Proposal
in Response to

City of Hollywood

RFP No. RFP-4592-18-PB

Emergency Response and Recovery Services

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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Emergency Response and Recovery Services

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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 BidSync website at www.bidsync.com 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

Issue Date: May 9, 2018

PROPOSER'S AUTHORIZED SIGNATURE: _____

DATE: May 30, 2018

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

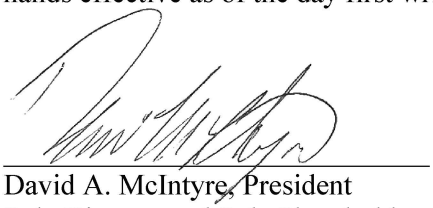
The undersigned, being the sole member of the Board of Directors and the sole shareholder of Ceres Environmental Services, Inc., a Minnesota corporation (the "Corporation"), does hereby adopt the following resolution in writing pursuant to Minnesota Statutes effective as of the 5th day of December, 2017:

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.



David A. McIntyre, President
Sole Director and Sole Shareholder

CERES ENVIRONMENTAL

May 30, 2018

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

RE: **RFP No. RFP-4592-18-PB Emergency Response and Recovery Services**
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-4592-18-PB Emergency Response and Recovery Services.** 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; 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.

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 Environmental Services 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 n**ever 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

May 30, 2018

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

RE: **RFP No. RFP-4592-18-PB Emergency Response and Recovery Services**
Due: May 31, 2018 at 3:00 PM ET

Dear Selection Committee:

Ceres Environmental Services, Inc. understands the services to be performed and commits to performing the work described in the RFP. In 2017, Ceres worked in Hollywood, FL after Hurricane Irma, removing 154,000 CY of debris.

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 85th Ave N, Brooklyn Park, MN 55443	david.preus@ceresenv.com; (800) 218-4424
Tia Laurie	Corporate Secretary/Subcontract	6968 Professional Parkway E, Sarasota, FL 34240	tia.laurie@ceresenv.com; (800) 218-4424
Dawn Brown	Assistant Corporate Secretary/Proposal Manager	3825 85th Ave N, Brooklyn Park, MN 55443	dawn.brown@ceresenv.com; (800) 218-4424

Sincerely,

Dawn Brown
Assistant Corporate Secretary
Ceres Environmental Services, Inc.

Enc.

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
Dataw 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'sY15-1022-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

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,

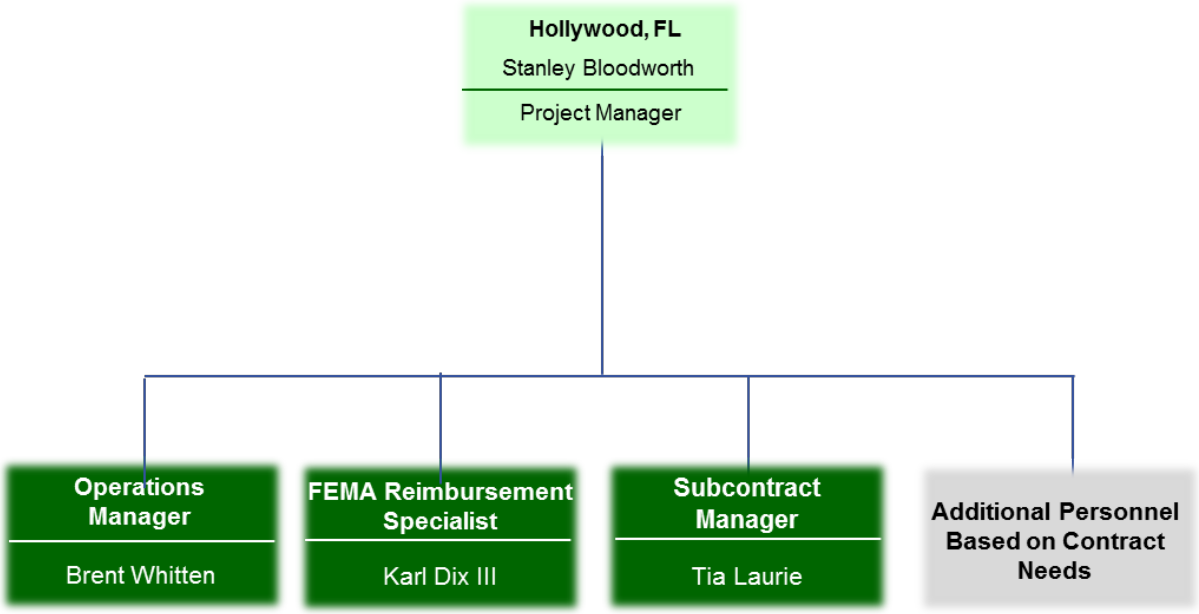
Company	City	State	Certs
Magic Wheels	Hollywood	FL	SB
Miller & Myers Llc	Hollywood	FL	
Thompson's Roofing	Hollywood	FL	SB
Island Recovery Services	Lauderdale Lakes	FL	SDB
Bulls Eye Group, Inc.	Oakland Park	FL	SB
TLMC Enterprises, Inc.	Pembroke Park	FL	SB, WOSB, SDB
AFS Logistics	Pembroke Pines	FL	SB, 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 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. Stanley Bloodworth is the 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.

Mr. Brent Whitten is Operations Manager. 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.

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 Manage**r 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, Perdio 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 Tornados 2011,** Special advisor and liaison to state and Federal partners for the tornado clean up in Alabama and Joplin, MO.
- **Haiti Earthquake 2010**, Consultant to the World Bank on debris management, environmental assessments, and bidding documents for a World Bank sponsored debris project.
- **Eagle, Alaska 2009**, Authored plans and specifications for specialized debris clean up following ice flow damage. Acted as legal advisor for the city.
- **Hurricane Rita 2007**, USACE Debris Task Force Leader.
- **Hurricane Katrina 2005**, USACE Senior debris manager/coordinator for $2.5 billion in debris contracts in Alabama, Mississippi, and Louisiana
- **Florida Hurricanes 2004**, Lead ESF#3 representing USACE
- **Weapons of Mass Destruction Debris Management Guide 2001-2004**, Project Manager and contributing author of the FEMA-sponsored "Weapons of Mass Destruction Debris Management Guide."
- **World Trade Center 2001**, Senior Project Manager over disposal operations for USACE following 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 Tornados 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,** Inframetrix, 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 Tornados 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 Parrish 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-102 FEMA Response Partners
- FEMA IS-632 Debris Operations
- OSHA 40 Hour Hazwoper Training
- FEMA IS-00035.15 Safety Orientation 2015
- FEMA Disaster Housing Inspector (PARR)
- E-QIP # 3943088
- FEMA IS-100 ICS
- FEMA IS-631 Public Assistance
- OSHA 30 Hour Construction Safety
- USACE Training Safety & Health EM 385-1-1
- U.S. Army Corps of Engineers QCS/RMS Training
- U.S. Army Corps of Engineers Construction Quality Management
- First Aid/CPR/AED

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
-

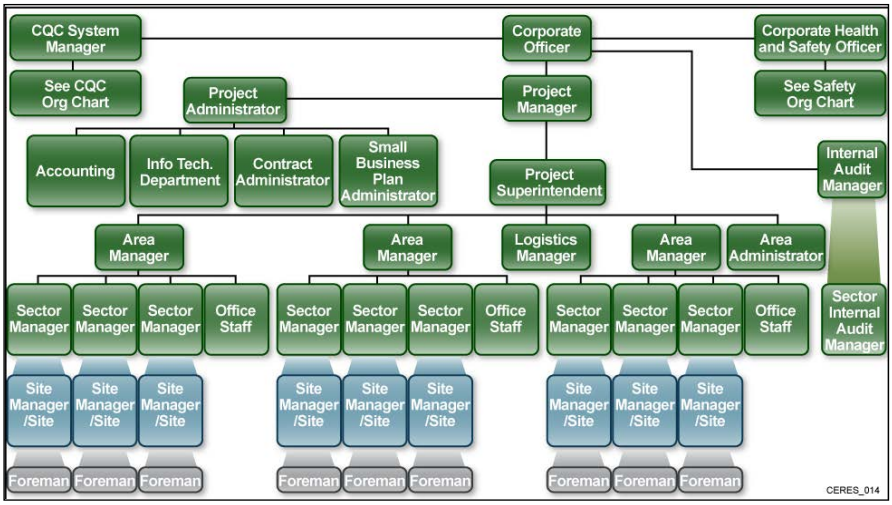
4.B Organization of the Project Team

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.



Ceres Project Management organization can be adjusted to fit the size of the project and the area of coverage by changing the number of Area, Sector and Site Managers.

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

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

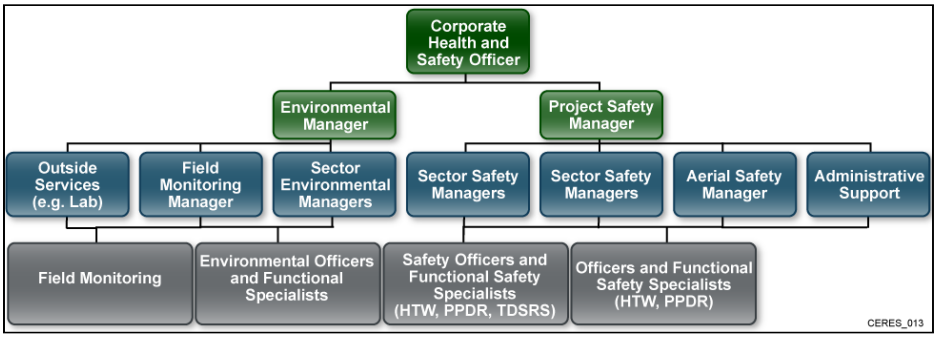
Internal Audit

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

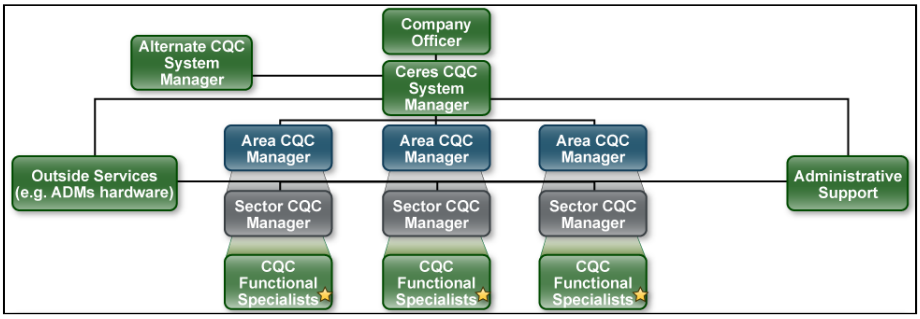
Ceres maintains a Corporate Health and Safety Officer to whom the Environmental Manager and a Project Safety Manager report for each project underway. Sector Managers report to the Environmental Manager and Project Safety Manager, and functional specialists work in the field with specialized training 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:

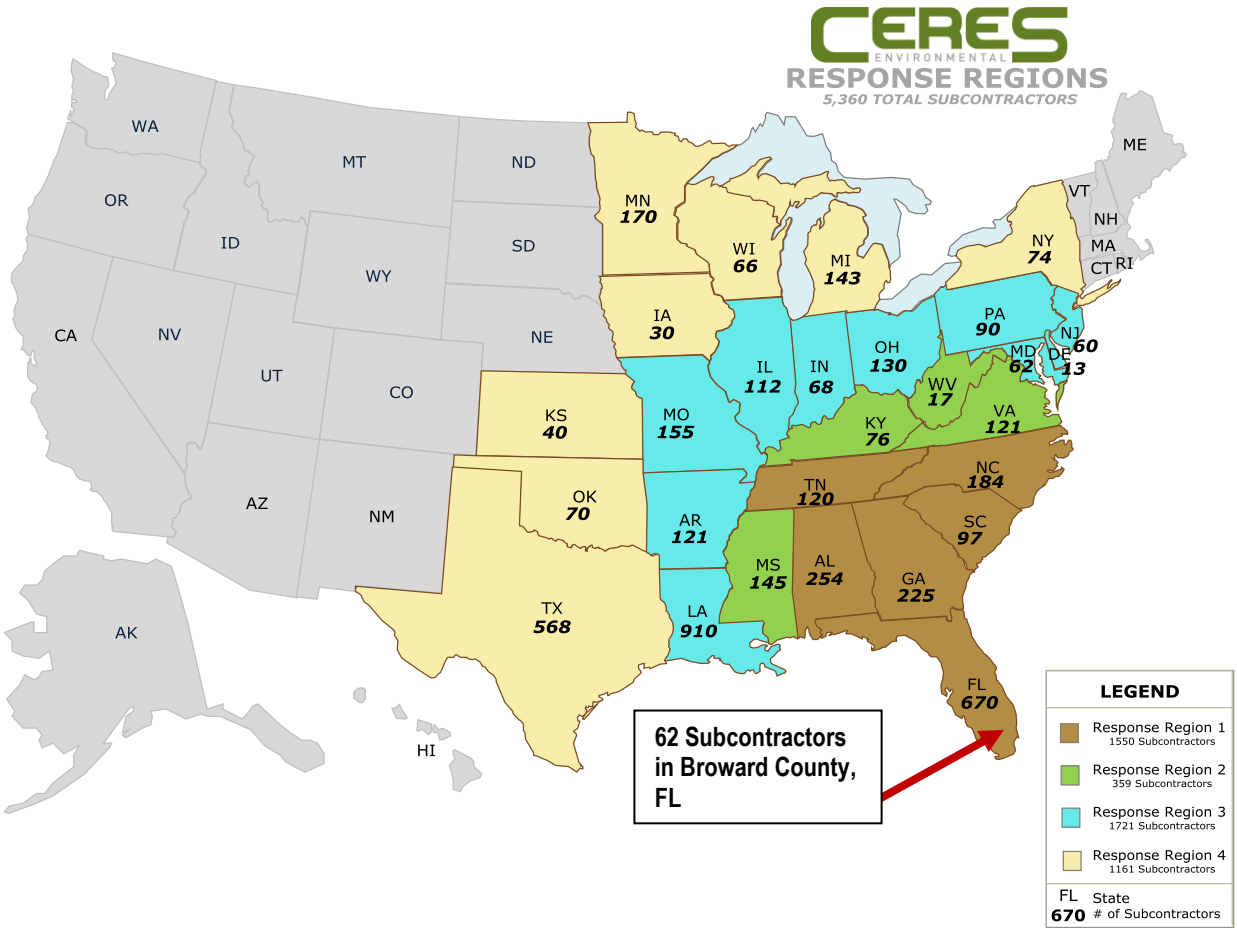
- The truck has been pre-approved and measured.
- The load is eligible.
- The ‘percentage filled to’ figure is determined and noted on each individual load ticket.

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's interest, Local and other Small Businesses (SB) as well as Small Disadvantaged Businesses (SDB) such as HUBZone, Veteran-owned (VO), Service Disabled Veteran-Owned (SDVO), Woman-Owned (WOSB) for the provision of equipment, labor, services and supplies.

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

During our Hurricane Katrina response, Ceres was very successful in subcontracting with local companies. Our first priority is to give opportunities to local firms and it is our commitment to meet or exceed other small business and minority hiring goals of 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. 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. Reviews may not be conducted for those firms with whom Ceres has had a prior working relationship and who have already demonstrated appropriate competency, ability and capacity to perform the required work or service. Ceres also makes every effort to establish long-term working relationships with SBs and SDBs to include long-range project plans (e.g. joint ventures, teaming agreements, etc).
- Submit the required reports and documentation of all efforts used to identify and solicit targeted business concerns.
- Participate and cooperate in any studies or surveys that may be requested by the Owner or other agencies.

Utilization of Small Business Concerns and Small Disadvantaged Business Concerns

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

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

(1) Which is at least 51 percent owned by one or more socially and economically disadvantaged individuals; or in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more socially or economically disadvantaged individuals; and

(2) Whose management and daily business operations are controlled by one or more such individuals.

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

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

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

Utilization of HUBZone Small Business Concerns

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

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

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

Records and Source Documents

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

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

- SBA Dynamic Small Business Search
- 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 contact 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.

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
Telehander	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, Pikup, 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	1HSHXSBR16J297649	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	2XKWD29XX6M915871	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 TRAILE	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	Screener, Deck	72 14 913	TX	SCREEN
333	1993	READ	WM3000	Screener, Deck	503	TX	SCREEN
334	1996	GDS	837S	Screener, Trommel	1G96UPS735TR196006	TX	SCREEN
335	1996	RETECH	723A	Screener, Trommel	1R9TR47205M216083	TX	SCREEN
337	2000	MCCLOSKEY	MCB833RE	Screener, 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 onTrailer 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	5014	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	1UJBJ0BS2C18V0070	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	Screener	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	CSOP Number: HR-11	Page 1/1
Pre-Employment Background Check Procedures	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 O Yes O 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. O Yes D 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.

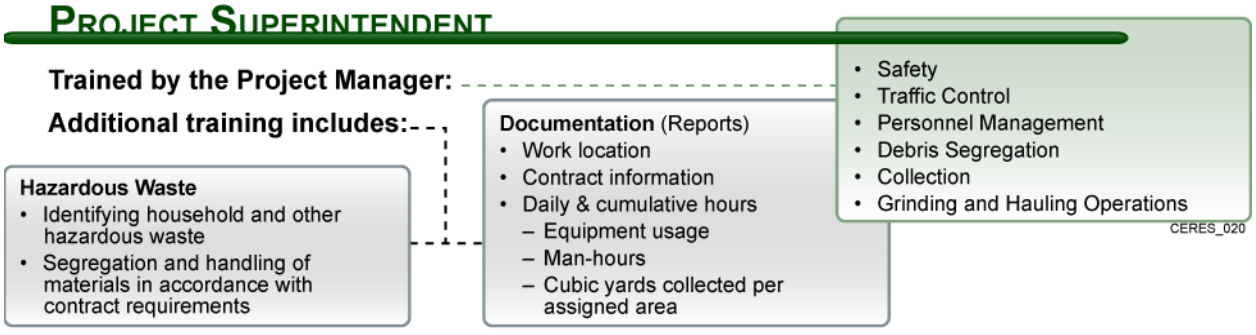
Training Program Description

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:

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

CERES_021

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

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

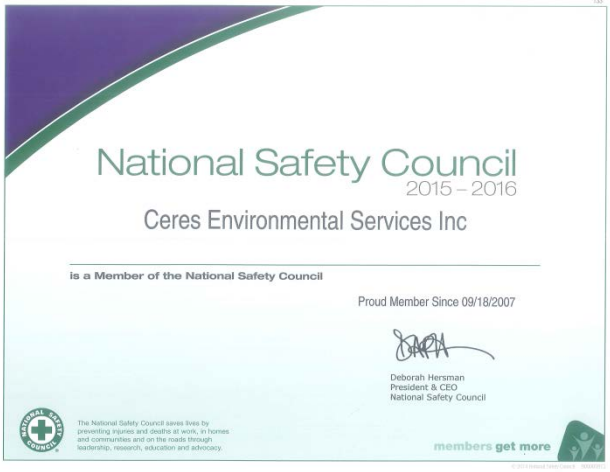
Managers

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.

PERSONAL PROTECTIVE EQUIPMENT/AHA TRAINING LOG

Date:_____ Trainer:_____

Location/Activity:_____

Information Reviewed:_____

_____

_____

PPE Issued and/or Procedures Implemented:_____

_____

_____

Employees Receiving Training:

_____ _____
_____ _____
_____ _____
_____ _____
_____ _____
_____ _____
_____ _____
_____ _____
_____ _____
_____ _____
_____ _____
_____ _____
_____ _____
_____ _____
_____ _____
_____ _____

Reviewed by:_____ _____
Name (printed) Name (signature)

Date:_____

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:_____ Date:_____
Name (printed)

Reviewed by:_____ Date:_____
Name (printed)

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 a 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.I 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.

