advise the City on how to obtain them for themselves.

| LOAD TICKET | | | |
|--|---------------|-----------|--|
| TICKET NO. | | | |
| CONTRACT NO. | | | |
| CONTRACTOR | | | |
| DATE | | | |
| DEBRIS QUANTITY | | | |
| Truck No. | Capacity (CY) | | |
| Load Size (CY) | Tons | | |
| Truck Driver | | | |
| DEBRIS CLASSIFICATION | | | |
| | Burnable | | |
| | Non-Burnable | | |
| | Mixed | | |
| | Other | | |
| LOCATION | | | |
| Zone/Section | Dumpsite | | |
| | Time | Inspector | |
| Loading | | | |
| Dumping | | | |
| 21 | | | |
| 22 | | | |
|  Original : Contract Owner Yellow : Driver Pink : Ceres Gold : Other Green : Customer | | | |

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 City 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 insure that data integrity is maintained.

This is the Ceres Load Ticket. In use, the Ticket Number is preprinted. This form is generally scanned at the job site and electronically transmitted to an office outside the disaster area for data entry. The form's five copies are color coded to minimize confusion.

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

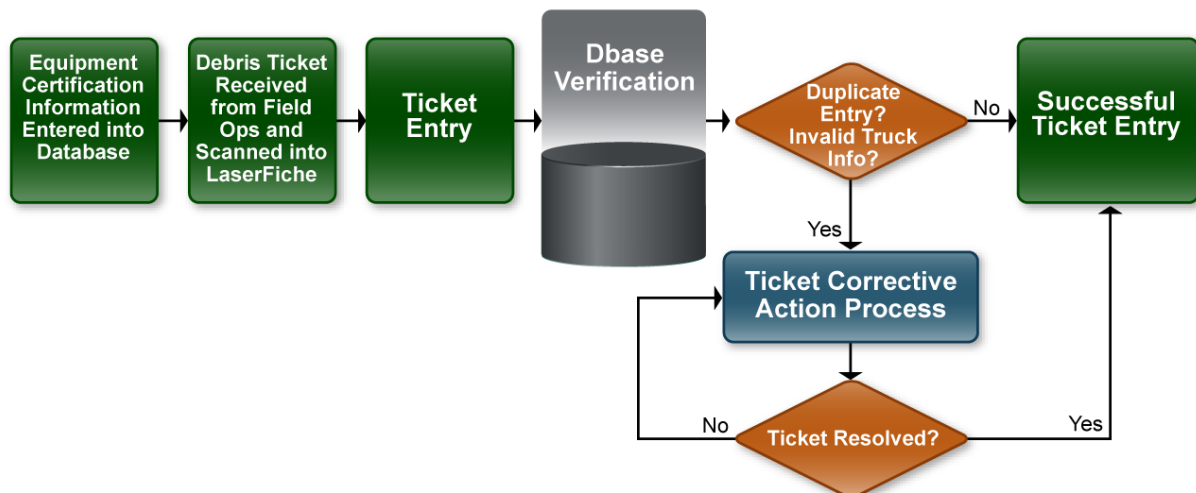
staff and entered into the appropriate project database under normal office conditions. Database rules require that first the truck owner (Ceres or one of its subcontractors) and then the individual truck be established in the database before the system will accept any load ticket information for that truck

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 insure data integrity. 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.

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

Ceres has taken great care to develop both policies and procedures that can be consistently applied to every project. 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.

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 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.

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

Monitoring Consultants

Some 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 planning, direct communications with the City, incorporation of City forms and FEMA forms, facilitating communications with FEMA and other state and federal agencies, pre-event planning, post-event construction, funding, and reimbursement procedures. 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 City verify that the proposed monitoring firm is not de-listed by the federal government on the "Excluded Parties List System" at www.epls.gov.

As a full line disaster response firm, Ceres also has expertise and experience in all of the services provided by monitoring consultants. For example, following a January 2009 Ice Storm in the Midwest, and while

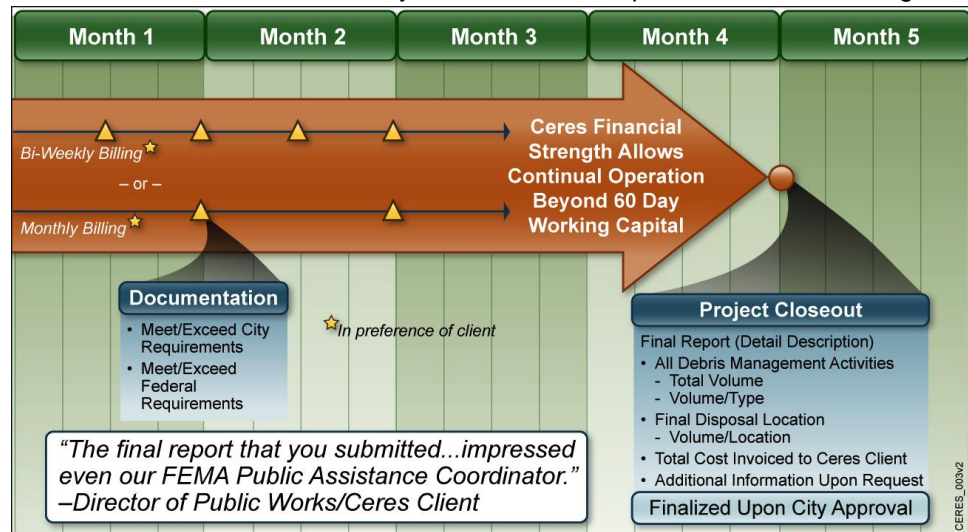
under contract with the Kentucky Commonwealth, Ceres provided assistance in many of these areas. The KY Commonwealth had not contracted for technical assistance services and greatly appreciated the support that Ceres personnel were able to provide from basic guidance to providing numerous forms which enabled the Commonwealth to maximize their monitoring function and compliance for FEMA reimbursement. This successful past experience and expertise allows Ceres to work cooperatively and cohesively directly with the City or with a third party provider. We would be pleased to work with whomever the City chooses.

Invoicing

Ceres can invoice the City 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 City and federal requirements for funding and reimbursement

purposes. Ceres will provide technical assistance to the City in the completion of claims filed to FEMA or other agencies for funding and reimbursement. A documentation team will be assembled from representatives of quality control and accounting. This team will assist the City throughout the invoicing and reimbursement process long after the work has been completed. Ceres'

financial strength enables Ceres to operate within the working capital requirement of the contract.



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.

Reimbursement Assistance

Ceres has experienced personnel trained in providing the necessary documentation and assistance in the preparation of reimbursement claims for the City. If requested, Ceres will provide the City with turnkey services or guidance and technical assistance to ensure proper preparation and submittal of claims for reimbursement and other 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 Isabel, Charley, Frances, and Jeanne. 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 of the following services to the City:

- Preliminary Damage Assessment (PDA)
- Emergency Work definition (Category A and Category B)
- Analysis of Permanent Work (Categories C through G)
- Assistance with Applicant's Briefing
- Identifying Expenditures Eligible for Reimbursement
- Review of PDA for 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 Federal and State Requirements
- Orientation and training of client personnel on documentation requirements
- Assist in the establishment of the "Clerk of Records"
- Claim Documentation
- Public Service Announcements

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 these forms include: truck certification logs, production logs, shift inspection checklists, safety meeting report forms, daily crew reports, and various equipment usage reports.

Quality Control

Daily Contractor Production and Quality Control reports are completed and available the following work morning to the client or other designated authority. 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 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 client. All records, certifications, and reports are converted into digital documents that are stored securely off-site on Ceres computer servers and are available to management and other project personnel on a need to know basis.

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 Ceres 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.

Dispatch Records

Dispatch records will be maintained for the duration of the project. Records include date and time of dispatch, crew and unit identifier, and status of assigned section (In Progress, Completed, etc.). 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.

Additionally, all supervisors will conduct weekly toolbox meetings and develop activity hazard analyses in compliance with the corporate Health and Safety Plan, and these meetings are documented.

5.C Community Relations Support

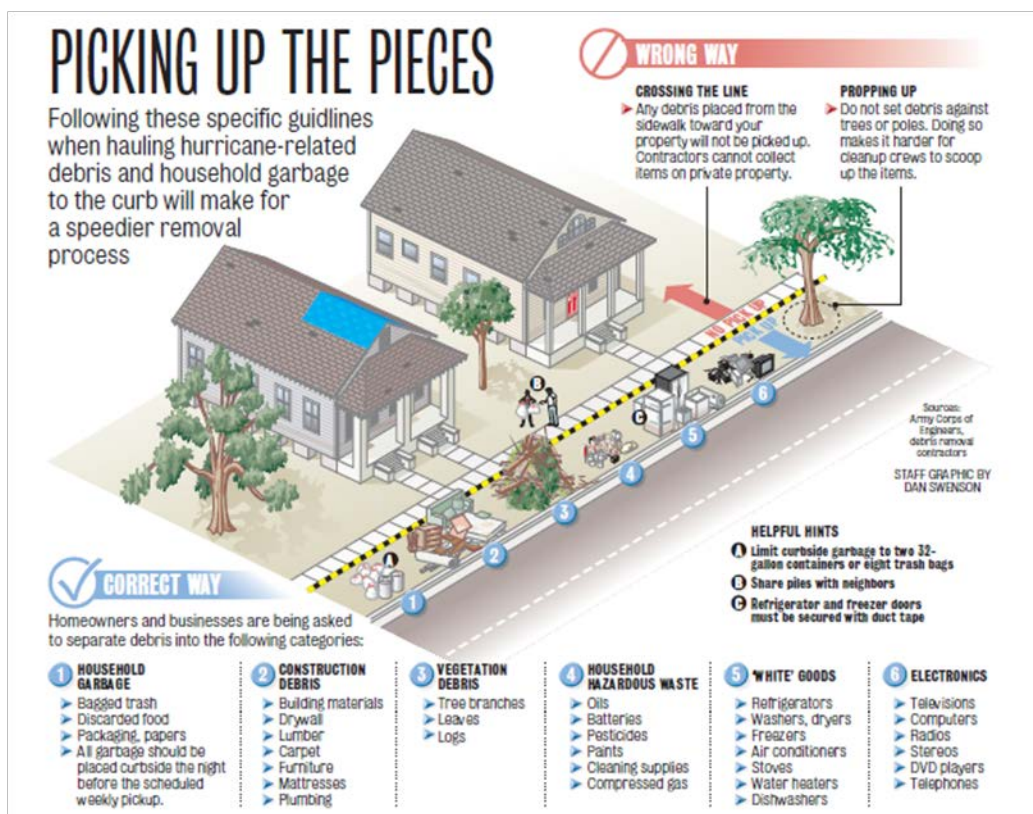
One of Ceres' most important support functions in the event of a natural disaster is to help Hollywood officials engage in community relations. Ceres provides important resources for keeping residents informed on the progress of cleanup.

Announcements will be provided to news media including newspapers, radio and television. Ceres will institute a "Hot Line" for toll-free calls to answer questions and to take requests for "Hot Spot" service for debris removal or other services or complaints.