A licensed technician removing Freon from refrigerators at a TDMS

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.

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

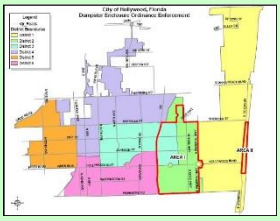
Ceres ensures that any and all sites, whether used for temporary debris storage and reduction, equipment staging, or that was disturbed during debris removal operations, will be returned to pre-storm conditions or better. Restoration of the disturbed, staging, and access areas will be accomplished using 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

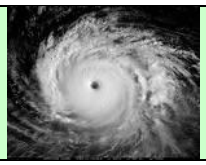
Data Gathering and Analysis

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.	

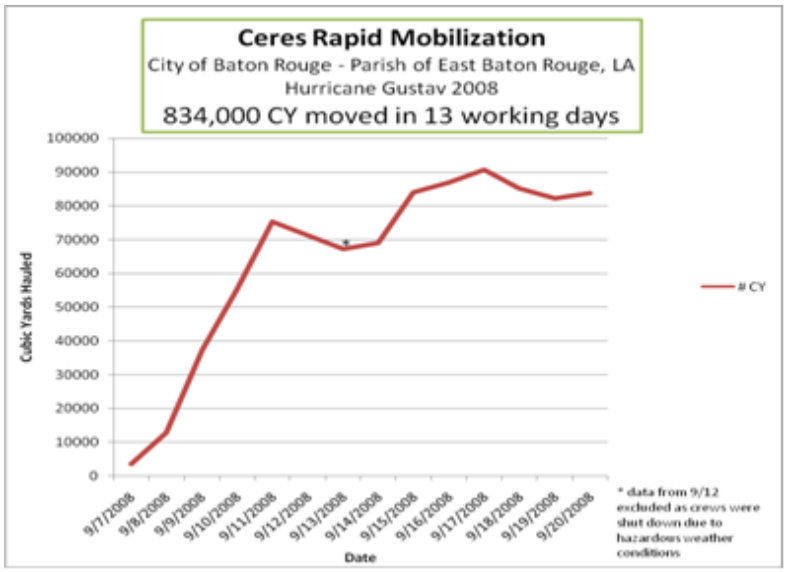
Landfall	Once the immediate threats are past, the on-site Project Manager will work directly with City officials as we begin our disaster response efforts. Our pre-arranged subcontractors will begin readying equipment for registration.	
Cut and Push	The Ceres Project Manager will ensure that City needs 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.	FEMA

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.

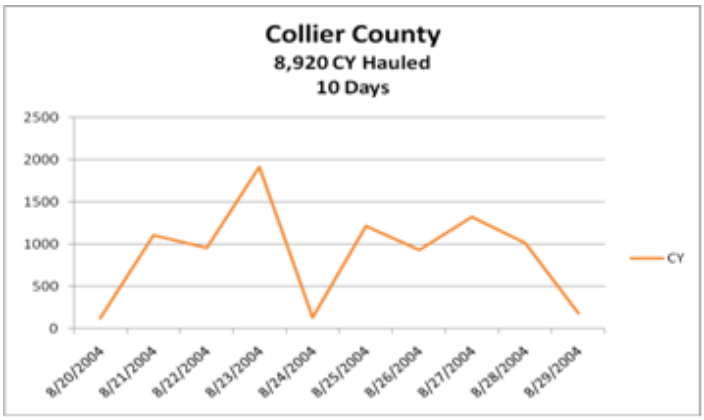
The following pages describe 7 projected scenarios and detail projected quantities and production rates. Graphs of hauling production in cubic yards on previous projects performed by Ceres illustrate Ceres' ability to perform each scope of work in each scenario. The graphs are rough illustrations of 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.

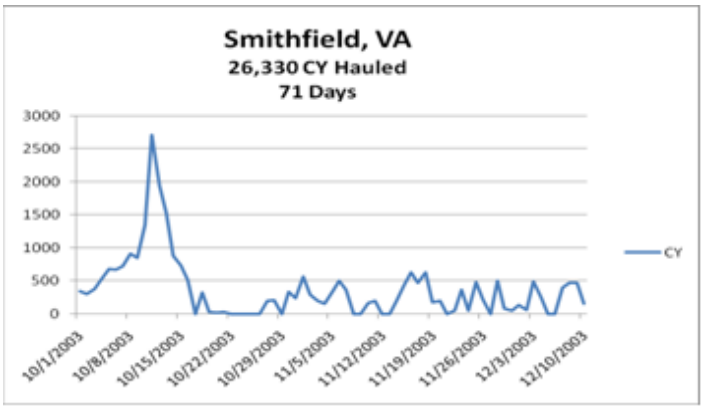
Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the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



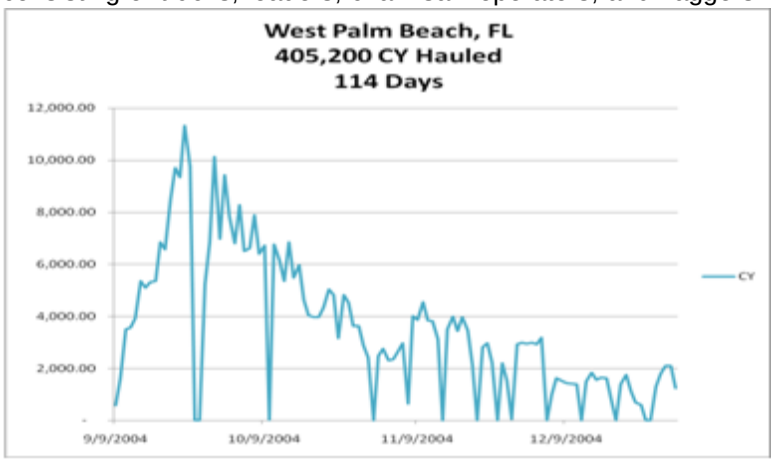
Ceres will haul the debris to a TDSR site where it will be reduced by grinding and then transferred by "live floor" or "walking floor" trucks with approximately 90 cubic yard capacity to a recycling yard for grinding and conversion to mulch for recycling, or other method acceptable to the City.

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.

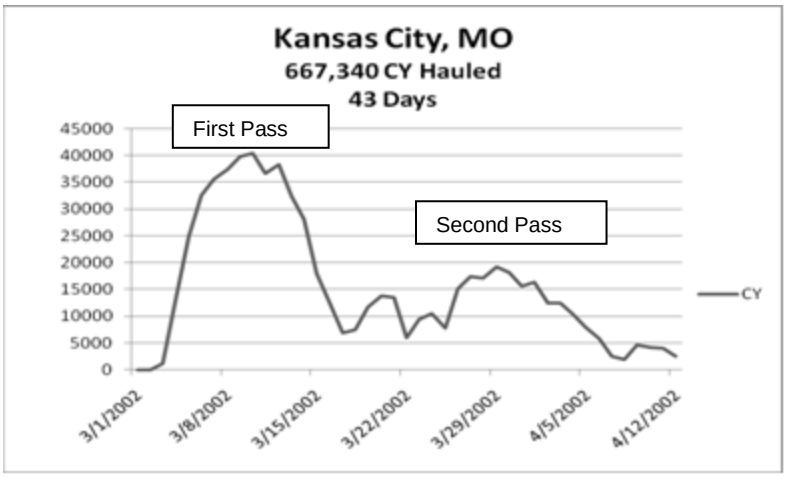


Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the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

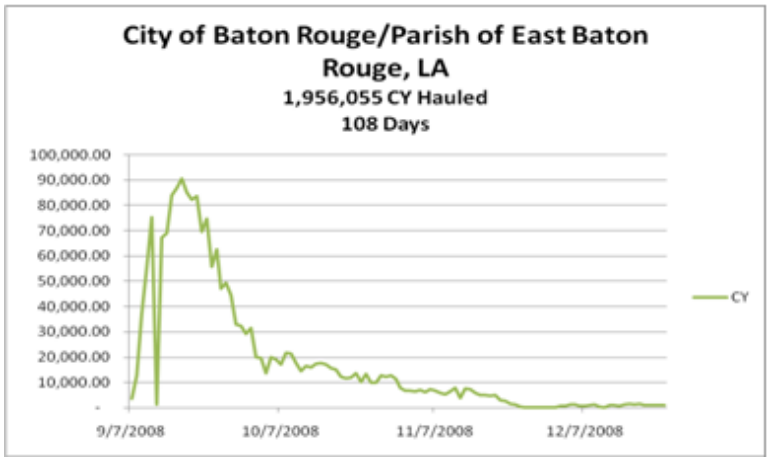
Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the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



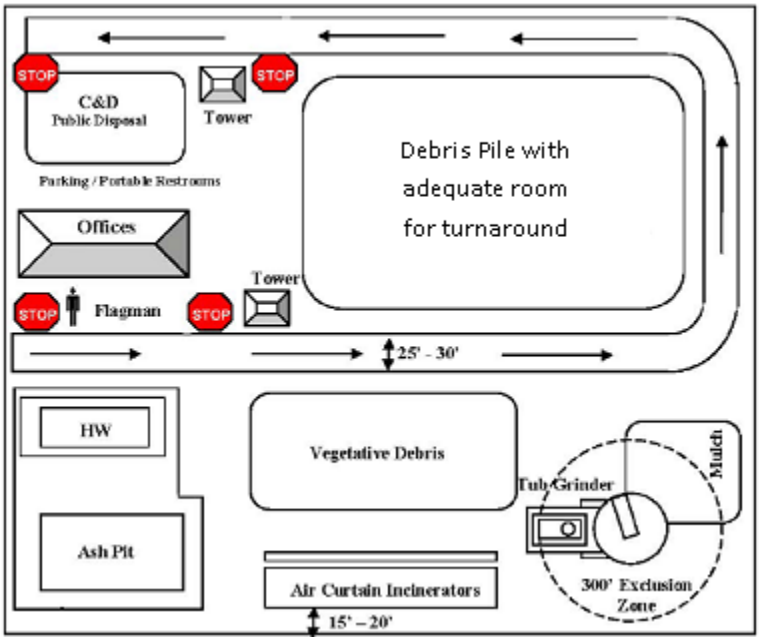
The project manager together with the project superintendent would interface daily with City representatives to review the previous day's progress and would assign streets and geographic territories to crews based on previous progress and input from City representatives.

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.

4.J Procuring Recovery 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 a 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.

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.

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

- The **Production Plan** will designate how machinery will be utilized on site and will describe site management/operations and anticipated production rates. Each load received at the site will be inspected prior to off-loading to determine load size and the presence and type of any contaminants. Contaminated loads will be segregated for further sorting and appropriate processing or disposal.
- **Other plans may include**: Truck Routes and Access; Site Staffing and Assigned Duties; Debris Segregation and Hazardous Waste Handling plans.

DMS Construction Timeline

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

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

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 (Knuckleblooms) 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 knuckleblooms less prevalent than in a non-flood storm. Ceres owns nearly all types of equipment used in flood recovery, and we have subcontractors who specialize in flood disaster recovery.

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


Flood debris from the Spring 2008 Iowa Floods

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

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

Flood situations may also generate other types of task orders, such as pumping water or clearing catch basins. Ceres is ready for these sorts of eventualities in the 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.

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 or a reduction site, loading sites or any other work site. The Site Managers report directly to the Sector Manager, who reports to an Area Manager, who reports to a Project Superintendent, who reports to the Project Manager. Depending on the scale of a disaster, the number of managers assigned to the Ceres Team will vary depending on local conditions. Foremen at the reduction site(s) and for the collection and hauling activities are responsible for crew supervision and report to the Site Manager.

Each Site Manager ensures that their crew operates in an efficient manner and is responsible for documenting and inspecting work performed. Site Managers document safety meetings, equipment safety inspections, quantity and location of debris hauled, areas completed, and daily time sheets of personnel

and equipment. Site Managers also monitor quality control issues such as completeness of cleanup and/or trimming and contract compliance.

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

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

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

Scheduling Control Debris Collection

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

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

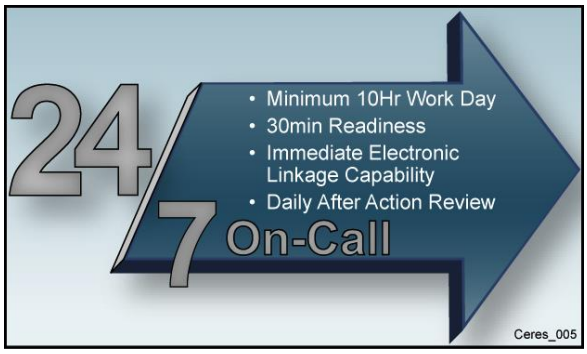
Once an assignment has been completed and inspected, a new area will be given to the subcontractor. Depending on the size of the subcontractor and/or crew, areas may be as small as address blocks or developments up to portions or even entire Sections. Crews will not be permitted to leave their assigned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

Project Manager

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

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

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



Field Supervisors/Crew Leaders

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

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

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

- Cycle Times of Trucks
- Loads per Hour
- Production

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

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

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

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

Description of a Typical Workday

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

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

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

The trucks will be placed in single file to the rear of the Knuckleboom loader. As each truck in the queue is loaded and departs for the 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

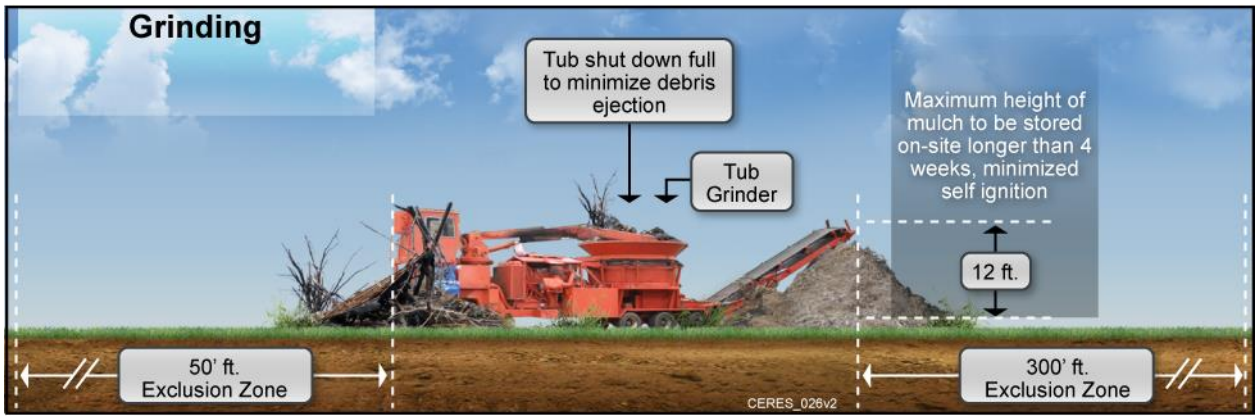
Due to the nature of these operations, material segregation is required in order to properly and efficiently process debris. Collection crews will segregate non-grindable debris to the maximum extent possible during collection and loading operations. The inspection tower will also assume responsibility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

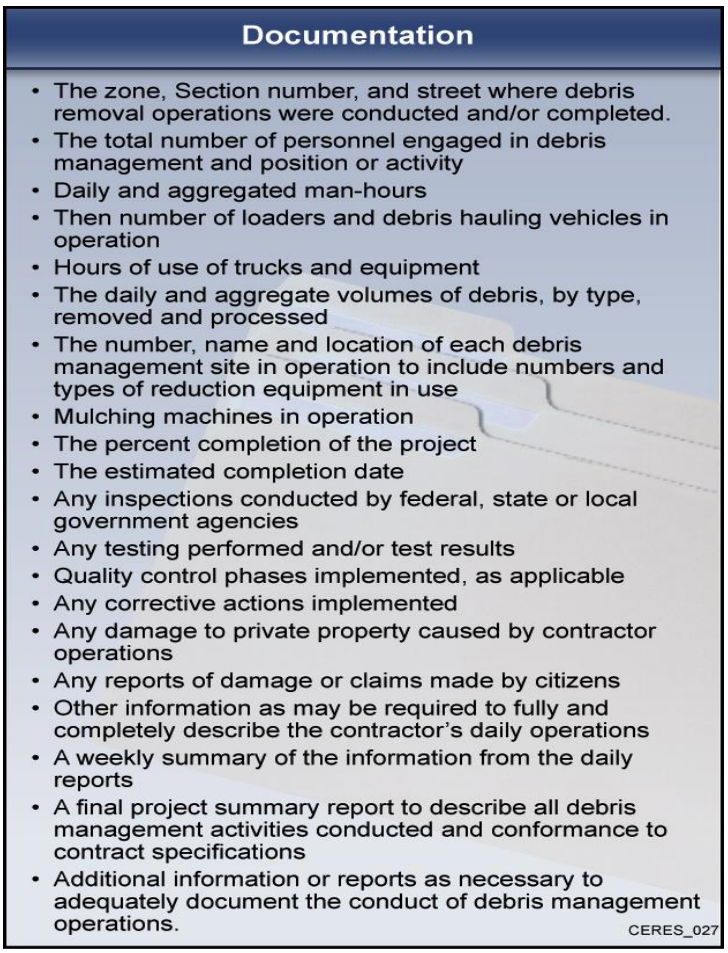
Documentation – Field Operations

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

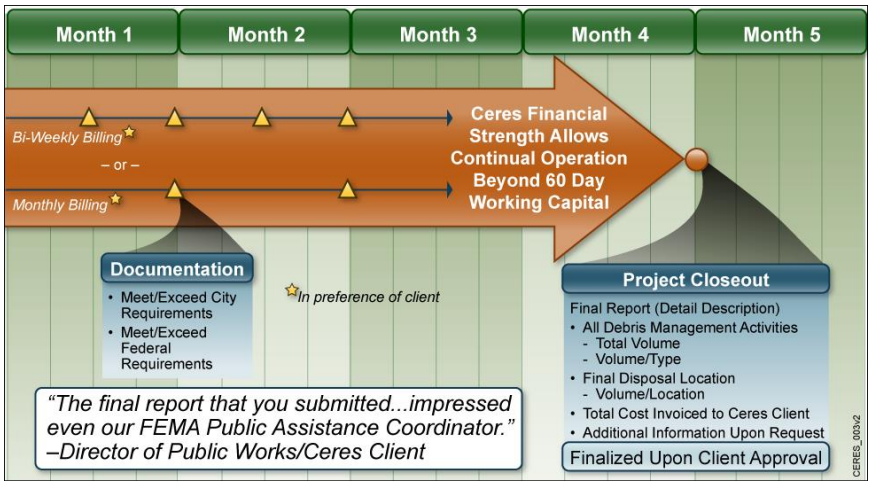
Daily Contractor Production and Quality Control reports will be completed each day of work and available the following work morning to the City. Original reports are maintained in the Mobile Command Center and daily reconciliation reports are generated to verify information reported on load tickets to 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.

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%.

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 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.

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 knuckleebooms 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		

CERES ENVIRONMENTAL

Original : Contract Owner
Yellow : Driver
Pink : Ceres
Gold : Other
Green : Customer

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.

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.