A series of announcements to citizens may follow this progression of themes and estimated timeframes:

1. Segregate your debris by type and place it in the right of way (curbside) NTP* + 1 day
2. Work crews have begun debris pickup and will arrive in your neighborhood shortly for the first pass NTP + 2 days
3. First pass is nearing completion; place debris on the right of way in preparation for the second pass NTP + TBD
4. Second pass is underway NTP + TBD
5. Project is nearing completion, be sure to place debris on right of way NTP + TBD
6. Debris cleanup will be complete in one week NTP + TBD

*NTP = Notice To Proceed



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 Hollywood officials accordingly.

Catastrophic Events with Loss of Electronic Communication Systems

Hollywood has a significant risk of an impact by a catastrophic or other major event in which traditional community messaging methods would be disrupted. Ceres is committed to ensuring adequate information is available about the scheduling and progress of recovery operations. As every disaster situation is different, Ceres' plans use a combination of non-electric post-disaster information systems that include Disaster Recovery Centers; variable message boards; and/or a signage system similar to the message system used by highway crews.

Disaster Recovery Centers are statically placed in a disaster area to ensure an impacted community has a one-stop point of contact for recovery-related services. The Centers are initiated by the local emergency



management agency and are supported by local, state, federal and nonprofit organizations that provide disaster recovery services. Posting debris curbside segregation information, cleanup schedules and cleanup progress reports at these centers will provide anyone looking for disaster information in their community with access to the debris recovery process.

Variable message boards will be placed at the entrance of neighborhoods to alert the residence of when to expect the next debris collection pass. As citizens of Hollywood are likely accustomed to obtaining information from roadway median signs, information about cleanup can be posted in a similar manner.

Issue Date: May 8, 2018

ATTACHMENT A

**Emergency Debris Removal from Limited Spaces &
Gated Communities Price Sheet**

A. Debris Removal

Please complete this section if interested in Debris Removal opportunities. All prices are to be submitted in cost per cubic yard to collect and transport to a site designated by the City.

NOTE: It is the intent of this contract to use hourly/unit pricing for the initial “push” (First 70 hours).

| ITEM/DESCRIPTION | PRICE PER CUBIC YARD, UP TO 25 MILES |
|---|--------------------------------------|
| A. Vegetation | \$11.50 |
| B. Construction and Demolition Debris / Mixed Debris | \$12.50 |
| C. Mixed Vegetative & C & D | \$12.50 |

Unit Prices, unless otherwise indicated, shall include all labor (operators, laborers, supervisors) and materials including but not limited to: supplies, equipment maintenance, repairs, repair parts, fuels, lubricants, cellular phones, transportation, and housing, if required, necessary to accomplish the project. The quantities and distributions are estimated for the purpose of making an award. Locations of sites, debris quantities, destinations, material densities, etc. may differ substantially in an actual disaster.

Stump Grinding, Stump Removal, Hangers, and Leaners

Stumps are to be ground down to four inches below grade and all voids left by removed or ground stumps are to be filled with clean soil and graded level with the surrounding area. . Stump mulch is to be removed

Stump Grinding, Stump Removal, Hangers, and Leaners

Please complete this section if interested in Stump Grinding and removal. Stumps are to be ground down to 4” below grade. Stump mulch is to be removed. All voids left by removed or ground stumps are to be filled with clean soil and graded level with the surrounding area.

Issue Date: May 8, 2018

Stump Grinding

| Stump Diameter | Cost |
|-----------------|-----------|
| 13" to 28" | \$ 150.00 |
| 29" to 45" | \$ 270.00 |
| 46" to 60" | \$ 380.00 |
| 61" and greater | \$ 425.00 |

| | |
|-----------------------------|--------------------|
| Fill Material – Clean Soil | \$20.00 cubic yard |
| Root Removal | \$100.00 per root |
| Additional Cut – Tall Stump | \$65.00 ea. |

Stump Removal

| Stump Diameter | Cost |
|----------------|-----------|
| 0"-12" | \$ 75.00 |
| 13"-28" | \$ 150.00 |
| 29"-45" | \$ 350.00 |
| 46"-60" | \$ 475.00 |
| 61" or greater | \$ 600.00 |

| | |
|----------------------------|--------------------|
| Fill Material – Clean Soil | \$30.00 cubic yard |
| Root Removal | \$100.00 per root |

Removal of Leaners (Whole Trees) down to remaining 15" of trunk

| Tree Diameter | Cost |
|----------------|-----------|
| Up to 12" | \$ 60.00 |
| 13" to 28" | \$ 150.00 |
| 29" to 45" | \$ 250.00 |
| 46" to 60" | \$ 450.00 |
| 61" or greater | \$ 575.00 |

| | |
|---|-------------------|
| Removal of Hangers (Damaged Tree Limbs) | \$ 89.00 per tree |
|---|-------------------|

Staking of Trees

| Tree Diameter | Price per tree |
|---------------|----------------|
| 10" | \$ 85.00 |
| 11" to 20" | \$ 125.00 |
| 21" to 30" | \$ 200.00 |
| 31" to 40" | \$ 250.00 |

Issue Date: May 8, 2018

Please fill out and return with your proposal.

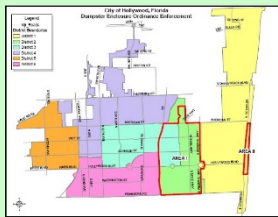



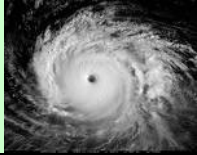


COMPANY NAME: Ceres Environmental Services, Inc.


PROPOSER'S SIGNATURE 
Dawn Brown, Assistant Corporate Secretary

Dated this 30th day of May 2018

7 PROJECT TIME SCHEDULE

The following describes the typical workflow between Ceres and Hollywood 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 Hollywood. 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 Hollywood when the day comes for a disaster response. |  |
| Contract Award | Upon contract award and at the City's request, we schedule a personal visit by a Ceres Project Manager. The purpose of this visit is the personal introduction of the key members of each party's team, discussion of the planning, training, and disaster response preparedness needs of the City. During an event, a Project Manager will be assigned only to Hollywood and will be available to the City 24 hours per day, 7 days per week. |  |
| Planning and Training | If included in the contract, Ceres will provide training to designated City personnel as agreed. The company also continues its Pre Event planning as it reviews local subcontracts, makes plan changes as necessary and keeps an eye on the weather. Typically, Ceres monitors the National Weather Service forecasts and several subscription services to keep us aware of tropical storms and hurricanes. |  |
| Pre-Storm Mobilization | When a storm in your area is imminent, Ceres takes action 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 Hollywood personnel in the EOC and help prepare for storm impact and recovery. |  |
| Landfall | Once the immediate threats are past, the on-site Project Manager will work directly with City officials as we begin our disaster response efforts. Our pre-arranged subcontractors will begin readying equipment for registration. |  |
| Cut and Push | The Ceres Project Manager will ensure that City needs are being met in order of priority. Local subcontractors and equipment will begin any necessary road clearance operations and will begin staging efforts for right-of-way debris removal. |  |
| FEMA Records and Data Management | Ceres will assist Hollywood on an as-requested, as-needed basis to ensure that records are kept and maintained to provide maximum allowable reimbursement to the City. |  |

| | | |
|-----------------------|---|---|
| Fully Operational | The necessary trucks will be in place to continue debris removal in an orderly fashion. Local subcontractors will be deployed to the maximum extent possible and the Ceres debris removal operation will be fully operational on this day. |  |
| First Pass Complete | At the end of the first pass of debris removal time would be allowed for residents to bring additional debris to the curbside. Crews would begin ramping up to start the second pass. Additional tasks, such as hazardous tree removal, hazardous stump removal, and other similar scopes of work may be implemented. |  |
| Second Pass Complete | Debris removal operations would be well in hand. Hot spot crews would continue to cleanup any debris that has time or safety constraints. The vast majority of storm debris would be cleaned from the rights-of-way. The Ceres Project Manager would begin focusing on project completion procedures. |  |
| Final Pass Complete | Debris removal operations would be 100% complete. The Ceres Project Manager would remain in constant contact with Hollywood 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 Hollywood so that databases of debris hauled match as closely as possible. After all debris has been hauled, all truck ticket databases are reconciled to close out the financial records of the project. |  |
| Invoicing | Following reconciliation of the truck records, a final invoice will be delivered. |  |
| FEMA Reimbursement | Ceres will work with the City following the completion of the field work, on an as-requested, as-needed basis to ensure maximum allowable reimbursement. |  |

Issue Date: May 9, 2018

ACKNOWLEDGMENT AND SIGNATURE PAGE

This form must be completed and submitted by the date and the time of bid opening.

Legal Company Name (include d/b/a if applicable): Ceres Environmental Services, Inc.

Federal Tax Identification Number: 41-1816075

If Corporation - Date Incorporated/Organized: July 31, 1995

State Incorporated/Organized: Minnesota

Company Operating Address: 6968 Professional Parkway East

City Sarasota State FL Zip Code 34240

Remittance Address (if different from ordering address): 3825 85th Ave North

City Sarasota State FL Zip Code 55443


Company Contact Person: Dawn Brown Email Address: dawn.brown@ceresenv.com

Phone Number (include area code): (800) 218-4424

Fax Number (include area code): (866) 228-5636

Company's Internet Web Address: www.ceresenvironmental.com

IT IS HEREBY CERTIFIED AND AFFIRMED THAT THE BIDDER/PROPOSER CERTIFIES ACCEPTANCE OF THE TERMS, CONDITIONS, SPECIFICATIONS, ATTACHMENTS AND ANY ADDENDA. THE BIDDER/PROPOSER SHALL ACCEPT ANY AWARDS MADE AS A RESULT OF THIS SOLICITATION. BIDDER/PROPOSER FURTHER AGREES THAT PRICES QUOTED WILL REMAIN FIXED FOR THE PERIOD OF TIME STATED IN THE SOLICITATION.

 May 30, 2018
Bidder/Proposer's Authorized Representative's Signature: Date

Type or Print Name: Dawn Brown, Assistant Corporate Secretary

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF BIDDER/PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE BID/PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY BID/PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE BIDDER/PROPOSER TO THE TERMS OF ITS OFFER.

ANY EXCEPTION, CHANGES OR ALTERATIONS TO THE GENERAL TERMS AND CONDITIONS, HOLD HARMLESS/INDEMNITY DOCUMENT OR OTHER REQUIRED FORMS MAY RESULT IN THE BID/PROPOSAL BE DEEMED NON-RESPONSIVE AND DISQUALIFIED FORM THE AWARD PROCESS.

Issue Date: May 9, 2018

Persons with disabilities who require reasonable accommodation to participate in City programs and/or services may call the Equal Opportunity Manager, Office of Human Resources and Risk Management at (954) 921-3218 (voice). If an individual is hearing or speech impaired, please call Florida Relay Service 1-800-955-8771.