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

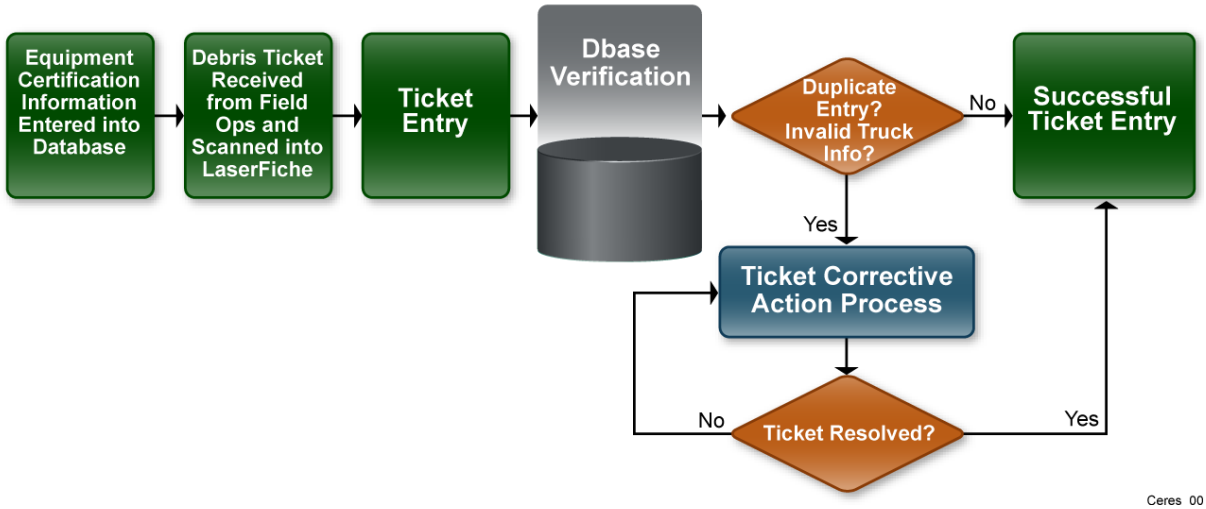
staff and entered into the appropriate project database under normal office conditions. Database rules require that first the truck owner (Ceres or one of its subcontractors) and then the individual truck be established in the database before the system will accept any load ticket information for that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



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

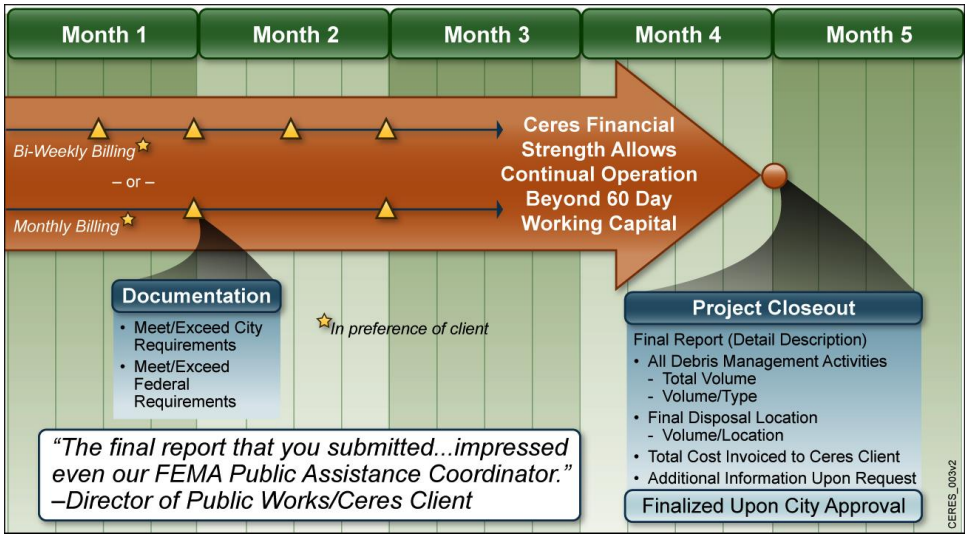
Some of Ceres clients choose to contract with a firm providing monitoring services. The services provided by a monitoring firm may include: damage assessment, training, emergency planning, direct communications with the City, incorporation of City forms and FEMA forms, facilitating communications with 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

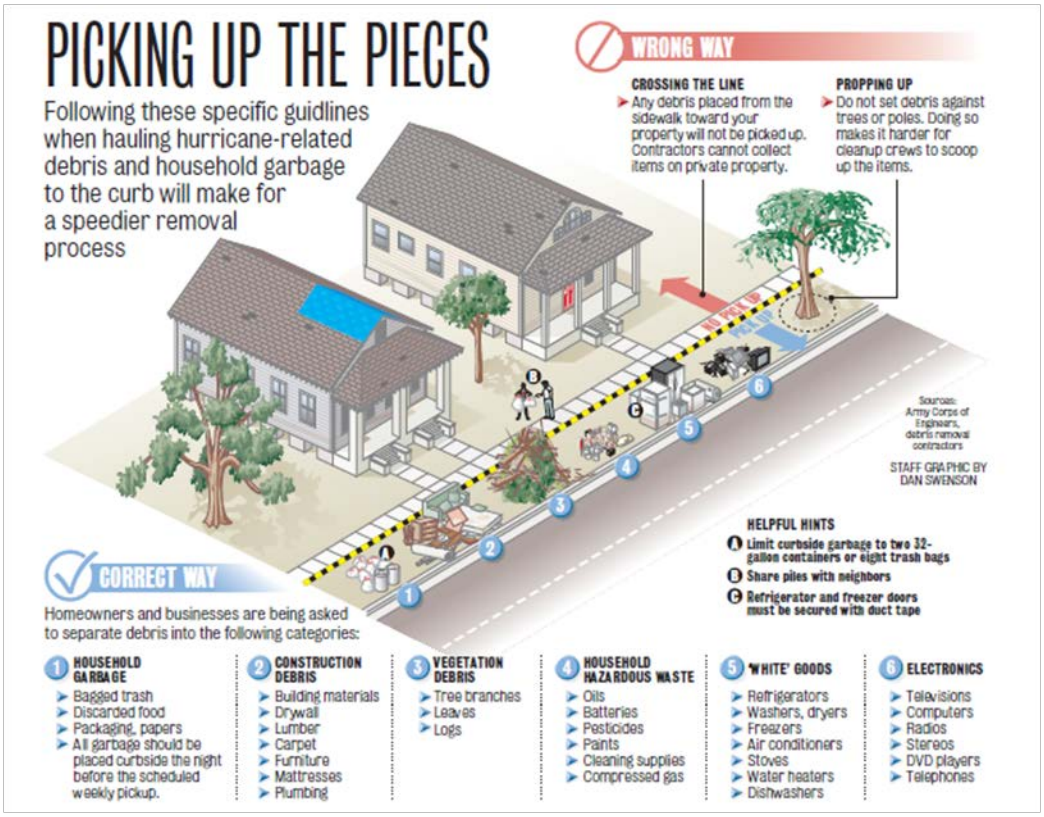
One of Ceres' most important support functions in the event of a natural disaster is to help Hollywood officials engage in community relations. Ceres provides important resources for keeping residents informed on the progress of cleanup.

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 accustom to obtaining information from roadway median signs, information about cleanup can be posted in a similar manner.

Issue Date: May 9, 2018

ATTACHMENT A

Disaster Debris Management Services Price Sheet

A. All-Inclusive Services, Volume Based Pricing for 300,000 Cubic Yard Debris Disaster

The Contractor will provide all services and expenses necessary for debris pickup, separation and reduction by grinding, and hauling to an approved site within twenty-five (25) miles of the City boundaries, and final disposal for a fixed unit price as a cost per cubic yard, for the debris types noted below, but excluding debris designated as hazardous wastes. This cost is inclusive of all related expenses including contract administration, technical assistance to the jurisdiction, personnel training and certification, TDMS management, services for security, safety and traffic management, and associated actions necessary for implementation of debris management operations by the Contractor as defined in the agreement.

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

ITEM/DESCRIPTION		UNIT	PRICE PER CY	EXTENSION
1.0 Debris Collection from all public City owned Properties (to include all Parks and Golf Courses) and delivered to a Temporary Debris Site. Loading and Hauling to a designated Temporary Debris Site.				
A. Vegetation	247,000	CY	$12.50	$3,087,500.00
B. Construction and Demolition Debris / Mixed Debris	49,000	CY	$11.50	$563,500.00
C. Tree Debris – Hangers, Leaners and Stumps	3,000	CY	$11.70	$35,100.00
2.0 Temporary Debris Site operation to include placement of monitoring towers, portable toilets, keeping on-site and adjacent roads area clean of trash and garbage, debris acceptance, pile management, and phase I reclamation.	250,000	CY	$1.40	$350,000.00
3.0 Processing of debris through grinding and/or chipping.	250,000	CY	$3.50	$875,000.00

4.0 Loading, hauling and disposing wood chips to final destination. *(This rate includes disposal cost)*		CY	$15.80	$15.80
5.0 Volume reduction through air curtain incineration.		CY	$3.00	$3.00
6.0 Loading and hauling of construction debris and/or mixed debris from Temporary Debris site to a permitted C&D recycling facility or any other designated Disposal Facility. *(This rate shall not include disposal cost).* ***Miles from TDMS to final disposal***				
A. 0 ≤ 20 miles		CY	$12.00	$2,400.00
B. > 20 ≤ 50 miles		CY	$12.50	$2,500.00
C. > 50 ≤ 80 miles		CY	$13.00	$2,600.00
D. > 80 ≤ 110 miles		CY	$13.50	$2,700.00
E. > 110 ≤ 200 miles		CY	$15.50	$3,100.00
TOTAL PROPOSAL PRICE: (Items 1.0 - 4.0; 6.0)				$ 4,924,415.80

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.

Assumptions: 300,000 cubic yards of debris consisting of 250,000 cubic yards of vegetation debris and 50,000 cubic yards of mixed debris

B. Direct Haul Services

The Contractor will provide all services and expense necessary for debris pickup and direct hauling to a site within 25 miles of the City boundaries for a fixed unit price as a cost per cubic yard for the debris types noted below:

	Cost/Cu. Yd.
Vegetative Debris – Right-of-Way/Public Property	$ 11.50
Tree Debris – Hangers, Leaners and Stumps	$ 12.50

Construction and Demolition Debris, Including White Goods	$ 12.50

Additional Services, if Requested

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.

ITEM	U/M	Unit Cost
Hangers	Per Tree	$ 89.00
Leaners – Removal of Whole Tree To Remaining 15" of trunk		
Up to 12"	Per Tree	$ 60.00
13" to 28"	Per Tree	$ 150.00
29" to 45"	Per Tree	$ 250.00
46" to 60"	Per Tree	$ 450.00
> 61"	Per Tree	$ 575.00
Stump Removal		
Up to 12"	Per Stump	$75.00
13" to 28"	Per Stump	$150.00
29" to 45"	Per Stump	$ 350.00
46" to 60"	Per Stump	$ 475.00
> 61"	Per Stump	$ 600.00

Issue Date: May 9, 2018

Tree Bracing		
Up to 12”	Per Tree	$ 85.00
13” to 28”	Per Tree	$ 125.00
29” to 45”	Per Tree	$ 200.00
46” to 60”	Per Tree	$ 250.00
> 61”	Per Tree	$ 300.00

Stump Grinding	U/M	Unit Cost
Up to 12”	Per Stump	$ 90.00
13” to 28”	Per Stump	$ 150.00
29” to 45”	Per Stump	$ 270.00
46” to 60”	Per Stump	$ 380.00
> 61”	Per Stump	$ 425.00
Stump Void Backfill with Soil	Per Cu Yd	$ 30.00

Hangers, leaners, and stumps under the FEMA minimum reimbursable unit cost measurements are to be billed at the vegetative debris rate on a cubic yard (CY) basis.

Additional Equipment, if Requested

Vehicles	Size or Type	U/M	Unit Price
Operators Included			
Dump Truck	10 to 15 CY	Hour	$ 78.00
Dump Truck	16 to 20 CY	Hour	$ 84.00
Trailer Dump w/Tractor	30 to 40 CY	Hour	$ 96.00
Trailer Dump w/Tractor	41 to 50 CY	Hour	$ 110.00
Trailer Dump w/Tractor	51 to 60 CY	Hour	$ 115.00
Trailer Dump w/Tractor	61 to 70 CY	Hour	$ 125.00
Walking Floor Trailer w/Tractor	100 CY	Hour	$ 145.00
Bobcat or Similar	½ to 1 CY	Hour	$ 86.00
Front End Loader	2 to 3 CY	Hour	$ 109.00

ADDITIONAL SERVICES

Item	Task Description	U/M	Unit Price
	Hazard and Debris Removal from Canals and Waterways (Removed debris staged for collection as ROW debris)		
1.	Barge with Winch (Crew of 2)	Day	$ 2,735.00
2	Shallow Draft landing Craft (Crew of 2)	Day	$ 2,735.00

3.	After review of waterways, prepare a lump sum price to remove storm generated debris	Lump Sum	$ yes
4.	Raking of Sand Beaches	Cubic Yard	$ 19.10
5.	Removal, Screening, Replacing, and Grading of Beach Sand to Original Contour	Cubic Yard	$ 15.94
6.	Removal of Beach Sand	Cubic Yard	$ 16.40
7.	Demolition of Unsafe Structures (Wood)	Square Foot	$ 3.25
8.	Demolition of Unsafe Structures (Concrete)	Square Foot	$ 3.30
	Hazardous Waste Collection		$
9.	Hazardous Waste Collection (Flamable Solids)	55 Gallon Drum	$ 800.00
10.	Hazardous Waste Collection (Flamable Liquids)	55 Gallon Drum	$ 950.00
11.	Hazardous Waste Collection (Pesticides)	55 Gallon Drum	$ 1,200.00
12.	Hazardous Waste Collection (Paint Related Materials)	55 Gallon Drum	$ 800.00
13.	Hazardous Waste Collection (Oxidizer Liquids or Solids)	55 Gallon Drum	$ 800.00
14.	Hazardous Waste Collection (Corrosives-Acids/Bases)	55 Gallon Drum	$ 1,200.00
15.	White Goods Collection	Each	$ 60.00
16.	Freon Removal from Cooling Motors	Each	$ 40.00
17.	Emergency Deliver of Potable Water	Various	$ 1.25
18.	Emergency Delivery of ice	Various	$ 3.00

19.	Temporary Sanitation, Showers, Kitchens	Each	$ 1,900.00	
	Heavy Equipment, Operators Included	**Size or Type**	**U/M**	**Unit Cost**
20.	Skid Steer Loader	Bobcat	Hour	$ 87.84
21.	Backhoe	Cat 416	Hour	$ 103.70
21.	Tracked Loader	Cat 955	Hour	$ 161.04
22.	Towed Loader with Tractor	Prentice 210	Hour	$ 152.50
23.	Self Loading Knuckle Boom Truck	25-35 CY Body	Hour	$ 176.90
24.	Dozer	Cat D5	Hour	$ 140.30
25.	Dozer	Cat D6	Hour	$ 164.70
26.	Dozer	Cat D7	Hour	$ 213.50
27.	Dozer	Cat D8	Hour	$ 237.90
29.	Excavators	Cat 325	Hour	$ 152.50
30.	Excavators	Cat 330	Hour	$ 168.36
31.	Crane	30 Ton	Hour	$ 213.50
32.	Bucket Truck	Up to 50’ Reach	Hour	$ 176.90
33.	Bucket Truck	50’ to 75’ Reach	Hour	$ 201.30
34.	Mechanized Broom	Street Sweeper	Hour	$ 103.70
35.	Water Truck	2000 Gallon	Hour	$ 95.16

36.	Stump Grinder	Vermeer 252	Hour	$ 104.92
		Size or Type	**U/M**	**Unit Cost**
37.	Chipper with 2 Man Crew	Morbark Storm	Hour	$ 164.70
38.	12 Foot Tub Grinder	Morbark 1200	Hour	$ 469.70
39.	13 Foot Tub Grinder	Morbark 1300	Hour	$ 530.70
40.	14 Foot Tub Grinder	Diamond Z 1463	Hour	$ 701.50
41.	Equipment Transport with Tractor	50 Ton	Hour	$ 128.10
42.	Truck Mounted Winch	Tow Truck	Hour	$ 18.30
	Transportation Vehicles			
43.	Pickup Truck	½ Ton	Day	$ 170.80
44.	Pickup Truck	¾ Ton	Day	$ 219.60
45.	Pickup Truck	1 Ton	Day	$ 268.40
	Personnel			
46.	Superintendent with Pickup Truck	Individual	Hour	$ 78.08
47.	Supervisor with Pickup Truck	Individual	Hour	$ 70.76
48.	Safety or QC manager with Pickup Truck	Individual	Hour	$ 70.76
49.	Mechanic with Truck and Tools	Individual	Hour	$ 70.76
50.	Climber with Gear	Individual	Hour	$ 115.90

51.	Operator with Chainsaw	Individual	Hour	$ 43.92
		Size or Type	**U/M**	**Unit Cost**
52.	Laborer with Tools	Individual	Hour	$ 40.26
53.	Traffic Control Personnel	Individual	Hour	$ 40.26
54.	Ticket Writers	Individual	Hour	$ 43.92
55.	Clerical	Individual	Hour	$ 40.26
56.	Administrative Assistant	Individual	Hour	$ 40.26
	Marine Resources			
57.	14' Utility Boat with Motor	Crew of 1	Day	$ 1,159.00
	Miscellaneous Equipment			
58.	Light Tower	With Generator	Day	$ 219.60
59.	Office Trailer	40 Foot	Day	$ 420.90
60.	Storage Container	40 foot	Day	$ 244.00
61.	First Aid Station	OSHA spec	Day	$ 335.50
62.	Portable Toilet	Single	Week	$ 396.50
63.	Observation Tower	USACE Spec	Each	$ 4,758.00

Issue Date: May 9, 2018

Please fill out and return with your proposal.

COMPANY NAME:, Ceres Environmental Services, Inc.

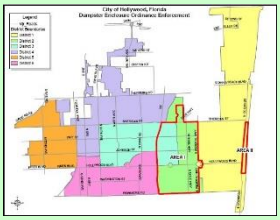
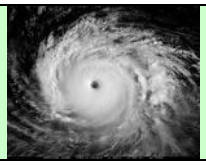
PROPOSER'S SIGNATURE Dawn Brown

Dawn Brown, Assistant Corporate Secretary

Dated this 31st 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.	FEMA

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 Brooklyn Park State MN Zip Code 55443

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

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

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.

Dawn Brown 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.

P. 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."

Q. 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.

R. 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

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

PRINTED NAME Dawn Brown
Asst. Corporate Secretary

Ceres Environmental Services, Inc.
COMPANY OF NAME

DATE May 30, 2018

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

City of Hollywood, Florida
Solicitation # RFP-4592-18-PB

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

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

SWORN STATEMENT PURSUANT TO SECTION 287.133 (3) (a) FLORIDA

Ruth R. Epping
Notary Public
Minnesota
My Commission Expires January 31, 2020

Issue Date: May 9, 2018

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, Assistant Corporate Secretary
(Print individual's name and title)
for Ceres Environmental Services, Inc.
(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 Statues, 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 Statues, 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.)

___x___ 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, 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, 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

Issue Date: May 9, 2018

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.

Dawn Brown
(Signature) Dawn Brown, Assistant Corporate Secretary

Sworn to and subscribed before me this 30th day of May, 20 18.

Personally known x

Or produced identification _____
Notary Public-State of Minnesota

_____ my commission expires January 31, 2020
(Type of identification)

Ruth R. Epping
(Printed, typed or stamped commissioned name of notary public)

Ruth R. Epping
Notary Public
Minnesota
My Commission Expires January 31, 2020

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:

_____.

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.

Dawn Brown

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.

Dawn Brown
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 Detzner

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: 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: _____ Date: 5/30/18

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) 470-2751~~

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.