L. PUBLIC ENTITY CRIMES

"A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list."

M. DECLARATION

The aforementioned, as Proposer (herein used in the masculine singular, irrespective of actual gender and number), declares, under oath that no other person has any interest in this Proposal or in any resulting agreement to which this Proposal pertains, that this Proposal is not made with connection or arrangement with any other persons, and that this Proposal is made without collusion or fraud.

The Proposer further declares that he has complied in every respect with all the instructions to Proposers, that he has read all addenda, if any, issued prior to the opening of Proposals, and that he has satisfied himself fully relative to all matters and conditions with respect to the general conditions of the agreement and all relevant information to which this proposal pertains.

N. DISCLOSURE OF CONFLICT OF INTEREST

Vendor shall disclose below, to the best of his or her knowledge, any City of Hollywood officer or employee, or any relative of any such officer or employee as defined in Section 112.3135, Florida Statutes, who is an officer, partner, director or proprietor of, or has a material interest in the vendor's business or its parent company, any subsidiary, or affiliated company, whether such City official or employee is in a position to influence this procurement or not.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City of Hollywood Purchasing Ordinance.

Name

Relationship

Not Applicable

Issue Date: May 9, 2018

| | |
|--|--|
| | |
| | |

In the event the vendor does not indicate any name, the City shall interpret this to mean that no such relationship exists.

Issue Date: May 9, 2018

HOLD HARMLESS AND INDEMNITY CLAUSE

Ceres Environmental Services, Inc.; Dawn Brown, Assistant Corporate Secretary

(Company Name and Authorized Representative's Name)

, the contractor, shall indemnify, defend and hold harmless the City of Hollywood, its elected and appointed officials, employees and agents for any and all suits, actions, legal or administrative proceedings, claims, damage, liabilities, interest, attorney's fees, costs of any kind whether arising prior to the start of activities or following the completion or acceptance and in any manner directly or indirectly caused, occasioned or contributed to in whole or in part by reason of any act, error or omission, fault or negligence whether active or passive by the contractor, or anyone acting under its direction, control, or on its behalf in connection with or incident to its performance of the contract.



SIGNATURE

Dawn Brown

PRINTED NAME Asst. Corporate Secretary

Ceres Environmental Services, Inc.

COMPANY OF NAME

May 30, 2018

DATE

Failure to sign or changes to this page shall render your bid non-responsive.

Issue Date: May 9, 2018

NON-COLLUSION AFFIDAVIT

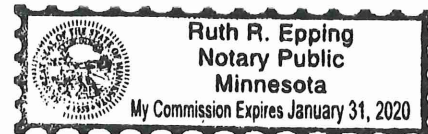
STATE OF: Minnesota

COUNTY OF: Hennepin, being first duly sworn, deposes and says that:

- (1) He/she is Asst. Corporate Secretary of Ceres Environmental Services, Inc. the Bidder that has submitted the attached Bid.
- (2) He/she has been fully informed regarding the preparation and contents of the attached Bid and of all pertinent circumstances regarding such Bid;
- (3) Such Bid is genuine and is not a collusion or sham Bid;
- (4) Neither the said Bidder nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the contractor for which the attached Bid has been submitted or to refrain from bidding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, firm or person to fix the price or prices, profit or cost element of the Bid price or the Bid price of any other Bidder, or to secure an advantage against the City of Hollywood or any person interested in the proposed Contract; and
- (5) The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(SIGNED) Dawn Brown Dawn Brown
Title Assistant Corporate Secretary

Ruth R. Epping



Failure to sign or changes to this page shall render your bid non-responsive.

Issue Date: May 9, 2018

**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 OFFICIAL AUTHORIZED
TO ADMINISTER OATHS

1. This form statement is submitted to City of Hollywood, FL
by Dawn Brown, Asst. Corporate Secretary for Ceres Environmental Services, Inc.
(Print individual's name and title) (Print name of entity submitting sworn statement)
whose business address is 6968 Professional Parkway East, 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 "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 with the United States, including, but not limited to, any bid, proposal, reply, or contract for goods or services, any lease for real property, or any contract for the construction or repair of a public building or public work, involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misinterpretation.

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 an 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, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that "Affiliate," as defined in paragraph 287.133(1)(a), Florida Statutes, means:

1. A predecessor or successor of a person convicted of a public entity crime, or
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. 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 "person," as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or any entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, executives, 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 relation to the entity submitting this sworn statement. (Please indicate which statement applies.)

☒ Neither the entity submitting sworn statement, nor any of its officers, director, 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.

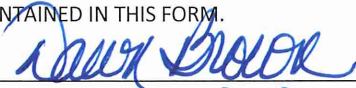
☐ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime, but the Final Order entered by the Hearing Officer in a subsequent proceeding before a Hearing Officer of the State of the State of Florida, Division of Administrative Hearings,

City of Hollywood, Florida
Solicitation # RFP-4593-18-PB

Issue Date: May 9, 2018

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 (ONE) 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 THAT PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017 FLORIDA STATUTES FOR A CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.



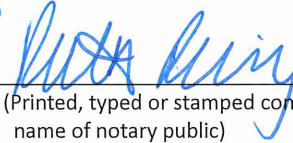
(Signature) Dawn Brown, Assistant
Corporate Secretary

Sworn to and subscribed before me this 30th day of May, 2018.

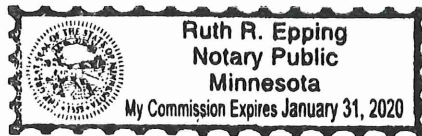
Personally known x

Or produced identification N/A Notary Public-State of Minnesota

N/A my commission expires 01-31-2020
(Type of identification)



(Printed, typed or stamped commissioned
name of notary public)



Failure to sign or changes to this page shall render your bid non-responsive.