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 removed and clean up 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: T T J Date: 5-29-18

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

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Old Republic General Insurance	24139
INSURER B : Westchester Fire Insurance Co	
INSURER C : Evanston Insurance Company	03759
INSURER D :	
INSURER E :	
INSURER F :	

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

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 X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY X PRO-JECT LOC			A5CG11261701 General Liability Deduct $10,000	9/01/2017	9/01/2018	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 1,000,000 $ 300,000 $ 10,000 $ 1,000,000 $ 2,000,000 $ 2,000,000
A	AUTOMOBILE LIABILITY X ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS HIRED AUTOS NON-OWNED AUTOS			A5CA11261701	9/01/2017	9/01/2018	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 2,000,000 $ $ $
B	X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE DED RETENTION $			G46808848001	9/01/2017	9/01/2018	EACH OCCURRENCE AGGREGATE	$ 10,000,000 $ 10,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		Policy includes Longshore Harbor Endt for FL A5CW11261701	9/01/2017	9/01/2018	Y WC STATU-TORY LIMITS OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
C C	Contractors Pollution Prof Liab/Claims Made			17CPLOMW40040 17CPLOMW40040 $100K Ded	9/01/2017 9/01/2017	9/01/2018 9/01/2018	Per Occ/Agg Limits: Limit: (retro date 8/18/14)	$10,000,000 $10,000,000

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

CERTIFICATE HOLDER

PROOF OF COVERAGE
XXXXXXXXXXXXXX
XXXXXXXXXXXXXX
XXXXXXXXXXXXXX

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

Tyler Simmons/KP

Liberty Mutual

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. Engstrum; 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.

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

By: _____
David M. Carey, Assistant Secretary

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

By: _____
Teresa Pastella, Notary Public

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

ARTICLE IV – OFFICERS – Section 12. Power of Attorney. Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII – Execution of Contracts – SECTION 5. Surety Bonds and Undertakings. Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

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

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

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 16th day of March, 2018.

By: _____
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.

LMS_12873_022017

9 EVALUATION CRITERIA

9.A Evaluation Factor 1 Contractor Relevant Work Experience

9.A.1 Work Experience

Ceres Environmental Services, Inc. has been working actively in the disaster recovery business since our founding in 1976, completing over 120 FEMA-reimbursed projects. Below is a selection of our past performance; additional details on our past performance are available upon request.

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Hurricane Irma Recovery throughout FL	Disaster Debris Clearance and Removal Services	$40,596,469	3,867,033	September – December 2017	Collection, removal and reduction of debris from public and private right-of-ways following Hurricane Irma	Various
Houston, TX	Debris Removal	$963,022.29	80,014	September - November 2017	Removal of debris resulting from Hurricane Harvey	Deidra Penny, Deputy City Attorney & First Assistant City Attorney; 900 Bagby, 4th Floor Houston, Texas 77002; 832 393-6246, deidra.penny@houstontx.gov
Clear Brook Municipal Utility District, TX	Disaster Debris Clearance & Removal Services	$841,453.87	46,915	September – October 2017	Removal of debris resulting from Hurricane Harvey	Cecelia Ganje, General Manager, 11911 Blackhawk Blvd., Houston, TX 77089; Tel. (281) 484-1562, F:(281) 484-3533 C: 832-250-6756, cganje@cbcmud.com
Humble, TX	Disaster Debris Clearance and Removal Services	$214,632.16	13,945	September – October 2017	Removal of debris resulting from Hurricane Harvey	James Nykaza, EMC, 114 West Higgins, Humble, TX 77338; 281-446- 4928, jnykaza@cityofhumble.net.
Katy, TX	Disaster Debris Clearance Contract	$599,003.40	29,495	September - November 2017	Removal of debris resulting from Hurricane Harvey	Elaine Lutringer, PW Director, 901 Avenue C, Katy, TX 77493; Tel. (281) 391-4830 elutringer@cityofkaty.com
West University Place, TX	Disaster Debris Clearance and Removal Services	$34,301.16	1,131	September 2017	Removal of debris resulting from Hurricane Harvey	David Beach, Ass't PW Director, 3826 Amherst, West University Place, TX 77005; dbeach@westutx.gov, 713-662-5834, 713-203-7546
Pearland, TX	Debris Management Services	$1,065,532.89	54,771	September – October 2017	Removal of debris resulting from Hurricane Harvey	Bob Pearce, Purchasing Officer; 3519 Liberty Drive, Pearland, TX 77581; Tel. (281) 652-1621 BPearce@pearlandtx.gov

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Wharton, TX	Disaster Debris Removal and Disposal Hurricane Harvey	$509,104.30	31,829	September - December 2017	Emergency debris road clearance, debris removal (including tree and limb removal) and temporary debris staging and reduction site management following Hurricane Harvey	Gwyneth Teves, Community Development Coordinator, 120 E. Caney St., Wharton, TX 77488; (979) 532-2491 ext. 238; fax (979) 532-0181, gteves@cityofwharton.com
Denham Springs, LA	Disaster Debris Removal	$4,070,506.96	275,507	August 2016 – August 2017	Removal and disposal of flood debris following heavy rains. Ceres also removed more than 1,500 units of electronic waste.	Melvin Womack, Purchasing Agent, 941 Government Street, Denham Springs, LA 70727; Tel. (225) 667-8385; purchasing@cityofdenhamsprings.com
Livingston Parish, LA	Debris Removal & Site Management for Debris Reduction and Emergency Roadway Clearance	$16,338,932.00	860,188	August 2016 – August 2017	Removal and disposal of debris from summer floods throughout the Parish. Ceres also removed 400,000 pounds of putrid food and 20,000 units of white goods ruined in the floods.	Mark Harrell, Director of Homeland Security Office, 20355 Government Blvd., Suite D, Livingston, LA 70754; Tel. (225) 686-3066; Fax (225) 686-7280; lohsep1@lpgov.com
Albany, GA	Disaster Related Debris Removal Services	$2,785,812.00 (approx.)	378,345	February –June 2017	Debris removal and disposal within the City following a January tornado	Yvette Fields, Procurement Director, 222 Pine Avenue, Suite 260, Albany, GA 31701, Tel. (229) 431-3211, Fax: (229) 431-2184 yfields@albany.ga.us
Savannah, GA	Storm Debris Removal Services	$4,524,408.00 (approx.)	450,398	October 2016 – June 2017	Debris removal after Hurricane Matthew, removal and reduction of vegetative debris, trees and stumps. Ceres also removed almost 50,000 CY of waterway debris.	Molly Huhn, Purchasing Director, 2 East Bay Street, Savannah, GA 31402, Tel. (912) 651-6425, Fax (912) 651-6855, mhuhn@savannahga.gov
Beaufort County, SC	Storm Debris Removal, Debris Management Site Operations and Disposal	$14,020,391.00 (approx.)	1,556,080	October 2016 – April 2017	Collection, removal and reduction of debris from public and private right-of-ways following Hurricane Matthew	Pamela Cobb, Public Works, 120 Shanklin Road, PO Drawer 1228, Beaufort, SC 29901; Tel. (843) 255-2721; pcobb@bcgov.net

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
South Carolina DOT (Berkeley, Jasper and Hampton Counties)	Disaster Recovery Assistance following a Declared Disaster	$1,030,896.00 (approx.)	217,414	October 2016 – April 2017	Removal and disposal of vegetative debris from County right-of-ways in three counties following Hurricane Matthew	Scott Dobereiner, Procurement Officer, SC DOT, 955 Park Street, Room 101, Columbia, SC 29201; Tel. (803) 737-1484
New Orleans, LA	Disaster Street-Clearing and Debris Collection, Removal, Processing and Disposal	$750,000.00 (approx.)	57,440	January – April 2017	Removal and disposal of vegetative and C&D debris resulting from early tornado in Louisiana, as well as clearing of 60 trees and 150 limbs from the City	Cynthia Sylvain-Lear, Director, Department of Sanitation, 1300 Perdido Street, Suite 1W02, New Orleans, LA 70112; Tel. (504) 658-3800
Charleston County Park and Recreation Commission, SC	Debris Removal and Disposal Services	$38,592.00	1,106 CY 59 trees	October – December 2016	Clearing of hurricane debris from roads throughout the County, and damaged trees	Erick Briles, Capital Project Manager, 861 Riverland Drive, Charleston, SC 29412, Tel. (843) 762-9952; ebriles@ccprc.com
Cumberland County, NC	Disaster Debris Clearance & Removal	$33,175.00	250	December 2016 – January 2017	Removal and disposal of debris from Hurricane Matthew	Amanda Bullard, Purchasing Agent, 117 Dick Street, Fayetteville, NC 28302, Tel. 910-678-7746, Fax 910-323-6120, abullard@co.cumberland.nc.us
Lenoir County, NC	Debris Management Services	$556,787.00	45,387	October – December 2016	Removal of vegetative and C&D debris resulting from Hurricane Matthew	Roger Dail, Director, Emergency Services Department, 200 Rhodes Avenue, PO Box 3289, Kinston, NC 28502, Tel. (252) 559-1911, Fax (252) 559-6152, rdail@co.lenoir.nc.us
Palm Bay, FL	Debris Removal/Disaster Recovery Services	$1,052,878.00	84,932	October 2016 – January 2017	Collection, reduction and disposal of vegetative and C&D debris resulting from Hurricane Matthew	Gregg Lynk, City Manager, 120 Malabar Road SE, Palm Bay, FL 32907, Tel. (321) 952-3413, Fax (321) 953-8971, Gregg.Lynk@pbfl.org
Jacksonville Beach, FL	Standby Contract for Disaster Services	$745,594.00	49,308	October 2016 – January 2017	Removal and disposal of hurricane debris within the City, including more than 3,000 cubic yards of sand reclamation from beaches	Jason Phitides, Procurement, 1460-A Shetter Avenue, Jacksonville Beach, FL 32250, Tel. (904) 247-6226, Fax (904) 247-6117, jphitides@jaxbchfl.net

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Fernandina Beach, FL	Hurricane & Other Disasters, Debris Removal Reduction and Disposal	$406,166.00	1,792 CY 1,310 limbs	October – November 2016	Collection, reduction and disposal of vegetative debris as well as hangers and leaners following Hurricane Matthew	Dale Martin, City Manager, 204 Ash Street, Fernandina Beach, FL 32034; Tel. (904) 277-7305, Fax (904) 491-2046, dmartin@fbfl.org
Brunswick, GA	Debris Removal and Disposal	$352,224.04	46,890	November 2016 – January 2017	Removal and disposal of vegetative and C&D debris following Hurricane Matthew	Rick Charnock, Assistant Public Works Director, 601 Gloucester Street, Brunswick, GA 31520, Tel. (912) 267-5572, rcharnock@cityofbrunswick-ga.gov
Atlantic Beach, FL	Emergency Debris Management Services	$148,674.00	21,807	October 2016 – January 2017	Collection and hauling of vegetative debris within City limits following Hurricane Matthew	Don Jacobovitz, Public Works Director, 1200 Sandpiper Lane, Atlantic Beach, FL 32233; Tel. (904) 247-5834, Fax (904) 247-5843, djacobovitz@coab.us
Bald Head Island, NC	Debris Removal and Disposal	$45,647.47	1,944	November 2016	Vegetative debris removal and disposal services as a result of Hurricane Matthew	Chris McCall, Village Manager, 111 Lighthouse Wynd, Bald Head Island, NC 28461; Tel. (910) 457-9700
Palm Beach Gardens, FL	Emergency Debris and Disaster Recovery Services	$31,507.78	3,936	November 2016	Clearing and removing vegetative debris from public ROW in the City following Hurricane Matthew.	David Reyes, Director, Public Services and Emergency Management, 10500 North Military Trail, Palm Beach Gardens, FL, 33410; (561) 804-7015, dreyes@pbgfl.com
Indian River County, FL	Disaster Debris Removal & Disposal	$1,177,749.04	93,227	October 2016 – December 2016	Debris removal resulting from Hurricane Matthew.	Jennifer Hyde, 1800 27th Street, Vero Beach, FL 32960; Tel. (772) 226-1416, Fax (772) 770-5140, purchasing@ircgov.com
Jupiter Island, FL	Disaster Recovery Debris Removal	$49,088.80	3,548	October - November 2016	Pick up, haul and dispose of vegetative debris resulting from Hurricane Matthew.	Stuart Trent, Director of Public Works; 2 Bridge Road, Hobe Sound, FL, 33455; (727) 545-0171; strent@tji.martin.fl.us
Taylor County, FL	Disaster Debris Management	$274,631.96	28,509	October 2016	Debris removal of vegetative and C&D debris generated from Hurricane Hermine. Ceres also removed 238 white goods units.	Stephen Spradley, Emergency Management Director, 201 East Green Street, Perry, FL 32347; (850) 838-3575; stephen.spradley@taylorcountygov.com

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Pasco County, FL	Disaster Debris Management Services	$29,460.34	2,682	September 2016	Debris collection, hauling and disposal of debris related to Hurricane Hermine.	Tara Bohnsack, Purchasing Director, 8919 Government Drive, West Pasco Govt Complex, New Port Richey, FL, 34654; (727) 847-8434, tbohnsack@pascocountyfl.net
Zachary, LA	Disaster Debris Management and Removal	$183,611.91	17,398	August – September 2016	Management and removal of disaster debris resulting from Louisiana floods	Chris Calbert, Chief Admin. Officer, 4700 Main Street, PO Box 310, Zachary, LA, 70791; (225) 654-0287; chris.calbert@cityofzachary.org
Bastrop County, TX	Debris Removal Contractor	$13,923.80	535	June 2016	Post-event debris removal of vegetative debris from three flood events in Bastrop County	Leon Scaife, Purchasing Agent, 804 Pecan Street, Bastrop, TX 78602; (512) 581-7110; leon.scaife@co.bastrop.tx.us
Oklahoma Environmental Management Authority (Canadian County and Cities of, El Reno, Yukon, Piedmont, Calumet, and Union City)	Emergency Debris Removal Services/ Grinding and Burning of Disaster Debris	$2,040,657.00	237,427 CY collection and removal 151,127 CY Grinding 213,223 CY Air Burning	December 2015 – March 2016	Collection and removal of ice storm generated debris from public ROW after Winter Storm Goliath. Ceres also performed the initial 70-hour push for OEMA and disposed of debris by grinding and air curtain burning.	David Griesel, General Manager (OEMA), 1505 South Rock Island, El Reno, OK 73036; Phone (405) 822-1031; dgriesel@oemaok.org
City of Warr Acres, OK	Post Event Debris Removal	$366,829.01	34,773	January – February 2016	Pick up, hauling and disposal of woody debris from the City's right of ways after winter ice storm	Mike Turman, PW Director, 5930 NW 49th Street, Warr Acres, OK 73122; (405) 301-0371; publicworks@warracres-ok.gov
City of Oklahoma City, OK	Emergency Storm Debris Removal	$2,655,604.85	26,411	December 2015 – April 2016	Collection, removal, and disposal of storm debris generated by the November 2015 ice storm	Leigh Booth, Utilities Department, 420 West Main, Oklahoma City, OK 73102; (405) 297-1839
Livingston Parish, LA	Waterway Debris Removal	$606,874.58	8,538 CY, 144 Boats	October – December 2015	FEMA approved debris removal project of vegetative, C&D, and white good debris removal from waterways in Livingston Parish	Mark Harrell, Director, Office of Homeland Security and Emergency Preparedness, 20355 Government Boulevard, Suite D, Livingston, LA 70754; Tel. (225) 686-3066, lohsep1@lpgov.com

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Dawson County, GA	Disaster Debris Removal & Disposal Services	$927,163.49	49,645 CY, 2,976 Hangers	March – July 2015	Debris removal operations of vegetative debris resulting from February 2015 ice storm	Davida Simpson, Purchasing Director, 25 Justice Way, Dawsonville, GA 30534; (706) 344-3501; dsimpson@dawsoncounty.org
Lee County BOCC, MS	Tornado Debris Removal and Disposal Services, post event FEMA DR-4175MS	$436,118.02	65,149	May - June 2014	Tornado Debris Removal and Disposal Services related to Spring tornado. ROW debris collection and disposal	Sean P. Thompson, Administrator, 300 West Main Street, Tupelo, MS 38804, Tel. (662) 432-2020, Fax: (622) 432-2021, sthompson@co.lee.ms.us
City of Adamsville, AL	Emergency Debris Removal - post tornado event FEMA DR-4176AL	$306,247.30	21,817	May - August 2014	Removal and disposal of eligible tornado-related debris from the ROW including vegetative, C&D, and hazardous hanging limbs, trees and stumps	Mayor Pam Palmer, 4828 Main Street, Adamsville, AL 35005, Tel. (205) 674-5671, ppalmer@cityofadamsville.org
City of Graysville, AL	Storm Debris Removal Services, post tornado event FEMA DR-4176AL	$1,122,186.34	77,285	May - August 2014	Removal of all hazards from City ROW	Mayor Clark Davis, PO Box 130, 246 South Main Street, Graysville, AL 35073, Tel. (205) 674-5643, Fax (205) 674-5646
City of Kimberly, AL	Removal and Disposal of Eligible Disaster Debris from ROW, FEMA DR1476AL	$305,184.28	21,057	May - June 2014	Removal and Disposal of Eligible Disaster Debris from ROW	Sandra K. Waid, City Clerk, 9256 Stouts Road, Post Office Box 206, Kimberly, AL 35091, Tel. (205) 647-5551, Fax (205) 647-5231, swaidkimberlyclerk@hotmail.com
State of NC Department of Transportation	Guilford County – Western Section Removal and Disposal of Storm-Related Vegetative Debris	$6,816,757.00	417,572	March – October 2014	Removal, collection, reduction, and disposal of over 400,000 CY of vegetative debris	Carolyn T. Huskins, Proposal Engineer, NCDOT, Div. Of Highways, 1584 Yanceyville Street, Greensboro, NC 27415-4996; Phone (336) 487-0075, Fax (336) 334-3637, cthuskins@ncdot.gov
Columbia County, GA	Removal and Disposal of Disaster Debris	$8,539,038.00	648,444	February – August 2014	Removal, collection, reduction, and disposal of over 500,000 CY of vegetative debris	Suzie Hughes, EMA Specialist VI, 650-B Ronald Reagan Drive, Evans, GA 30809, Phone (706) 868-3303, Fax (706) 868-3343, shughes@columbiacountyga.gov