Issue Date: May 9, 2018

**CERTIFICATIONS REGARDING DEBARMENT, SUSPENSION AND OTHER
RESPONSIBILITY MATTERS**

The applicant certifies that it and its principals:

- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of Federal benefits by a State or Federal court, or voluntarily excluded from covered transactions by any Federal department or agency;
- (b) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction, violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
- (d) Have not within a three-year period preceding this application had one or more public transactions (Federal, State, or local) terminated for cause or default.

Applicant Name and Address:

Ceres Environmental Services, Inc,

6968 Professional Parkway East

Sarasota, FL 34240

Application Number and/or Project Name:

RFP-4593-18-PB, Emergency Debris Removal from Limited Spaces & Gated Communities

Applicant IRS/Vendor Number: 41-1816075

Type/Print Name and Title of Authorized Representative:

Dawn Brown, Assistant Corporate Secretary

Signature: 

Date: May 30, 2018

Failure to sign or changes to this page shall render your bid non-responsive.

Issue Date: May 9, 2018

DRUG-FREE WORKPLACE PROGRAM

IDENTICAL TIE BIDS - 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. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
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 employee 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 and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
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) by, any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of these requirements.

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



VENDOR'S SIGNATURE

Dawn Brown, Assistant Corporate Secretary

PRINTED NAME

Ceres Environmental Services, Inc.

NAME OF COMPANY

Issue Date: May 9, 2018

SOLICITATION, GIVING, AND ACCEPTANCE OF GIFTS POLICY

Florida Statute 112.313 prohibits the solicitation or acceptance of Gifts. - "No Public officer, employee of an agency, local government attorney, or candidate for nomination or election shall solicit or accept anything of value to the recipient, including a gift, loan, reward, promise of future employment, favor, or service, based upon any understanding that the vote, official action, or judgment of the public officer, employee, local government attorney, or candidate would be influenced thereby." The term "public officer" includes "any person elected or appointed to hold office in any agency, including any person serving on an advisory body."

The City of Hollywood policy prohibits all public officers, elected or appointed, all employees, and their families from accepting any gifts of any value, either directly or indirectly, from any contractor, vendor, consultant, or business with whom the City does business.

The State of Florida definition of "gifts" includes the following:

- Real property or its use,
- Tangible or intangible personal property, or its use,
- A preferential rate or terms on a debt, loan, goods, or services,
- Forgiveness of indebtedness,
- Transportation, lodging, or parking,
- Food or beverage,
- Membership dues,
- Entrance fees, admission fees, or tickets to events, performances, or facilities,
- Plants, flowers or floral arrangements
- Services provided by persons pursuant to a professional license or certificate.
- Other personal services for which a fee is normally charged by the person providing the services.
- Any other similar service or thing having an attributable value not already provided for in this section.

Any contractor, vendor, consultant, or business found to have given a gift to a public officer or employee, or his/her family, will be subject to dismissal or revocation of contract.

As the person authorized to sign the statement, I certify that this firm will comply fully with this policy.



SIGNATURE

Dawn Brown

PRINTED NAME

Ceres Environmental Services, Inc.

NAME OF COMPANY

Assistant Corporate Secretary

TITLE

Failure to sign this page shall render your bid non-responsive.



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD
2601 BLAIR STONE ROAD
TALLAHASSEE FL 32399-0783

(850) 487-1395

MCINTYRE, DAVID A
CERES ENVIRONMENTAL SERVICES INC
2635 CASEY KEY RD
NOKOMIS FL 34275

Congratulations! With this license you become one of the nearly one million Floridians licensed by the Department of Business and Professional Regulation. Our professionals and businesses range from architects to yacht brokers, from boxers to barbeque restaurants, and they keep Florida's economy strong.

Every day we work to improve the way we do business in order to serve you better. For information about our services, please log onto www.myfloridalicense.com. There you can find more information about our divisions and the regulations that impact you, subscribe to department newsletters and learn more about the Department's initiatives.

Our mission at the Department is: License Efficiently, Regulate Fairly. We constantly strive to serve you better so that you can serve your customers. Thank you for doing business in Florida, and congratulations on your new license!



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND
PROFESSIONAL REGULATION

CGC1508764 ISSUED: 09/01/2016

CERTIFIED GENERAL CONTRACTOR
MCINTYRE, DAVID A
CERES ENVIRONMENTAL SERVICES INC

IS CERTIFIED under the provisions of Ch.489 FS.
Expiration date : AUG 31, 2018 L1609010003375

DETACH HERE

RICK SCOTT, GOVERNOR

KEN LAWSON, SECRETARY

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
CONSTRUCTION INDUSTRY LICENSING BOARD

LICENSE NUMBER

CGC1508764

The GENERAL CONTRACTOR
Named below IS CERTIFIED
Under the provisions of Chapter 489 FS.
Expiration date: AUG 31, 2018

MCINTYRE, DAVID A
CERES ENVIRONMENTAL SERVICES INC
2635 CASEY KEY RD
NOKOMIS FL 34275



ISSUED: 09/01/2016

DISPLAY AS REQUIRED BY LAW

SEQ # L1609010003375

State of Florida

Department of State

I certify from the records of this office that CERES ENVIRONMENTAL SERVICES, INC. is a Minnesota corporation authorized to transact business in the State of Florida, qualified on June 19, 1996.

The document number of this corporation is F96000003145.