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
City of Rapid City, SD; Rapid City, SD	Removal and Disposal of Eligible Disaster-Related Tree and Other Vegetative Debris	$1,440,473.80	100,664 CY, 7,538 Hangers, 481 Leaners	October-December 2013	Removal, collection, reduction, and disposal of over 100,000 CY of vegetative debris produced by early winter/ice storm within the City.	Ted Johnson, Public Works, 300 Sixth Street, Rapid City, SD 57701, Tel. (605) 394-4154, Fax (605) 355-3083, ted.johnson@rcgov.org
City of Albemarle, NC; Albemarle, NC	Debris Removal and Processing	$732,260.92	46,577.95	July-September 2013	Cleanup of debris and tree removal following June Microburst Storm. Removed and processed 46,500 CY of vegetative debris.	Nina Underwood, Director of Public Works, 704 Arlington Ave. Albemarle, NC 28002, Tel. (704) 984-9667, Fax (704) 986-6127, nunderwood@ci.albemarle.nc.us
City of Minneapolis, MN; Minneapolis, MN	Removal and Disposal of Eligible Disaster Debris	$463,585.97	3,000+ Trees 800+ Stumps 2,000+ Loads of Debris	June - October 2013	Citywide cleanup of wind-damaged trees. Removal of over 800 hazardous stumps, and hauling of over 2,000 loads of storm debris.	Randy Windsperger, Operations Manager. 3800 Bryant Ave. South, Minneapolis, MN 55409, Tel. (612) 499-9203, Fax (612) 370-4831. RWindsperger@MinneapolisParks.org
City of Worthington; Worthington, MN	Post Ice Storm April 9-12, 2013 Disaster Response and Recovery Services	$1,162,027.27	69,063.90	April - June 2013	Citywide cleanup of ice-damaged trees. Removed hazardous hangers from over 8500 trees, hauled over 60,000 CY of debris and removed 775 storm-damaged trees.	Steve Robinson (previously Craig Clark), City Administrator, 1300 Diagonal Road, Worthington, MN 56187. Tel. (507) 372-8622, cclark@ci.worthington.mn.us
City of Sioux Falls; Sioux Falls, SD	Removal and Disposal of Eligible Disaster-Related Tree and Other Vegetative Debris	$988,278.92	10,370	April - June 2013	Cleanup of winter storm debris from City ROWs including streets, roads, parks, and other maintained in-use public property and utility ROWs.	Scott Rust, Purchasing Manager, 224 West Ninth Street, Sioux Falls, SD 57117. Tel. (607) 367-8836, Fax (605) 367-8490, srust@siouxfalls.org
Township of Scotch Plains, NJ; Scotch Plains, NJ	Disaster Debris Removal and Management Services	$16,000.00		March - April 2013	Grind stumps from Hurricane Sandy	Ray Poerio, 430 Park Avenue, Scotch Plains, NJ 07076; Tel. (908) 322-6700, rpoerio@scotchplainsnj.com
City of Little Rock; Little Rock, AR	Removal and Disposal of Snow Storm Debris	$1,043,680.00	15,714	February – April 2013	Cutting, clean up, removal, hauling, reduction and disposal of trees, limbs, stumps and debris from public property (right-of-way and public access). Ceres finished 3 weeks ahead of schedule.	Eric Petty, P.E., Public Works Operations Manager, City of Little Rock, 3313 J.E. Davis Drive, Little Rock, AR 72209. Tel. (501) 918-3647, fax (501) 918-3670, epetty@littlerock.state.ar.us

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
City of Garwood, NJ; Garwood, NJ	Post Hurricane Sandy Tree Work	$22,039.88	1,035.00	December 2012	Loaded and hauled vegetative debris from City Right-of-Ways to disposal site. Removed hazardous hanging limbs and disposed of them with the other vegetative debris.	Christina Ariemma, Assistant Administrator, 403 South Avenue, Garwood, NJ 07027, Tel. (908) 789-0710, c-ariemma@garwood.org
City of Mountainside, NJ; Mountainside, NJ	Post-Hurricane Sandy Cleanup	$18,594.00	1,544.50	December 2012	Load and haul debris caused by Hurricane Sandy on public Rights of Way to TDSRS or final disposal sites.	James Debbie, Jr., Public Works, 1385 US Hwy 22 East, Mountainside, NJ 07092; Tel. (908) 232-2400
Township of Medford, NJ; Medford, NJ	ROW Vegetative Debris and Hazardous Trees Removal	$76,186.00	9,183.70	December 2012	Removal and disposal of eligible storm-generated vegetative debris. Removal of stumps, hanging limbs and hazardous trees.	Lt. Jeffrey Wagner, Emergency Management Coordinator, 91 Union Street, Medford, NJ 08055, Tel. (609) 479-8912, Fax (609) 654-5996, jwagner@medfordpolice.org
Town of Islip, NY; Islip, NY	Removal and Disposal of Damaged Household Contents and Storm Demolition Debris	$57,277.51	493.24	November - December 2012	Collection and disposal of C&D debris and damaged household contents from homes severely impacted by Hurricane Sandy.	Alan Sanchez, VP of Operations, 401 Main Street, Islip, NY 11751, Fax (631) 224-5651
Environmental Chemical Corp. (ECC); Staten Island, NY	Hurricane Sandy Relief Efforts / Debris Removal	$184,571.55	1,057.36	November 2012	Subcontractor to USACE prime contractor. Long haul of debris from Staten Island, NY to various DMS sites.	Barbara Growney, 110 Fieldcrest Ave., Suite 31, Edison, NJ 08837, Tel. (908) 595-1777 x26118
St. Bernard Parish; St. Bernard Parish, LA	Post-Disaster Debris Removal In Support of Emergency Operations	$385,297.69	23,510.00	November - December 2012	Debris Removal in support of emergency operations. Removed Stumps, Hangers and Trees. ROE work	David Peralta, Director of Homeland Security 8201 West Judge Perez Dr. Chalmette, LA 70043
City of Denham Springs; Denham Springs, LA	Post-Event Disaster Debris Removal Services	$309,763.69	12,184.00	September - October 2012	Removed and hauled vegetative and C&D storm debris to DMS. Ground debris and hauled to final disposal site. Trimmed 100 hangers and removed 2 leaning trees.	Melvin Womack Purchasing Agent, 941 Government Drive, Denham Springs, LA 70727.

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Livingston Parish; Livingston Parish, LA	Debris Removal and Site Management for Debris Reduction and Emergency Roadway Clearance	$202,476.98	15,891.05	September - October 2012	Removed and hauled vegetative and C&D debris and white goods from rights-of-way in Livingston Parish and the municipalities of Killian, Maurepas and Springfield. Vegetative debris was reduced by burning at the DMS before final disposal.	Mark Harrell, Director of Homeland Security and Emergency Management, 20355 Government Boulevard, Suite D, Livingston, LA 70754. Tel. (225) 686-3066, lohsep1@lpgov.com
City of Kenner; Kenner, LA	Post-Disaster Debris Collection, Processing and Disposal Services	$794,073.00	53,862.01	August - September 2012	Removed and hauled vegetative and C&D debris to City landfill. Removed stumps. Due to possible contamination of bagged vegetative debris, the bags were treated as mixed debris, which required special equipment.	Mike Quigley, Chief Administrative Officer, 1801 Williams Boulevard, Suite B-200, Kenner, LA 70065. Tel. (504) 468-4090, Fax (504) 468-7205, mquigley@kenner.la.us
Jefferson Parish; Jefferson Parish, LA	Collection, Processing and Disposal of Hurricane Isaac-Generated Storm Debris from Right-of-Ways in Unincorporated Jefferson Parish	$1,503,843.22	125,148.99	August - September 2012	Removed and hauled vegetative and C&D debris from Parish rights-of-way to final disposal site. Removed hangers, leaning trees and hazardous stumps.	Kathy Russo, Environmental Quality Supervisor, Jefferson Parish, 4901 Jefferson Highway, Suite E, Jefferson, LA 70121, Tel. (504) 736-6443, Fax (504) 731-4607, KRusso@jeffparish.net
Town of Brookfield; Brookfield, CT	Removal, Reduction & Disposal of FEMA-Eligible Debris	$670,605.10	48,130.00	November - December 2011	Removed and hauled vegetative debris to DMS. Managed DMS, including debris already existing at site. Ground existing and new debris and disposed at approved landfill.	Ralph Tedesco, P.E., Director of Public Works, 100 Pocono Road, Brookfield, CT 06804, Tel. (203) 775-7318, rtdesco@brookfieldct.gov
Town of Simsbury; Simsbury, CT	Removal, Reduction & Disposal of FEMA-Eligible Debris	$3,152,898.53	274,109.00	November - December 2011	Removed and hauled vegetative debris to DMS. Removed leaning trees. Managed DMS. Ground debris and disposed at approved landfill.	Thomas J. Roy, Director of Public Works, 933 Hopmeadow Street, PO Box 495, Simsbury, CT 06070, Tel. (860) 658-3222, troy@simsbury-ct.gov

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
City of Greenville; Greenville, NC	Hurricane Irene Response and Recovery Efforts	$998,911.57	113,512.30	August - October 2011	Performed debris removal and disposal and tree and limb trimming on City rights-of-way. Removed 71 trees, 2,111 hangers, and 113,512.3 CY of debris from Hurricane Irene.	Scott Godefroy, City Engineer, 1500 Beatty Street, NC 27834, Tel. (252) 329-4525, Fax (252) 329-4535, Cell (252) 378-5606, sgodefroy@greenvillenc.gov
Isle of Wight County; Isle of Wight County, VA	Hurricane Irene Debris Removal	$31,716.65	5,145.65	August - September 2011	Storm Debris Removal, Reduction, and Site Management. Crews picked up debris from public Rights-of-Way and hauled it to the approved TDSR site. Once at the site debris was sorted into appropriate piles for final disposal or recycling.	Ralph Anderson, PO Box 80, Isle of Wight, VA 23397, Tel. (757) 377-9579, Fax (757) 365-1652, randerson@isleofwightus.net
U.S. Army Corps of Engineers; Ward County, ND	Removal of Emergency Levees	$1,200,357.00		August - September 2011	Provided all labor, equipment and materials for proper removal of emergency levees, rock and rubble and removal and disposal of sandbags and Hesco Bastions. Structures were constructed during the spring 2011 flood fight in Ward County.	Kevin P. Henricks, Contracting Officer, St. Paul District 180 5th Street East, St. Paul, MN 55101-1678, Tel. (651) 290-5414, kevin.p.henricks@usace.army.mil
U.S. Army Corps of Engineers; Minot, ND	Removal of Emergency Levees	$3,436,312.00		August - September 2011	Provided all labor, equipment and materials for removal and proper disposal of emergency levees and associated materials from Reach 1, Reach 2, Reach 3 and three public schools. Levees were constructed during spring 2011 flood fight in Minot, ND.	Kevin P. Henricks, Contracting Officer, St. Paul District 180 5th Street East, St. Paul, MN 55101-1678, Tel. (651) 290-5414, kevin.p.henricks@usace.army.mil
City of Leeds; Leeds, AL	Debris Removal Services following the April 2011 tornadoes	$83,040.00	2,693.55	June - July 2011	Removal and hauling of tornado debris from right-of-ways in Leeds, AL. Removed 2,693 CY of debris and trimmed 51 trees.	David Coyne, City of Leeds, Leeds City Hall, 1040 Park Drive, Leeds, AL 35094. Tel. (205) 669-2585. dcoyne@leedsalabama.gov

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
U.S. Army Corps of Engineers; Lawrence and Limestone Counties, AL	Debris Removal and Reduction for the affected areas for the 2011 Alabama Spring Tornadoes	$2,542,318.18	108,214.00	June - August 2011	Private Property Debris removal of vegetative, C&D, and stumps from properties in Lawrence and Limestone Counties, AL. Removed 108,000 CY of vegetative and C&D debris and 306 stumps.	Dianne Allen, Contracting Officer, 7400 Leake Ave. New Orleans, LA 70118, (504) 862-1120, dianne.allen@mvn02.usace.army.mil
Jefferson County; Jefferson County, AL	Tornado Debris Removal and Disposal Services	$11,245,998.00	1,191,553.80	May - July 2011	Removal and hauling of tornado debris from right-of-ways in Jefferson County, Vestavia Hills, Warrior, Mountain Brook, and Pleasant Grove. Reduce debris at TDSRSs and haul to approved final disposal sites. Removed and processed 1,191,553 CY of debris. Employed 27 local and small-business subcontractors and vendors.	James A. (Jimmie) Stephens, County Commissioner, 716 Richard Arrington Jr. Blvd North, Birmingham, AL 35203, Tel. (205) 325-5555; Fax (205) 325-4860; stephensj@jccal.org
City of Jasper; City of Jasper, AL	Tornado Debris Removal and Disposal Services	$669,247.00	59,890.00	April - July 2011	Performed 70-hour push and vegetative debris removal from right-of-ways in the City of Jasper, Alabama.	Joe Matthews, Director of Public Works, City Hall Annex, 1814 4th Avenue, Jasper, AL 35501. Tel. (205) 221-8529. jmatthews@jaspercity.com
French Red Cross; Port-au-Prince, Haiti	Debris and Rubble Removal and Site Cleanup	$59,850.00		March - April 2011	Debris and rubble removal at 44 plots at 4 sites in the greater Port-au-Prince area. Work was performed using local labor.	Florent del Pinto, 98 rue Didot, 75014 Paris
Government of Haiti; Truitier Landfill, Port-au-Prince, Haiti	Construction, operation and maintenance of a TDSR site and processing of scrap in the Truitier landfill	$11,423,814.00	4.15 M	February 2011 - January 2013	Converted 30 acres of a 500-acre uncontrolled MSW landfill into an earthquake debris receiving and processing site. Other contractors and NGOs work at the site and must be collaborated with to ensure maximum safety and efficiency for all operations. Work involves processing of rubble, traffic control, health and safety, and environmental management.	Garry Jean, ING, Coordonnateur, Ministere des Travaux Publics Transports et Communications, Unite Centrale d'Execution, 23 et 10, Angle Ruelle Wilson, Port au Prince, Haiti. Tel. 509223240, fax 5092030321, garijan@gmail.com

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Commonwealth of Kentucky; Hardin and Livingston Counties, KY	Ice Storm Debris Removal and Disposal	$1,800,000.00		February 2009 – May 2009	Trim, load, and haul vegetative ice storm debris from rights-of-way in two Kentucky counties, Hardin and Livingston. Deliver debris to approved dump-site.	Thomas M. Hines P.E., District One - Smithland Section Engineer, Project Delivery and Preservation II, 811 US 60E, Smithland, KY 42081, Tel. (270) 928-4301, Fax (270) 928-3291
City of Lake Jackson, TX; Lake Jackson, TX	Grinding of Hurricane Ike Vegetative Debris	$157,600.00	77,516	January 2009 – February 2009	Grinding of Hurricane Ike vegetative debris at City TDSR site and final disposal.	Craig Nisbett, Public Works Director, City of Lake Jackson, 25 Oak Drive, Lake Jackson, TX 77566, (979) 415-2430, cnisbett@ci.lake-jackson.tx.us
U.S. Army Corps of Engineers; Vermilion Parish, LA	Hurricane Ike Debris Removal and Disposal	$649,000.00	24,956.00	October 2008 – November 2008	Load and haul hurricane debris from Parish right-of-ways. Load and haul white goods and tires. Deliver debris to approved dump-site.	Timothy Black, Contracting Officer, U.S. Army Corps of Engineers, Tel. (504) 862-2912, timothy.black@mvn02.usace.army.mil
Chambers County, TX; Chambers County, TX	Hurricane Ike Debris Removal and Disposal	$8,450,673.00	341,024	September 2008 – November 2008	Load and haul hurricane debris from County right-of-ways and collection sites. Trim or remove leaning trees, hanging limbs, and hazardous stumps. Load and haul white goods. Deliver debris to approved dump-site. Provide meals and base camps for County staff.	
U.S. Army Corps of Engineers; Galveston, Harris and Chambers Counties, Texas	Hurricane Ike Debris Management Services	$3,566,179.00	88,308.00	September 2008 – October 2008	Clear roadways for emergency vehicle access. Load and haul hurricane debris from area right-of-ways. Deliver debris to approved dump-site.	Timothy Black, Contracting Officer, U.S. Army Corps of Engineers, Tel. (504) 862-2912, timothy.black@mvn02.usace.army.mil
City of Baton Rouge / East Baton Rouge Parish; Baton Rouge, LA	Hurricane Gustav Debris Removal	$17,986,892.00	1,956,055	September 2008 – December 2008	Load and haul hurricane debris from City and Parish right-of-ways. Trim or remove leaning trees, hanging limbs, and hazardous stumps. Deliver debris to approved dump-site.	Bob Hearn, P.E., Department of Public Works, City of Baton Rouge/Parish of East Baton Rouge, PO Box 1471, Baton Rouge, LA 70821, Tel. (225) 389-5456, Fax (225) 389-5460, bhearn@brgov.com

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Jefferson Parish; Jefferson Parish, LA	Hurricane Gustav Debris Hauling and Removal	$1,600,000.00		September 2008 – February 2009	Load and haul hurricane debris from Parish right-of-ways, including the cities of Lafitte, Grand Isle, Barataria, and Crown Point. Trim or remove leaning trees, hanging limbs, and hazardous stumps. Deliver debris to approved dump-site.	Kathy Russo, Environmental Quality Supervisor, 4901 Jefferson Highway, Suite E, Jefferson, LA 70121, Tel. (504) 731-4612, Fax (504) 731-4607
Cameron County; Cameron County, TX	Hurricane Dolly Debris Removal and Disposal	$5,168,366.00	408,925	July 2008 – September 2008	Load and haul hurricane debris from County right-of-ways. Deliver debris to Temporary Debris Staging and Reduction Site (TDSRS). Reduce debris by burning.	Nathanael Flores, Emergency Planner, Cameron County Judge's Office-Division of Emergency Management, 1100 E. Monroe St., Brownsville, TX 78520, Tel. (956) 547-7000, Fax (956) 547-7006, nat.flores@co.cameron.tx.us
City of Waterloo; Waterloo, IA	Flood Debris Removal and Disposal	$182,080.00		June 2008 – July 2008	Load, haul, and dispose of all flood debris, white goods, household hazardous waste, and sandbags from City right-of ways-and avenues.	Jamie Knutson, P.E., Associate Engineer, 715 Mulberry Street, Waterloo, IA, Tel. (319) 291-4312, Fax. (319) 291-4262
City of Broken Arrow; Broken Arrow, OK	Dec 2007 Ice Storm Hauling	$6,765.00		May 2008	Hauling of storm debris from December 2007 ice storm to disposal site.	
City of Broken Arrow; Broken Arrow	Debris Hauling resulting from a winter storm	$55,539.00		March 2008	Hauling of storm debris from December 2007 ice storm to disposal site.	David L. Wooden, PE, Engineering/Construction Director, City of Broken Arrow, PO Box 610, Broken Arrow, OK 74013, (918) 259-2400
City of Broken Arrow; Broken Arrow	Debris Hauling resulting from a winter storm	$53,954.09		February 2008 - March 2008	Hauling of storm debris from December 2007 ice storm to disposal site.	David L. Wooden, PE, Engineering/Construction Director, City of Broken Arrow, PO Box 610, Broken Arrow, OK 74013, (918) 259-2400
City of Broken Arrow; Broken Arrow	Debris Hauling resulting from a winter storm	$8,994.98		January 2008	Hauling of storm debris from December 2007 ice storm to disposal site.	David L. Wooden, PE, Engineering/Construction Director, City of Broken Arrow, PO Box 610, Broken Arrow, OK 74013, (918) 259-2400
City of Nichols Hills; Nichols Hills, OK	Ice Storm Debris Removal and Disposal	$32,102.00		December 2007 – January 2008	Load and haul ice storm debris from City right-of-ways. Deliver debris to final disposal site.	Charles Hooper, Public Works Director, 1009 NW 75th, Nichols Hills, OK, Tel. (405) 843-5222, Fax. (405) 842-1344

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Town of Lady Lake; Lady Lake, FL	Tornado Response, Debris Clearing, Hauling and Tree Trimming	$67,419.00	6,485.38	February 2007	Load and haul tornado debris from Town right-of-ways. Deliver debris to final disposal site.	Peggy Smith, Public Works Assistant, Municipal Complex, 409 Fennell Blvd, Lady Lake, FL 32159, Tel. (352) 752-1526, Fax. (352) 751-1595
City of Republic; City of Republic, MO	Cut & Push	$7,431.25		January 2007	Ice storm debris initial 70-hour cut and push. Included cutting, trimming and removing overhanging tree limbs and other clean woody debris to the edge of pavement or back of curb; cutting necessary to obtain a clear vertical height of 16'. Work area was within the City limits of Republic street right-of-ways.	
LADOT; Washington Parish	Debris Removal and Disposal	$98,100.00		October - December 2006	District 62 Debris removal, reduction and disposal on various routes in Washington Parish.	
LADOT; St. Tammany Parish	Debris Removal, Reduction and Disposal	$83,100.00		August 2006	ROW vegetative, C&D, white goods, and hazardous waste hauling along various routes in St. Tammany Parish.	
City of Palm Beach Gardens; Palm Beach Gardens, FL	Hurricane Wilma Debris Removal and Reduction	$1,549,239.00	121,421.67	October 2005 – February 2006	Load and haul hurricane debris from City right-of-ways. Deliver debris to Temporary Debris Staging and Reduction Site (TDSRS). Reduce debris by grinding.	David Reyes, Operations Director, 10500 N. Military Trail, Palm Beach Gardens, FL 33410, Tel. (561) 804-7015, Fax (561) 799-4211, dreyes@pbgfl.com
U.S. Army Corps of Engineers; Florida (2 counties)	Emergency Temporary Roofing	$2,471,425.00		October 2005 - February 2006	Following Hurricane Wilma, Ceres installed temporary roofs in Miami-Dade and Monroe counties. Ceres received a "very good" rating from the Corps while maintaining its record of no serious injuries and no lost time injuries in its roofing projects.	Jose Rosado, Contracting Officer, (747) 841-3181, jose.m.rosadosaj02@usace.mil