I further certify that said corporation has paid all fees due this office through December 31, 2017, that its most recent annual report/uniform business report was filed on May 3, 2017, and that its status is active.

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

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Third day of May, 2017*



Ken DeFries
Secretary of State

Tracking Number: CC6603991332

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

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

Issue Date: May 9, 2018

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: _____

Firm giving Reference: _____

Address: _____

Phone: _____

Fax: _____

Email: _____

1. Q: What was the dollar value of the contract?

A:

2. Have there been any change orders, and if so, how many?

A:

3. Q: Did they perform on a timely basis as required by the agreement?

A:

4. Q: Was the project manager easy to get in contact with?

A:

5. Q: Would you use them again?

A:

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☐ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A:

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: _____

Title: _____

Signature: _____ Date: _____

Issue Date: May 9, 2018

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Ceres Environmental Services, Inc.

Firm giving Reference: City of Palm Beach Gardens, FL

Address: 10500 N. Military Trail, Palm Beach Gardens, FL 33410

Phone: (561) 804-7015

Fax: (561) 799-4211

Email: dreyes@pbgfl.com

1. Q: What was the dollar value of the contract?
A: \$883,957.00
2. Have there been any change orders, and if so, how many?
A: None
3. Q: Did they perform on a timely basis as required by the agreement?
A: Yes
4. Q: Was the project manager easy to get in contact with?
A: Yes
5. Q: Would you use them again?
A: Yes
6. Q: Overall, what would you rate their performance? (Scale from 1-5)
A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable
7. Q: Is there anything else we should know, that we have not asked?
A:

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: David Reyes

Title: Director, Public Services

Signature: 
5/30/18

Date:

Issue Date: May 9, 2018

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Ceres Environmental Services, Inc.

Firm giving Reference: Beaufort County, SC

Address: 120 Shanklin Road, PO Drawer 1228, Beaufort, SC 29901

Phone: (843) 255-2721

Fax: ~~(843) 475-2731~~

Email: pcobb@bcgov.net

1. Q: What was the dollar value of the contract?

A: \$ 14,020,391

2. Have there been any change orders, and if so, how many?

A: Yes, only due to additional Approval from FEMA for other debris removal operations

3. Q: Did they perform on a timely basis as required by the agreement?

A: Yes.

4. Q: Was the project manager easy to get in contact with?

A: Yes.

5. Q: Would you use them again?

A: Yes, Beaufort Co. just renewed our contract with Ceres.

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A: Please refer to the Attachment.

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Pamela Cobb

Title: Disaster Recovery Coordinator

Signature: Pamela Cobb

Date: 5.30.18



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

Issue Date: May 9, 2018

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Ceres Environmental Services, Inc.

Firm giving Reference: Columbia County, GA

Address: 650-B Ronald Reagan Drive, Evans, GA 30809

Phone: (706) 868-3303

Fax: (706) 868-3343

Email: shughes@columbiacountyga.gov

1. Q: What was the dollar value of the contract?

A: \$8,539,038.00

2. Have there been any change orders, and if so, how many?

A: None

3. Q: Did they perform on a timely basis as required by the agreement?

A: Yes. Project was completed ahead of schedule.

4. Q: Was the project manager easy to get in contact with?

A: Project manager remained in constant contact with our staff and was very accessible when needed.

5. Q: Would you use them again?

A: Yes. In 2015 we signed another agreement with the company and have since exercised our option to renew for two additional one year terms.

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A:

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Suzie Hughes

Title: EMA Specialist VI

Signature: Suzie Hughes

Date: 5/29/2018

Columbia County, GA awarded a contract to CERES Environmental Services for the removal, hauling and reduction of debris from public property; the costs applied to the PW are for the current estimated contract costs. The quantifiable cubic yardages indicated in this Scope of Work, for public property is 650,000 CY of vegetative debris, 162,500 cubic yards of resultant mulch estimated at a 4-1 reduction ratio, 15,000 trees with hanging limbs over 2 inches or leaning. These costs include, but are not limited to, pick up, removal, reduction and hauling of vegetative debris to debris a management site for reduction, processing, final disposal and tipping fees, the cutting and removal of leaners and hangers at a per tree rate, set up, operation of, management of Debris Management sites.

CERES had extensive experience and knowledge with working with FEMA, which assured that we received the maximum amount of disaster reimbursement possible.

CERES has years of experience and from the first day to the last day of our project they performed their work without a glitch. They did everything expected and even exceeded our expectations in making sure that we were kept informed of the progress on a daily basis. There were no change orders; costs were maintained exactly as outlined in our contract.

The project was completed ahead of deadlines and every day they were responsive to our needs and requests.

Citizens contacted us after CERES picked up their debris to tell us what a good job they did...even raking up the areas after they picked up debris. All of the temporary storage sites were very well kept and organized.

CERES Environmental was first awarded a pre-event contract in 2008. The company has since then been awarded the solicitation again in 2015 for an initial 2 year term with the option to renew 3 additional 1 year terms. We recently exercised our 2nd option to renew for a 1 year term.

We highly recommend CERES. They are a top-notch company who gets the job done in an extremely professional, expeditious and quality manner. Good people to work with

Issue Date: May 9, 2018

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Ceres Environmental Services, Inc.