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
City of Biloxi; Biloxi, MS	Hurricane Katrina Debris Clearance, Collection, Reduction and Disposal	$4,528,014.00		September 2005 - January 2006	Following Hurricane Katrina, Ceres was selected as one of three contractors to collect, load and hauled debris from the City's rights of way. Ceres crews completed their sector well ahead of the other contractors.	Jonathan Kiser, jkiser@neel.schaffer.com
City of Brooklyn Park; City of Brooklyn Park	Storm Debris Hauling	$120,000.00		September - November 2005	Storm Debris Hauling	
U.S. Army Corps of Engineers; Louisiana (11 Parishes)	Hurricane Katrina Debris Haul, Reduction, & Disposal	$449,313,380.23	13,439,358	September 2005 – September 2007	Various tasks for hurricane recovery including: Load and haul hurricane debris from City right-of-ways, load and haul debris from private property, manage TDSRS sites, reduce debris by grinding/chipping, reduce debris by burning, trim and remove hazardous trees and limbs, remove and recycle Freon, recycle white goods, remove hazardous materials, demolish damaged properties. **Ceres received an "Outstanding" evaluation from the U.S. Army Corps of Engineers for its work in Louisiana after Katrina**.	Jean Todd, Contracting Officer, U.S. Army Corps of Engineers, Tel. (504) 681-2331, Fax (901) 544-3710, email Jean.F.Todd@mvm02.usace.army.mil
Terrebonne Parish; Terrebonne Parish, LA	Hurricane Katrina Debris Hauling and Reduction	$710,137.00		August – October 2005	Load and haul hurricane debris from Parish right-of-ways. Deliver debris to Temporary Debris Staging and Reduction Site (TDSRS). Reduce debris by burning.	Eulin Guidry, Solid Waste Administrator, TPCG, Utilities Department, P.O. Box 6097, Houma, LA 70361, Tel. (985) 873-6740, Fax (985) 873-6760, sboudwin@tpcg.org

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
U.S. Army Corps of Engineers; 32 Counties in Mississippi	Emergency Temporary Roofing	$55,513,216.00		August 2005 – January 2006	Installation of roof repairs to more than 21,000 homes and buildings damaged by Hurricane Katrina. Through an implemented special training program and intensified inspection, Ceres was able to maintain a high rate of production while also keeping an excellent safety record.	Archie Ringgenberg, Contracting Officer, U.S. Army Corps of Engineers, 1222 Spruce Street, Rm 4.207, Tel. (314) 331-8505, archie.c.ringgenberg@mvs02.usace.army.mil
City of Deltona; Deltona, FL	Hurricane Debris Grinding	$606,756.74	505,630.00	October 2004	Ground 505,630 CY of debris.	
City of Hollywood; Hollywood, FL	Grinding of Hurricane Debris	$18,899.25	49,650.00	October 2004	Grinding of Hurricane Debris	
City of Orange Beach; Orange Beach, AL	Hurricane Ivan Debris Removal	$1.640,313.56	176,090.00	October 2004	Loaded and hauled 176,090 CY of hurricane debris from City right of ways. Delivered debris to TDSRS.	
City of Plantation (Subcontractor to DRG Inc.); Plantation, FL	Grinding	$81,600.00	68,000.00	September 2004	Grinding hurricane debris	Aixa Vasquez, President, 556 Long Shoals Road, Arden, NC 28704. Tel. (828) 684-3961, aixa@drgts.com
Palm Beach County; Palm Beach County, FL	Hurricanes Frances and Jeanne Debris Removal and Disposal	$4,023,393.00	404,927.00	September – December 2004	Collection and disposal of debris generated from two Hurricanes, Frances and Jeanne. Ceres removed vegetative and demolition debris from County-maintained roadways and rights-of-way and hauled it to a Temporary Debris Storage and Reduction Site (TDSRS). Ceres crews collected and hauled 404,927 cubic yards of debris including 679 stumps up to 9 feet in diameter.	John Archambo, Director of Customer Info Services, Solid Waste Authority, 7501 N. Jog Road, West Palm Beach, FL 33412, Tel. (561) 697-2700, Fax (561) 315-2010, jarchambo@swa.org

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
U.S. Army Corps of Engineers; Florida (13 counties)	Hurricane Frances Temp Roof Contract W91278-04-D-0058	$48,028,565.00		September 2004 - January 2005	After Hurricanes Frances and Jeanne struck Florida less than six weeks after Charlie, Ceres won another contract for temporary roof installation. Ceres once again hired multiple local residents and maintained its safety record of no serious injuries or lost time incidents, while completing all temporary roofing contract obligations.	
U.S. Army Corps of Engineers; Florida (4 counties)	Emergency Temporary Roofing	$3,980,400.03		September 2004 - January 2005	After Hurricanes Charley struck Florida, Ceres won a contract to install temporary roofing in four counties of southern Florida. Ceres supervised its own crews as well as its subcontractors, including many local companies providing work for affected residents. Ceres maintained its safety record of no serious injuries or lost time incidents.	Mike Abeln, Contracting Officer, (251) 690-2471, michael.t.abeln@sam.usace.army.mil
City of Deltona (Subcontractor to DRG Inc.); Deltona, FL	Grinding	$497,398.75	395,323.00	September - November 2004	Vegetative Storm Debris Grinding	Aixa Vasquez, President, 556 Long Shoals Road, Arden, NC 28704. Tel. (828) 684-3961, aixa@drgts.com
City of Sanford (Subcontractor to DRG Inc.); Sanford, FL	Hurricane Charley Debris Hauling		102,000.00	August 2004	Load and haul hurricane debris.	Aixa Vasquez, President, 556 Long Shoals Road, Arden, NC 28704. Tel. (828) 684-3961, aixa@drgts.com
Collier County; Collier County, FL	Hurricane Charley Debris Removal and Disposal	$82,521.00		August 2004	Removed debris from County-maintained roadways and rights-of-way and hauled debris to the Temporary Debris Storage and Reduction Site (TDSRS) it managed.	Larry Berg, Waste Management, Inc., 4500 Exchange Ave., Naples, FL 34104, Tel. (239) 649-8638 ext. 243, sbradley2@wm.com
City of Arlington, TX; Arlington	Grind storm debris	$21,500.00		July 2004	Grinding brush, logs, and fencing debris from an ice storm.	Alan Jones, Arlington Landfill, Euless, TX

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Town of Windsor/ Southeast Virginia Public Service Authority; Windsor, VA	Hurricane Isabel Debris Hauling, Reduction and Disposal	$49,233.00		November 2003 - January 2004	Collected hurricane-related debris from within the Town of Windsor, VA, and reduced and lawfully disposed of said debris in accordance with contract terms. All debris was ticketed and signed off by on-site inspectors and was reduced and disposed by Ceres.	James A. Randolph, Assistant to the Town Manager, 8 East Windsor Boulevard, Windsor, VA 23487, Tel. (757) 242-4288, Fax (757) 242-9039, jrandolph@windsor-va.gov
Isle of Wight County/ Southeast Virginia Public Service Authority; Isle of Wight County, VA	Hurricane Isabel Debris Removal and Disposal	$2,806,390.00		October 2003 – March 2004	Ceres removed debris from County-maintained roadways and rights-of-way and hauled it to the Temporary Debris Storage and Reduction Site (TDSRS) it managed. At the TDSRS, Ceres received debris hauled in by citizens, supplied the inspection tower, reduced the debris through air curtain incineration and by tub grinding, and hauled out the ash and wood chips to County-selected disposal sites. A significant number of local County residents were hired as temporary employees to perform work on this contract.	Donald Long, Director of Public Works, P.O. Box 80, Isle of Wight, VA 23397, Tel. (757) 357-3191, Fax (757) 365-6217
Memphis City Schools; Memphis City Schools,	Storm Damage Tree Trimming	$90,411.25		October - November 2003	Removal of unsafe tree conditions created by the wind storm of July 22, 2003. Work consisted of removal of fallen trees, broken trees, leaning trees, bent trees, broken and hanging limbs, and cracked limbs, and grinding of stumps.	Memphis City Schools, Memphis, TN

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
Town of Smithfield/ Southeast Virginia Public Service Authority; Smithfield, VA	Hurricane Isabel Debris Hauling, Reduction and Disposal	$272,201.00		October 2003 - February 2004	Removal and disposal of debris, street, and sewer rights-of-way. The debris was loaded and hauled to a Temporary Disposal Staging and Reduction Site where Ceres reduced the debris through air curtain incineration and tub grinding. Ceres hauled the resulting ash and wood chips to a permitted disposal site. The work was performed with a minimum of road closure and using standard traffic control methods.	William T. Hopkins, III, CZO, Director of Planning, Engineering and Public Works, 310 Institute Street, P.O. Box 246, Smithfield, VA 23431, Tel. (757) 365-4200, Fax (757) 357-9933, bhopkins@smitfieldva.gov
City of Spartanburg; Spartanburg, South Carolina	Grinding of winter storm debris	$29,374.00		May - June 2003	Grinding Ice Storm Debris	Carl Wright, Purchasing Director, PO Box 1749, Spartanburg, SC 29304, Tel. (864) 596-2049, Fax (864) 596-2365
City of York; Grind - County of York, SC	Grind Vegetative Waste/Ice Storm Debris	$35,000.00		May 2003	Grind vegetative waste/Ice Storm debris	Charles Helms, Public Works Director, PO Box 180, York, SC 29745, Tel. (803) 684-2341
City of Asheboro; City of Asheboro, NC	Clearing Tree Obstructions from Sewer ROW's	$139,512.06		April - May 2003	Clearing trees from sewer ROW's caused by Ice storm in Dec 2002.	John Ogburn III, City Manager, 146 North Church Street, Asheboro, NC 27204
City of Raleigh, NC; Small Greenways, Raleigh, NC	Winter Storm Tree Trimming and Debris Removal and Disposal	$324,470.00		March - April 2003	Trimming damaged trees, removing hazardous trees, disposing of wood waste. Three separate contracts for emergency disaster area clean-up following a major ice storm. Throughout the duration of this project, Ceres met or exceeded rigorous production standards. This contract was performed in an urban setting with traffic, access, and public relations issues to deal with. The jobs were performed on schedule with a good safety record.	Robert Vinay, Southtech, PC, c/o Raleigh Parks and Recreation, 804 Salem Woods Dr., Ste 202, Raleigh, NC 27615, Tel. (919) 845-4855

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
City of Raleigh, NC; Lake Wheeler Park, Raleigh	Tree Removal Work	$24,277.00		March - April 2003	Tree removal and trimming caused by Dec 02 Ice Storm.	Gail Smith, City Clerk/Treasurer, 222 West Hargett Street, Raleigh, NC 27602, Tel. (919) 890-3040
Frankfort, KY Dist. 6; Rowan County, KY	Winter Storm Debris Removal and Disposal	$467,828.00		March - May 2003	Crews of laborers, chain saw operators, bucket trucks, grapple loading trucks, and dump trucks removed and hauled tree debris from the rights-of-way in Greenup County in District 9 which resulted from an ice storm. The debris was taken to a Temporary Debris Storage and Reduction Site (TDSRS) where it was reduced through incineration.	Tim Stevens, Superintendent of State Highways, Rowan County, 2324 Flemingsburg Road, Morehead, KY 40351, Tel. (606) 784-8565
City of Cherryville; Town of Cherryville, North Carolina	Winter Storm Debris Removal and Disposal	$29,800.00		February - March 2003	Citywide debris cleanup	Brandon Abernathy, Public Works Dir, 116 South Mountain St., Cherryville, NC 26021, Tel. (704) 435-1700, Fax (704) 435-1707
City of Raleigh, NC; Pullen Park; Raleigh NC	Tree Removal Work	$67,666.00		February - March 2003	Removal of hangers and unsafe trees	Wayne Schindler, Parks Division, 222 West Hargett Street, Raleigh, NC 27602, Tel. (919) 872-4115
City of Spartanburg; City of Spartanburg, SC	Ice Storm Cleanup	$56,722.50		February 2003	Pickup and hauling of storm debris.	April Bradley, Procurement & Property Management, PO Box 1740, Spartanburg, SC 20304, Tel. (864) 596-3040, Fax (864) 590-2985
City of Shelby; Shelby, North Carolina	Winter Storm Debris Removal and Disposal	$284,000.00		December 2002 - January 2003	Debris Removal generated by Ice Storm.	Bernadette Parduski, Administrative Assistant, PO Box 207, Shelby, NC 28151, Tel. (704) 484-6801, Fax (704) 484-6871
Town of Cary; Cary NC	Grind Wood Debris from Ice Storm	$164,500.00		December 2002 - March 2003	Ice Storm wood debris grinding.	Scott Hecht, Solid Waste Division Manager, 400 James Jackson Ave., Cary, NC 27512, Tel. (919) 469-4388
Town of Garner; Garner NC	Debris Removal Services	$202,301.01		December 2002 - February 2003	Ice Storm Debris Removal - Citywide	Paul Cox, Town Manager, 900 7th Ave, Bldg. A, Garner, NC 27529, Tel. (919) 772-4688
Town of Zebulon; Zebulon, North Carolina	Winter Storm Debris Removal and Disposal, Hazardous Tree trimming	$111,790.13		January - February 2003	Citywide Ice Storm Cleanup	Chris Ray, Asst. Public Works Director, 450 E. Horton St, Zebulon, NC 27597, Tel. (919) 269-5285, Fax (919) 269-2617

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
City of New Iberia; New Iberia LA; Gordon's	Haul hurricane debris	$9,313.00		October 2002	Cleanup and disposal of debris within the City of New Iberia and Parish of Iberia	Gordon's Landfill
Town of Sunset; Town of Sunset LA	Haul Hurricane Debris	$12,300.00		October - November 2002	Haul hurricane debris from town right-of-ways.	Town of Sunset, LA
City of Arlington, TX; Arlington, TX	Storm Debris Hauling	$64,286.00		September 2002	Ice storm debris hauling	
City of Hobart; Hobart, OK	Winter Storm Debris Hauling and removal	$173,204.00		February - March 2002	Ice storm cleanup using bucket trucks, loaders and haul trucks, within City Limits. Haul debris to Temporary Debris Staging and Reduction Site (TDSRS).	Milt Brown, City Manager, 529 S. Bailey Street, Hobart, OK 73651, Tel. (580) 726-2955
City of Kansas City; Kansas City, MO	Winter Storm Debris Hauling and Removal	$5,181,541.00		February - April 2002	Load and haul ice storm debris from City right-of-ways. Deliver debris to Temporary Debris Staging and Reduction Site (TDSRS).	Mark McHenry, Director, Parks and Recreation Department, 4600 East 63rd Street, Kansas City, MO 64130, Tel. (816) 513-7500, Fax (816) 513-7719, mark_mchenry@kcmo.org
U.S. Department of Agriculture; Seminole County, OK	Winter Storm Debris Removal and Disposal	$1,049,918.00		September 2001 - January 2002	Crews of laborers, chain saw operators, excavator operators, skid-steer operators, grapple loading trucks, and dump trucks removed and hauled tree debris from the streambeds and watershed areas in agricultural and rural areas of Oklahoma which resulted from an ice storm. The debris was taken to a Temporary Debris Storage and Reduction Site (TDSRS) where it was reduced through incineration.	Tim Miller, First National Center, Ste 105, McAlester, OK 74501, Tel. (918) 423-8730, Fax (918) 423-1542, timothy.miller@ok.usda.gov
City of Oshkosh; Oshkosh, WI Parks	Tree Removal	$92,463.00		July - September 2001	Removal of damaged trees and limbs from municipal parks.	
City of Oshkosh; City of Oshkosh, WI	Stump Removal	$48,142.00		July - September 2001	Removal of stumps by grinding from municipal cemetery.	

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
City of Granite Falls; Granite Falls, MN	Debris Hauling resulting from a tornado	$5,630.00		July - August 2001	Load and haul construction and demolition (C&D) debris and vegetative debris from City rights of way to a temporary debris staging and reduction site (TDSRS).	Public Works Director, Granite Falls, MN
City of Oshkosh; Oshkosh, WI	Wind Storm Tree and Stump Debris Removal	$252,191.00		July - September 2001	Removal of damaged trees and limbs from municipal cemetery	Don LaFontaine, Purchasing Manager, City of Oshkosh, 215 Church Ave., PO Box 1130, Oshkosh, WI 54903, (920) 236-5100
U.S. Army Corps of Engineers; Fountainhead State Park, OK	Ice Storm Debris Trimming and Removal	$34,000.00		April - June 2001	Perform clean-up of ice storm debris in an Oklahoma Tourism and Recreation Department Park; cleanup administered by USACE. Trim damaged trees, remove vegetative matter debris from park.	Sue Hughart, Park Manager, Fountainhead State Park, Checotah, OK 74426, (918) 689-5311
U.S. Army Corps of Engineers; Beaver's Bend State Park, OK	Ice Storm Debris Trimming and Removal	$40,820.00		April - June 2001	Perform clean-up of ice storm debris in an Oklahoma Tourism and Recreation Department Park; cleanup administered by USACE. Trim damaged trees, remove vegetative matter debris from park.	Terry Walker, Park Manager, Beaver's Bend State Park, Broken Bow, OK 74426, (580) 494-6300
Muskogee County; Muskogee County, OK	Ice Storm Debris Removal and Disposal	$1,300,000.00		March - June 2001	Load and haul ice storm debris from County right of ways. Trim damaged limbs, remove trees with over 50% damage. Operate TDSRS using burning for reduction.	Gene Wallace, Chairman, Muskogee County Board of Commissioners, Muskogee, OK 74402, (918) 682-7781
Red River County; Red River County, TX	Debris Removal (Contract Add-On)	$265,000.00		March - May 2001	Removal of ice storm debris from County right of ways. Grind or chip debris and legally dispose of debris.	Linda J. Barnes, Asst. Dist. Maintenance Manager (TDOT), 1365 N Main St, Paris, TX 75460, Tel. (903) 737-9300
Texas Department of Transportation; Red River County, TX	Ice Storm Debris Removal and Disposal	$265,000.00		March - May 2001	Removal of ice storm debris from County right of ways. Grind or chip debris and legally dispose of debris.	Linda J. Barnes, Assistant District Maintenance Manager, Texas Department of Transportation, (903) 737-9300

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
City of Atlanta; Atlanta, TX	Ice Storm Debris Removal and Hauling	$76,293.00		February - March 2001	Load and haul vegetative debris resulting from Ice Storm in December 2000. Trim trees of damaged branches using bucket trucks and chain saw operators. Deliver debris to a Temporary Debris Staging and Reduction Site (TDSRS).	Mike Ahrens, City Manager, City of Atlanta, Texas 75551, (903) 796-2192
City of Denison; Denison, TX	Ice Storm Debris Removal and Hauling	$9,300.00		February 2001	Load and haul ice storm debris under the direction of the City to Temporary Debris Staging and Reduction Site (TDSRS).	Jerry White, Public Works Director, City of Denison, TX 75021, (903) 465-2720
City of McAlester; McAlester, OK	Ice Storm Debris Reduction and Disposal	$54,272.00		February - May 2001	Grind vegetative matter resulting from Ice Storm using tub grinder	David R. Medley, PE, Assistant City Engineer, McAlester, OK 74502, (918) 423-9300
Texas Department of Transportation; Lamar County, TX	Ice Storm Debris Removal, Reduction and Disposal	$234,000.00		February - May 2001	Clear ice storm debris from County right of ways, chip or grind debris, and legally dispose of debris.	Linda J. Barnes, Assistant District Maintenance Manager, Texas Department of Transportation, (903) 737-9300
U.S. Army Corps of Engineers; Gillham Lake, AR	Ice Storm Debris Removal , Reduction and Disposal	$79,500.00		February - April 2001	Perform ice storm clean up in park area maintained by USACE. Trim damaged trees and branches, remove vegetative debris to a Temporary Debris Staging and Reduction Site (TDSRS), grind debris using tub grinder, move mulch.	Judy A. Anderson, Contracting Officer, USACE, Little Rock District, (501) 324-7167
City of Goldsboro; Goldsboro, NC	Hurricane Floyd Debris Reduction and Disposal	$248,464.46		October 1999 - February 2000	Provide reduction of vegetative debris and stumps, by grinding of said materials, for the City of Goldsboro, after Hurricane Floyd. Sorting paper, plastic, and dirt from the vegetation prior to grinding and the grinding/chipping of all vegetation to include stumps.	E. Lee Worsley, Jr., Assistant City Manager, Goldsboro, NC 27530, (919) 735-6121

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
North Carolina Department of Transportation; Wayne County, NC	Hurricane Floyd Emergency Cleanup, Brush and Vegetative Debris Removal	$574,024.00		October - December 1999	Hauled hurricane-generated debris to debris segregation/processing facilities throughout the county for segregation, reduction, and disposal. Work included debris hauling, debris disposal, storm damaged and diseased tree removal, tree waste hauling, and material separation.	R.B. Bunn, III, P.E., District Engineer, Goldsboro, NC 27530, (919) 731-7938
U.S. Army Corps of Engineers; Oklahoma City, OK	Tornado Response, Debris Clearing, Hauling and Disposal	$1,850,000.00		June - September 1999	Demolished and disposed of 291 residential structures and related vegetative debris in five weeks, and operated and managed multiple debris sites in the Oklahoma Tornado disaster area. Debris removed by Ceres and subcontractors totaled more than 83,000 CY.	John Wilson, Contracting Officers Representative, Tulsa District, U.S. Army Corps of Engineers, Tulsa, OK 74128, (706) 545-2221
U.S. Army Corps of Engineers; Puerto Rico	Hurricane Georges Debris Hauling	$4,000,000.00		Oct 1998 - Sept. 1999	Ceres was awarded seven of eight districts of the island after Hurricane Georges. Ceres hauled more than 1 million cubic yards. Work was done primarily by directly hiring local employees due to lack of qualified subcontractors.	Jose Rosado, Contracting Officer, (747) 841-3181, jose.m.rosadosaj02@usace.mil
U.S. Army Corps of Engineers; Puerto Rico	Hurricane Georges Debris Reduction	$29,000,000.00		October 1998 - September 1999	Processed and reduced more than 2.3 million cubic yards of mixed debris. Ceres submitted a Value Engineering Change Proposal for this project that saved the Corps nearly a million dollars in tipping fees and returned soil to the land instead of sending it to the landfills.	

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
U.S. Army Corps of Engineers; Puerto Rico	Emergency Temporary Roofing	$3,000,000.00		October 1998	Ceres installed temporary roofing in Puerto Rico after Hurricane Georges. This was done at the same time as its debris removal responsibilities. Ceres hired and trained local laborers and completed its work with no serious injuries and no lost time injuries.	Jose Rosado, Contracting Officer, (747) 841-3181, jose.m.rosadosaj02@usace.mil
City of Minneapolis; Minneapolis, MN	Vegetative Storm Debris Reduction and Disposal	$557,000.00		June - December 1998	Vegetative storm debris site management, reduction, marketing and disposal. 80,000 CY	Jim Herman, Forestry Programs Manager, Minneapolis, MN, (612) 313-7729
City of Denver; Denver, CO	Ice Storm Debris Reduction and Disposal	$241,000.00		May - August 1997	Recycling of urban tree waste (logs, brush, stumps, shrubs, etc.) by grinding. Processed and marketed 154,000 Cy of tree waste that resulted from the ice storm of 1995.	Solid Waste Division, City of Denver, CO 80204, (303) 640-2507
U.S. Army Corps of Engineers; North Carolina	Hurricane Fran Removal, Reduction and Site Management	$800,000.00		September 1996 - January 1997	Debris management: removal, reduction and site management associated with Hurricane Fran	Phillips and Jordan, Inc., Knoxville, TN 37912
City of Lynchburg; Lynchburg, VA	Grinding of Storm Debris, Disposal of Wood Waste Debris and Cleanup of Flood Debris	$200,000.00		August 1994 - August 1995	Segregated grindable and non-grindable waste, mulched clean materials using screening plants, and spread mulch in areas of massive topsoil loss.	City of Lynchburg, 1700 Memorial Ave., Lynchburg, VA 24501, (504) 847-1400
Lexington-Fayette County Urban Government; Lexington, KY	Ice Storm 1994	$62,000.00		March - April 1994	Grinding of vegetative waste generated from Ice Storm 94 in Fayette County, KY.	Baxanna McClure, Public Works, Lexington-Fayette Urban Government, (859) 258-3400

Owner & Location	Title of Work	Value	CY	Time Period	Description	Contact
U.S. Army Corps of Engineers; Dade County, FL	Chipping Services at Various Locations	$2,117,500.00		January - June 1993	Emergency disaster area clean-up following Hurricane Andrew. Chipping of tree waste at scattered locations, primarily agricultural orchards, in cooperation with the U.S. Soil Conservation Service.	Russ Tolle, Jacksonville District Corps of Engineers, PO Box 4970, Jacksonville, FL 32232, (305) 382-4982.
U.S. Army Corps of Engineers; Dade County, FL	Mobile Grinding Services	$334,890.00		January - February 1993	Emergency disaster area clean-up following Hurricane Andrew. Separation of mixed debris and soil from woody debris using screening plants. Grinding of sorted woody debris. Production of organic mulch to be landspread in areas of massive topsoil loss, and separation of landfill residuals and soil from woody debris.	Russ Tolle, Jacksonville District Corps of Engineers, PO Box 4970, Jacksonville, FL 32232, (305) 382-4982.
U.S. Army Corps of Engineers; Dade County, FL	Grinding Services for Hurricane Andrew	$759,670.00		October - December 1992	Federal Disaster Area Clean-up. Provided specialized heavy equipment and labor to perform sorting and grinding of tree and shrub waste generated by Hurricane Andrew.	Russ Tolle, Jacksonville District Corps of Engineers, PO Box 4970, Jacksonville, FL 32232, (305) 382-4982.

Liberty Mutual

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. Engstrum; 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.

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

By: _____
David M. Carey, Assistant Secretary

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

By: _____
Teresa Pastella, Notary Public

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

ARTICLE IV – OFFICERS – Section 12. Power of Attorney. Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII – Execution of Contracts – SECTION 5. Surety Bonds and Undertakings. Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

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

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

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 16th day of March, 2018.

By: _____
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.

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9.B Evaluation Factor 2 Contractor Available Equipment / Labor / Logistics to Support Recovery

Equipment

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
Telehander	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

Category	Owned	Description
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
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

Our comprehensive list of equipment is provided in proposal **Section 4.E, Equipment Resources..**

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.

Personnel

Qualified Staff

For City of Hollywood, Ceres will provide exceptionally qualified personnel to lead the efforts for any event occurring for which our services are required.

Ceres has more than 60 professional staff, many holding degrees in areas such as Structural and Civil Engineering, Business Administration, Forestry, Geology, Science, and Accounting. As part of the Company's dedication to quality and safety, many of Ceres' management staff are U.S. Army Corps of Engineers-certified in Construction Quality Management; are FEMA-certified in NIMS; are Red Cross-certified in first aid; and have completed OSHA's 40-hour safety training course. Ceres' management has worked extensively on FEMA-reimbursed contracts, and has demonstrated its ability to respond to large-scale events.

Ceres' 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 and mobilizing 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 also changed as cities within the county signed up

for the contract. Ceres cleared debris from right-of-ways in Jefferson County, Vestavia Hills, Warrior, Mountain Brook, and Pleasant Grove, reducing and hauling over 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 has the resources and experience to handle multiple events and locations. 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. 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 superior performance and customer satisfaction. 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' 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.

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.

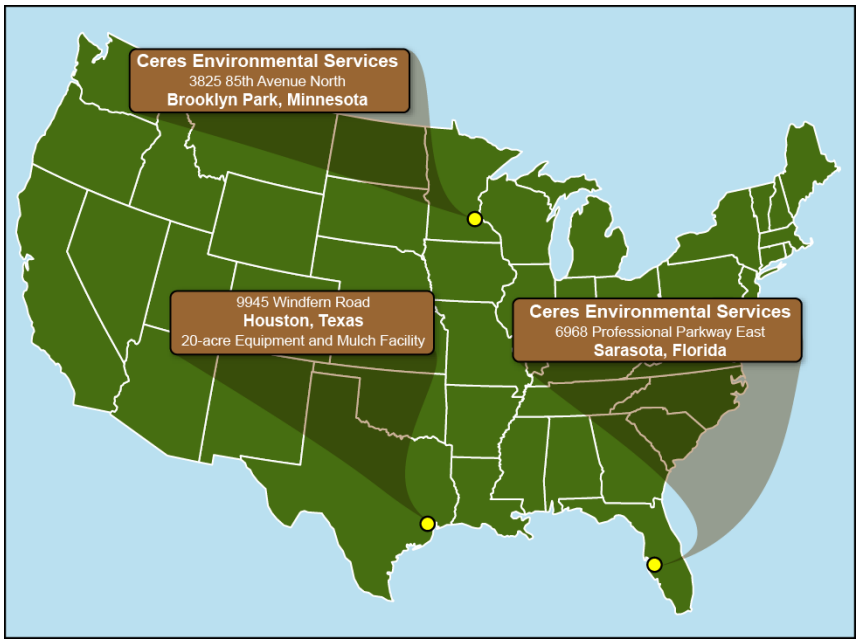
The Manager of Administration and the Subcontract Manager will notify regionally based subcontractors of the issuance of a notice to proceed. Ceres' subcontractor database currently contains more than 5,000 disaster debris management prospective subcontractors who have contacted Ceres with an interest 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.

Facilities

The primary mobilization and contract administration headquarters for this project will be our Sarasota office. Equipment and personnel will be mobilized from the other offices seen as required.

Ceres' multiple locations ensure that, even if an event affects our Sarasota 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.



Logistical Support

Ceres can supply the City of St. Petersburg with logistical services in support of operations. 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 services not priced as a part of the contract 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.

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.

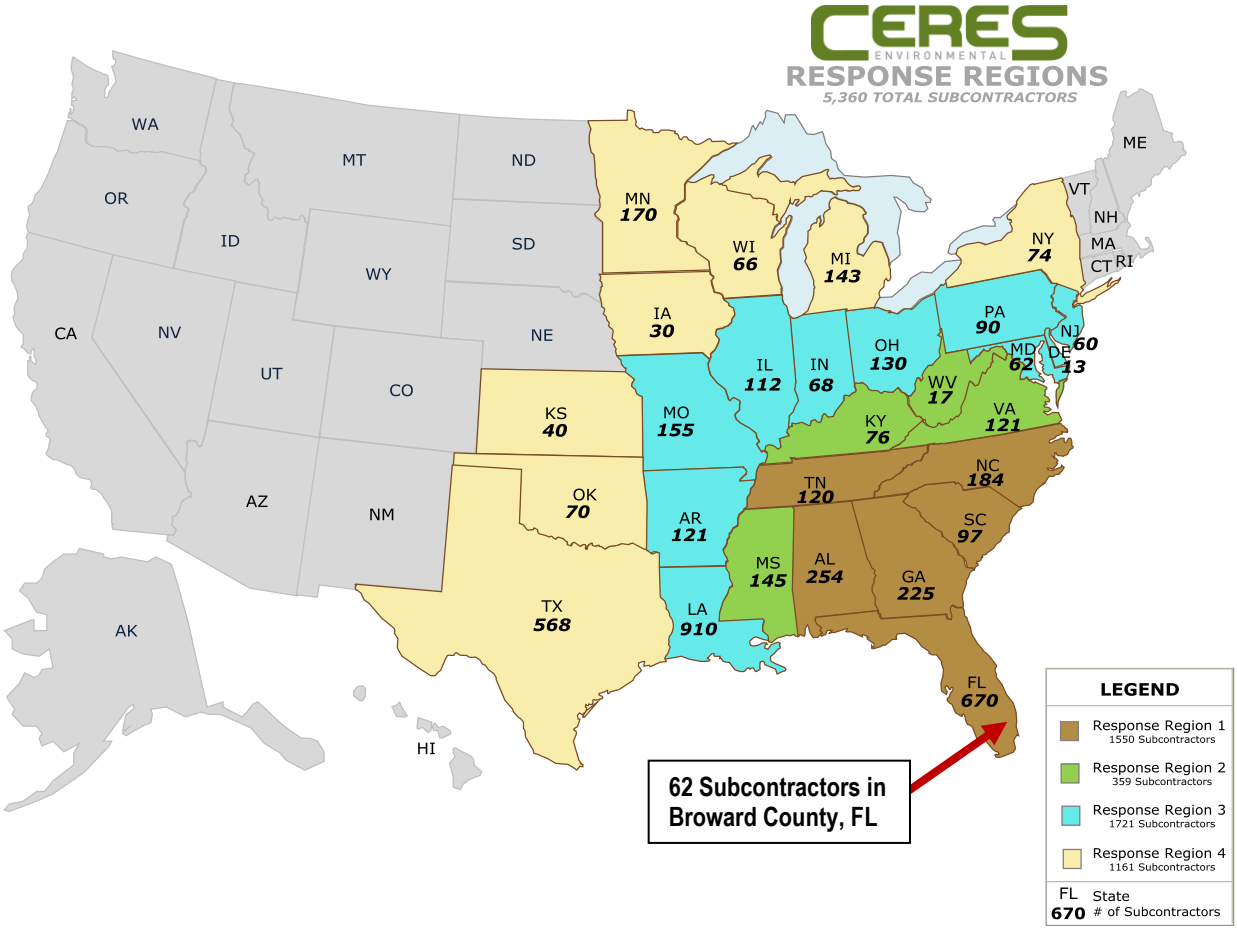
Government Temporary Trailer Installation

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.

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.

9.C 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.

Listed below is 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 Florida subcontractors is included in this proposal. Should you desire a listing of the Region 1-4 subcontractors by name and location; Ceres can provide such a list upon request.

Response Region 1: 240 straight-line miles or 6-8 hours driving time			
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. Reviews may not be conducted for those firms with whom Ceres has had a prior working relationship and who have already demonstrated appropriate competency, ability and capacity to perform the required work or service. Ceres also makes every effort to establish long-term working relationships with SBs and SDBs to include long-range project plans (e.g. joint ventures, teaming agreements, etc).
- Submit the required reports and documentation of all efforts used to identify and solicit targeted business concerns.
- Participate and cooperate in any studies or surveys that may be requested by the Owner or other agencies.

Utilization of Small Business Concerns and Small Disadvantaged Business Concerns

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

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

(1) Which is at least 51 percent owned by one or more socially and economically disadvantaged individuals; or in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more socially or economically disadvantaged individuals; and

(2) Whose management and daily business operations are controlled by one or more such individuals.

Ceres will presume that socially and economically disadvantaged individuals include Black-Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Asian-Indian Americans and other

minorities, or any individual found to be disadvantaged by the Administration pursuant to 8(a) of the Small Business Act.

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

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

Utilization of HUBZone Small Business Concerns

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

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

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

Records and Source Documents

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

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

- SBA Dynamic Small Business Search
- 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 contact 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

Company	City	State	Certs
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,
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

Company	City	State	Certs
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	

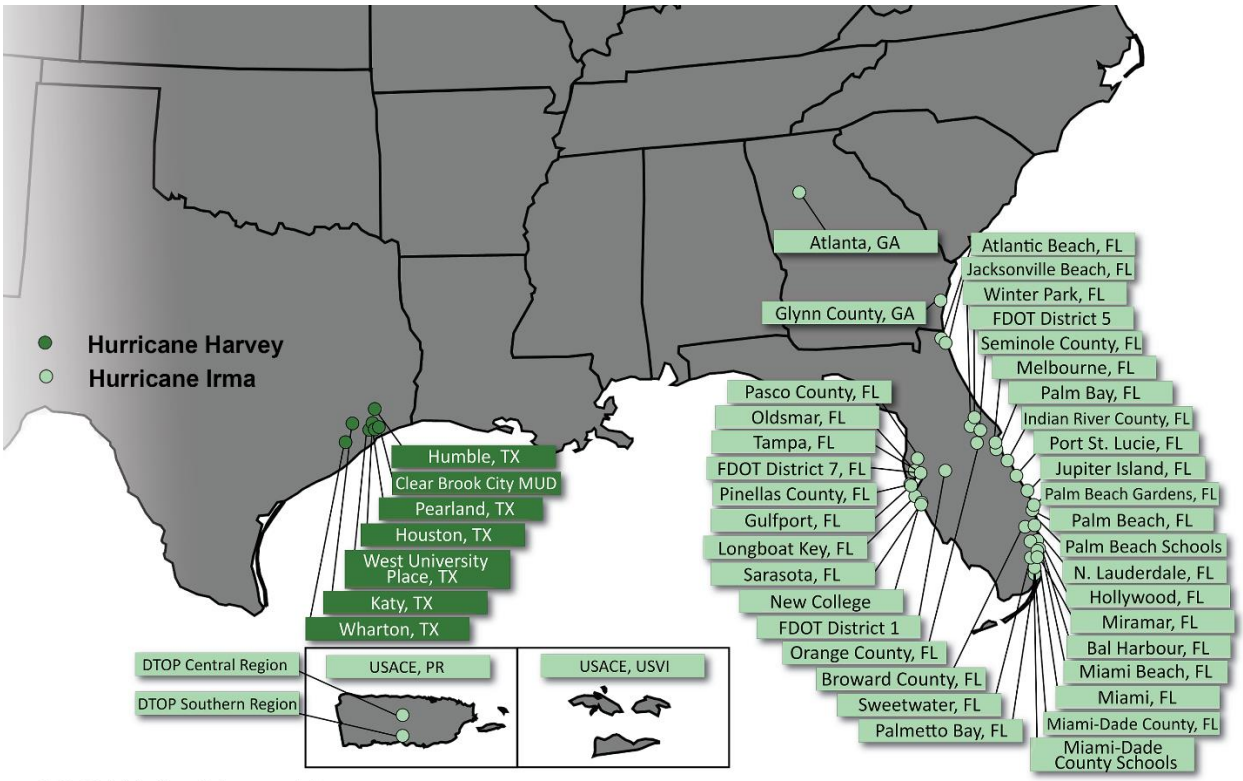
9.D Evaluation Factor 4: Debris Removal Understanding & Technical Approach

Our technical approach described in detail in proposal **Section 4.I, Project Understanding, Approach and Methodology and Section 5.A, General Approach**.