Firm giving Reference: City of Rapid City, SD

Address: 300 Sixth Street, Rapid City, SD 57701

Phone: (605) 394-4154

Fax: (605) 355-3083

Email: ted.johnson@rcgov.org

1. Q: What was the dollar value of the contract?

A: \$1,440,473.80

2. Have there been any change orders, and if so, how many?

A: yes, two. Volume of debris removal and cleanup exceeded preliminary estimates

3. Q: Did they perform on a timely basis as required by the agreement?

A: yes

4. Q: Was the project manager easy to get in contact with?

A: yes

5. Q: Would you use them again?

A: yes, we would use them again

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

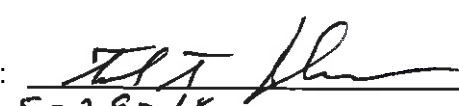
7. Q: Is there anything else we should know, that we have not asked?

A: The company and their staff did a good job with this clean up project, and with assisting the City through the storm and cleanup.

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Ted T. Johnson

Title: City Engineer

Signature: 
5-29-18

Date:

Insurance

Ceres will provide a certificate of insurance immediately upon award. **Our sample insurance certificate is attached.**



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

9/5/2017

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

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

| | | | |
|--|--|--|--|
| PRODUCER Christensen Group Insurance 11100 Bren Road West Minnetonka MN 55343 | | CONTACT NAME: Kelly Preston PHONE (A/C, No. Ext): (952)653-1000 FAX (A/C, No): (952)653-1101 E-MAIL ADDRESS: kpreston@christensengroup.com | |
| INSURED CERES ENVIRONMENTAL SERVICES, INC. 6968 Professional Pkwy East Sarasota FL 34240 | | INSURER(S) AFFORDING COVERAGE INSURER A: Old Republic General Insurance INSURER B: Westchester Fire Insurance Co INSURER C: Evanston Insurance Company INSURER D: INSURER E: INSURER F: | |
| | | NAIC # 24139 03759 | |

COVERAGES

CERTIFICATE NUMBER: 17-18 - LIAB - FL -

REVISION NUMBER:

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

| INSR LTR | TYPE OF INSURANCE | ADDL INSR | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|---|---|----------|--|-------------------------|-------------------------|---|
| A | GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC | | | A5CG11261701 General Liability Deduct \$10,000 | 9/01/2017 | 9/01/2018 | EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 |
| | AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS | | | A5CA11261701 | 9/01/2017 | 9/01/2018 | COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ |
| | <input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$ | <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE | | G46808848001 | 9/01/2017 | 9/01/2018 | EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 |
| | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | <input type="checkbox"/> Y <input checked="" type="checkbox"/> N | N/A | Policy includes Longshore Harbor Endt for FL A5CW11261701 | 9/01/2017 | 9/01/2018 | <input checked="" type="checkbox"/> WC STATUTORY LIMITS E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000 |
| C | Contractors Pollution | | | 17CPLOWM40040 | 9/01/2017 | 9/01/2018 | Per Occ/Agg Limits: \$10,000,000 |
| C | Prof Liab/Claims Made | | | 17CPLOWM40040 \$100K Ded | 9/01/2017 | 9/01/2018 | Limit: (retro date 8/18/14) \$10,000,000 |

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

CERTIFICATE HOLDER**CANCELLATION****PROOF OF COVERAGE**XXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXX

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

Tyler Simmons/KP



Liberty Mutual Surety

March 16, 2018

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

To Whom It May Concern:

Liberty Mutual Insurance Company along with Cobb Strecker Dunphy & Zimmermann, Inc. have handled the bonding requirements of Ceres Environmental Services, Inc. for over 29 years. Their project management and financial responsibility has always been exceptional. We have bonded individual projects in excess of \$500 million and have authorized work programs in excess of \$500 million.

Presently, their bonds are written with the Liberty Mutual Insurance Company. Liberty Mutual Insurance Company is a surety and insurance company currently listed on the U.S. Department of the Treasury Circular 570 list of approved bonding companies which is published annually in the Federal Register, with an A (Excellent) rating in the latest printing of the A.M. Best's Key Rating.

Approval of performance and payment bonds of all projects is expressly conditioned upon acceptable review of the contract terms and scope, bond forms, and financing for the project, as well as other pertinent underwriting information. The arrangement for performance and payment bonds is a matter between Ceres Environmental Services, Inc. and Liberty Mutual Insurance Company, and the surety assumes no liability to you or third parties, if for any reason bonds for any project are not executed.

If additional information is required, please feel free to contact this office.

Sincerely,

Sandra M. Engstrum

Attorney-in-Fact

Liberty Mutual Insurance Company

THIS POWER OF ATTORNEY IS NOT VALID UNLESS IT IS PRINTED ON RED BACKGROUND.

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.

Certificate No. 7967008

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

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, Colby D. White; Melinda C. Blodgett; R. C. Bowman; R. Scott Egginton; Sandra M. Engstrom; R. W. Frank; Ted Jorgensen; Joshua R. Loftis; Kurt C. Lundblad; Brian J. Oestreich; Jerome T. Ouimet; Craig Remick; Nicole Stillings; John E. Tauer; Rachel Thomas; Lin Ulven; Emily White

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 21st day of December, 2017.



STATE OF PENNSYLVANIA ss
COUNTY OF MONTGOMERY

On this 21st day of December, 2017, 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 King of Prussia, Pennsylvania, on the day and year first above written.



COMMONWEALTH OF PENNSYLVANIA
Notarial Seal
Teresa Pastella, Notary Public
Upper Merion Twp., Montgomery County
My Commission Expires March 28, 2021
Member, Pennsylvania Association of Notaries

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

By: David M. Carey
David M. Carey, Assistant Secretary

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 16th day of March, 20 18.



By: Renee C. Llewellyn
Renee C. Llewellyn, Assistant Secretary

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

To confirm the validity of this Power of Attorney call 1-610-832-8240 between 9:00 am and 4:30 pm EST on any business day.