9.D.1 Capacity to Manage Multiple Contract Activations

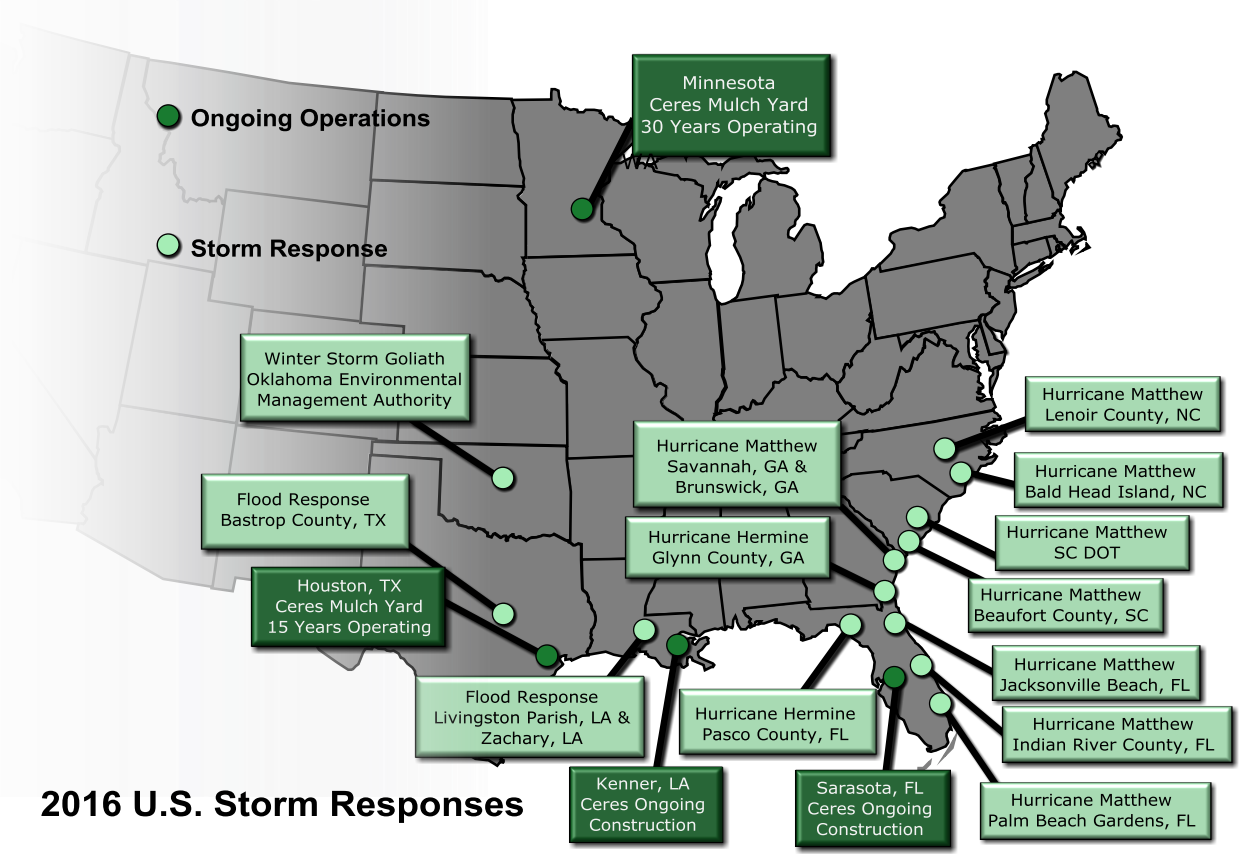
Due to the nature of disaster relief work, it is difficult to project workload; **however, Ceres has the proven resources and experience to handle multiple events and locations.** Our successful experience in multiple response situations as well as our substantial resources and teaming relationships 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

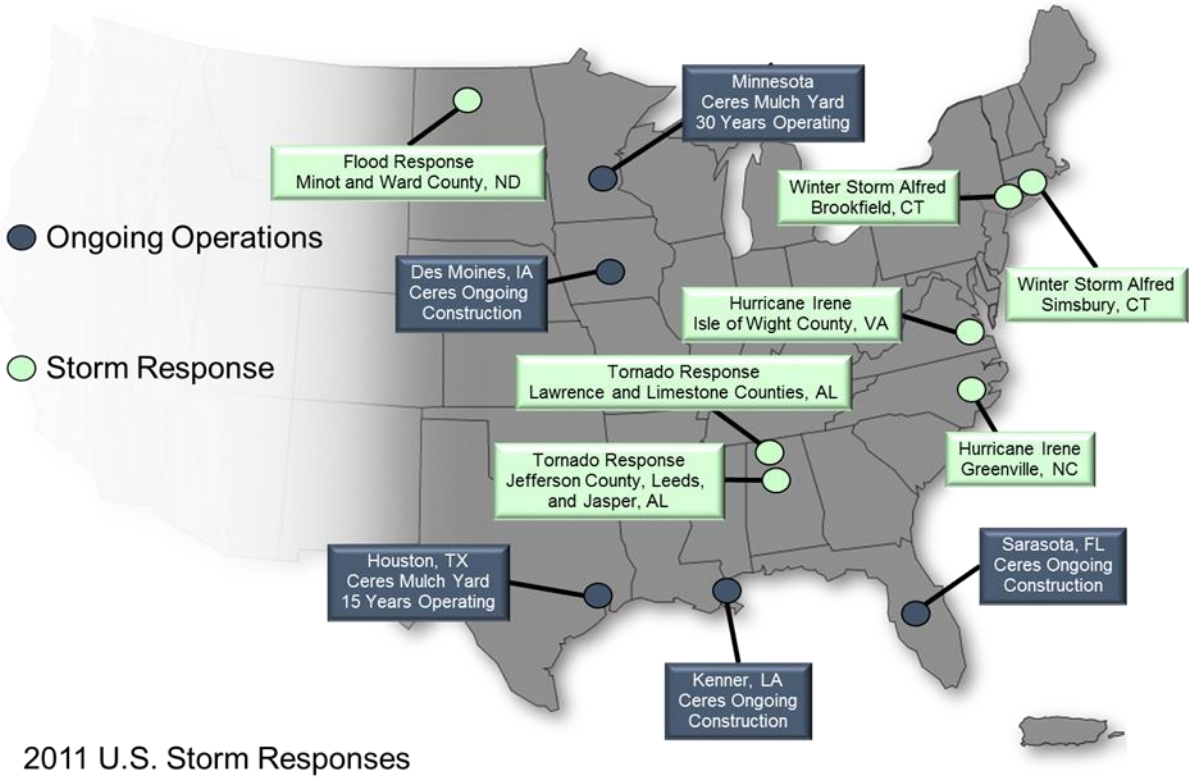
In 2016, Ceres was already working in Louisiana following heavy rains and flooding when Hurricanes Hermine and Matthew hit the U.S. coast within a month of each other. Ceres responded to several counties in Florida and Georgia after Hurricane Hermine and then to an additional 14 jurisdictions in Florida,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

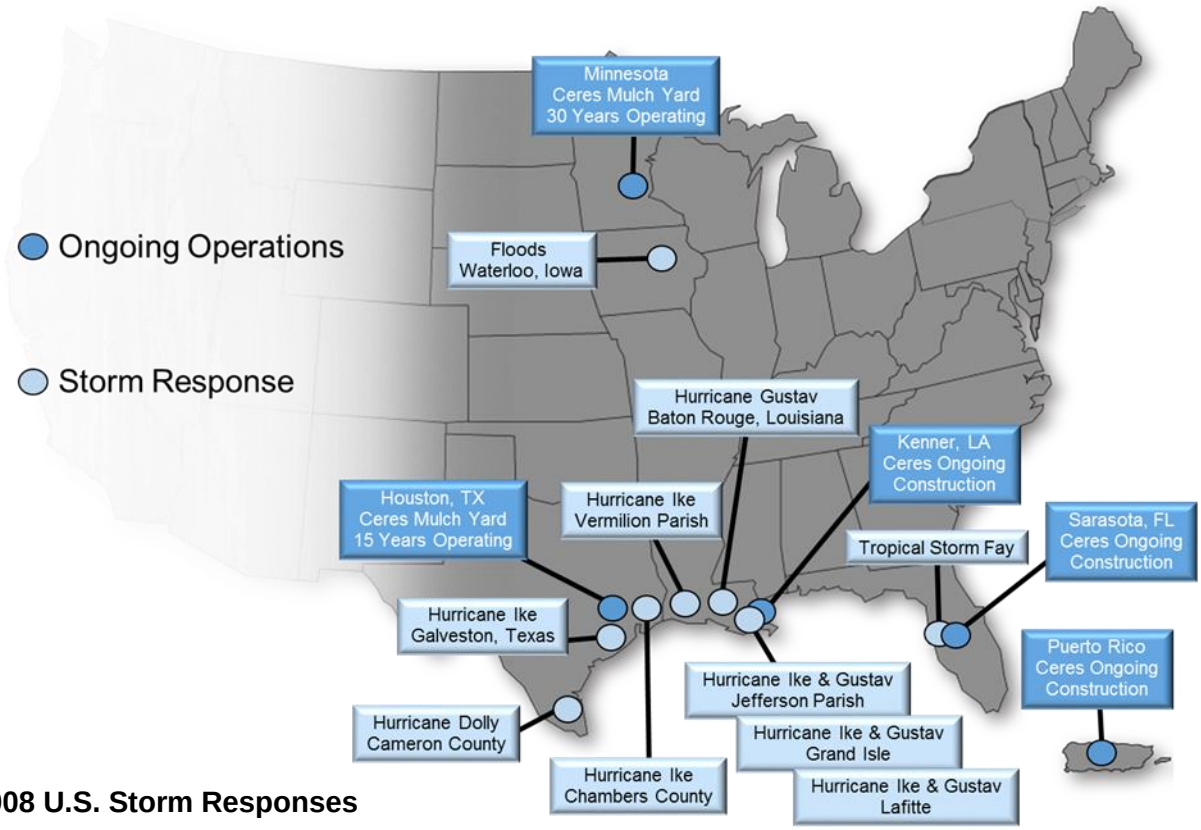
In 2014, Ceres responded to two large-scale projects following Winter Storm Pax, which covered the Southeast in freezing rain and ice. Ceres removed and disposed of approximately **one million cubic yards** of debris in Columbia County, GA and Guilford County, NC.

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.



2011 U.S. Storm Responses

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.



2008 U.S. Storm Responses

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.

9.D.2 Mobilization and Demobilization Plan

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 City of 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 City of 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 County fleets.

Debris Management Sites (DMS)

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

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

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

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

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

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

DMS Construction Timeline

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

Demobilization Phase

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

9.D.3 Documenting and Resolving Damages

Ceres Environmental Services, Inc. will repair any damages caused by equipment or personnel in performance of RFP No. RFP-4592-18-PB Emergency Response and Recovery Services for City of Hollywood. Work areas will be returned to their original condition.

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 will be prominently displayed on all 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.

The Call Center keeps a log of incoming calls and e-mails and records the address of reported incidents, resident names, reported complaints, dates and times of reported incidents, and the truck numbers (if applicable).

Ceres then compiles resident communications and organizes them into date/time of receipt and response priorities. Trained account executives sort through messages and identify time-sensitive incidents such as broken water lines, which would receive immediate attention. Each account representative identifies all pertinent information, investigates the reported incident, and ultimately locates the responsible crew if fault is found. Reports will be accessible daily or weekly and can be disbursed to City officials accordingly.

Subcontractors will be given 48 hours to settle their damages. If the sub fails to repair the damage, Ceres will immediately make the repairs and back-charge the respective sub. The sub may also be subject to temporary shutdown of their crews and/or termination of the subcontract.

Ceres uses the following forms to track and resolve damage claims.

Damage and/or Complaint Form

DATE:
JOB NUMBER:

SUBCONTRACTOR: **PHONE:**

CALLER'S NAME: **ADDRESS:** **PHONE:**

DAMAGE OR COMPLAINT:

RESOLUTION:

CERES REPRESENTATIVE:

Sample Claim Resolution Log (Hurricane Irene)

Date	Damage	Photos (Y/N)	Homeowner	Phone #	Address	Zone	Truck/ Crew #	Placard #	Resolution
20-Sep	not complete	No	REDACTED	REDACTED	Farmville Blvd 14th to Line Ave. Border between 3A/4A	3A	RT		Border road not completed - need to complete, will be cleared 9-20, cars moved.
8-Sep	Broken Sewer Main Pipe Outlet	No	REDACTED	REDACTED	110 N. Harding Street	3B	RT		No damage when inspected. Already fixed. Signed off by City.
13-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	410 E. 13th Street	3B	RT		Rake and fixed. Signed off by K Jackson (City)
10-Sep	Mailbox Damage	No	REDACTED	REDACTED	1041 W. Rock Springs	3-B	RT	RT12393	Replaced.
14-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	2800 Block of Jefferson	3C	RT		Andy explored. Signed off by City.
15-Sep	Missed Pile	No	REDACTED	REDACTED	Brownlea Drive (10th to deadend)	3C	RT		Done 2nd pass
15-Sep	Damages	No	REDACTED	REDACTED	2613 Crockett Drive	3C	RT		Landscape & Brickwork Damage. Raked and fixed. Signed off by City
15-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	2303 Deal Place	3C	RT		Raked smooth. Signed off by City.
15-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	1013 E. Wright	3C	RT		Raked huge ruts, 5 bags topsoil added. Signed off by City.
16-Sep	Missed Pile	No	REDACTED	REDACTED	2409 Jefferson Drive	3C	RT		Done 2nd pass
15-Sep	Overhead Low Power Line Damage	No	REDACTED	REDACTED	Per Andy	3C	RT	Papa	Per Andy noted.
20-Sep	pile of leaves left	No	REDACTED	REDACTED	Garden Circle Island	3C	RT		need single unit, dead end.
20-Sep	Yard damage	No	REDACTED	REDACTED	102 Graham Street	3C	RT		Reported by Mr. Chinn... Andy site visit 9-20-11, 14 bags topsoil. Signed off by City.
20-Sep	Yard damage	No	REDACTED	REDACTED	1104 E Wright	3C	RT		Andy site visit 9-20-11. Raked and repaired. Signed off by City.
16-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	106 Graham Street	3C	RT	RT12391	5 bags of topsoil. Signed off by City.
16-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	2815 Jefferson	3C	RT	RT12393	1 bag topsoil. Signed off by City.
16-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	2302 Jefferson	3C	RT	RT14606	2 bags of topsoil. Signed off by City.
15-Sep	Missed Pile	No	REDACTED	REDACTED	2413 Umstead	3C	RT	RT14610	Done 2nd pass
14-Sep	Ruts/Turf Damage	Yes	REDACTED	REDACTED	2813/2815 Jefferson	3C	RT	RT-3	Per Andy - has photos, 6 bags topsoil. Rut fixed. Signed off by City.
8-Sep	Missed Pile	No	REDACTED	REDACTED	2102 N. Village Dr.	4A	RT		Done 2nd pass
6-Sep	Ruts/Turf Damage	Yes	REDACTED	REDACTED	2117 S. Village Drive	4A	RT		10 bags dirt, 30 pcs. Starter sod and seed. Signed off by City.
6-Sep	Ruts/Turf Damage	Yes	REDACTED	REDACTED	2119 S. Village Drive	4A	RT		6 bags of pit grass seed and starter. Signed off by City.
6-Sep	Plant/Bush P/U Damage	Yes	REDACTED	REDACTED	2112 S. Village Drive	4A	RT		Chinese Holly - replaced 2 Chinese Holly. Signed off by City.
6-Sep	Bobcat tore up grass		REDACTED	REDACTED	2112 S Village Drive	4A	RT		Obie site visit 9-7-11. 3 bags of soil. Signed off by City.
6-Sep	Ruts/Turf Damage	Yes	REDACTED	REDACTED	2115 S. Village Drive	4A	RT	RT14602	Obie site visit 9-7-11- Council Member - 10 bags of dirt, 30 pcs. Starter sod & seed.
6-Sep	Ruts/Turf Damage	Yes	REDACTED	REDACTED	401 Arbor Street	4A	RT	RT14604	Bobcat tracks, done. Signed off by City.
9-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	502/409/401 Sedgefield Dr.	4B	RT	RT14611	4 bags of soil. Signed off by City.
11-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	108 St. Andrews	4C	RT		2 bags of soil, starter and seed. Signed off by City.
14-Sep	Missed Pile	No	REDACTED	REDACTED	416 Sedgefield	4C	RT		Done 2nd pass
11-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	110 Greenbriar	4C	RT	RT14610	No damage upon inspection.
11-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	205 Greenbriar	4C	RT	RT14610	2 bags soil, starter and seed. Signed off by City.
9-Sep	Left a Mess	No	REDACTED	REDACTED	106 Larkin Lane	4C	RT	RT14611	Done 2nd pass
11-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	409 Sedgefield	4C	RT	RT14611	2 bags soil, starter and seed. Signed off by City.
11-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	500 Sedgefield	4C	RT	RT14611	1 bag topsoil. Signed off by City.
13-Sep	Missed Pile	No	REDACTED	REDACTED	102 Brinkley	4E	RT		Done 2nd pass
13-Sep	Missed Pile	No	REDACTED	REDACTED	101 Dogwood Drive	4E	RT	RT14610	Done 2nd pass
13-Sep	Driveway Damage/turf damage	No	REDACTED	REDACTED	412 Kirkland Drive	4E	RT	RT14610	5 bags of topsoil, concrete sealant. Signed off by City.
12-Sep	Driveway Damage	No	REDACTED	REDACTED	410 Kirkland Drive	4E	RT	RT14611	5 bags of topsoil, concrete sealant. Signed off by City.
14-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	408 Highland Ave.	4E	RT	RT14611	Left a hole in yard, 5 bags topsoil. Signed off by City.
8-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	1704 S. Elm Street	3C	RT/CE/JB		8 bags topsoil, mult. Ruts fixed. Signed off by City
12-Sep	Missed Pile	No	REDACTED	REDACTED	Entire Elm Street	3C	RT/CE/JB		Done 2nd pass
12-Sep	Missed Pile	No	REDACTED	REDACTED	2102 N. Village Dr.	4A	RT/CE/JB		Done 2nd pass

RELEASE OF ALL CLAIMS

FOR AND IN CONSIDERATION of the payment to me/us at this time of the sum of _____Dollars ($_____), the receipt of which is hereby acknowledged, I/we, being of lawful age, do hereby release, acquit and forever discharge Ceres Environmental Services, Inc., its owners, officers, employees, affiliates, and all other persons, firms and corporations who might be liable of and from any and all actions, causes of action, claims, and demands, damages, costs, loss of services, expenses and compensation, on account of, or in any way growing out of, any and all known and unknown personal injuries and property damage resulting or to result from accident that occurred on or about the ____day of_____20___, at or near:

_____
_____
_____.

I/we hereby declare and represent that the injuries or damages sustained are permanent and progressive and that recovery therefrom is uncertain and indefinite, and in making this release and agreement it is understood and agreed that I/we rely wholly upon my/our own judgment, belief and knowledge of the nature, extent and duration of said injuries or damages, and that I/we have not been influenced to any extent whatever in making this release by any representations or statements regarding said injuries or damages, or regarding other matters, made by persons, firms or corporations who are hereby released, or by any person or persons representing him or them, or by any physician or surgeon by him or them employed.

It is further understood and agreed that this settlement is the compromise of a doubtful and disputed claim, and that the payment is not to be construed as an admission of liability on the part of Ceres Environmental Services, Inc., its owners, officers, employees, affiliates, and all other persons, firms and corporations that may or may not be involved in this disputed claim, by whom liability is expressly denied.

I/we further agree that this release shall not be pleaded by me/us as a bar to any claim or suit.

This release contains the ENTIRE AGREEMENT between the parties hereto, and the terms of this release are contractual and not a mere recital.

I/we further state that I/we have carefully read the foregoing release and know the contents thereof, and I/we sign the same as my/our own free act.

IN WITNESS WHEREOF, the undersigned set their hands and seals.

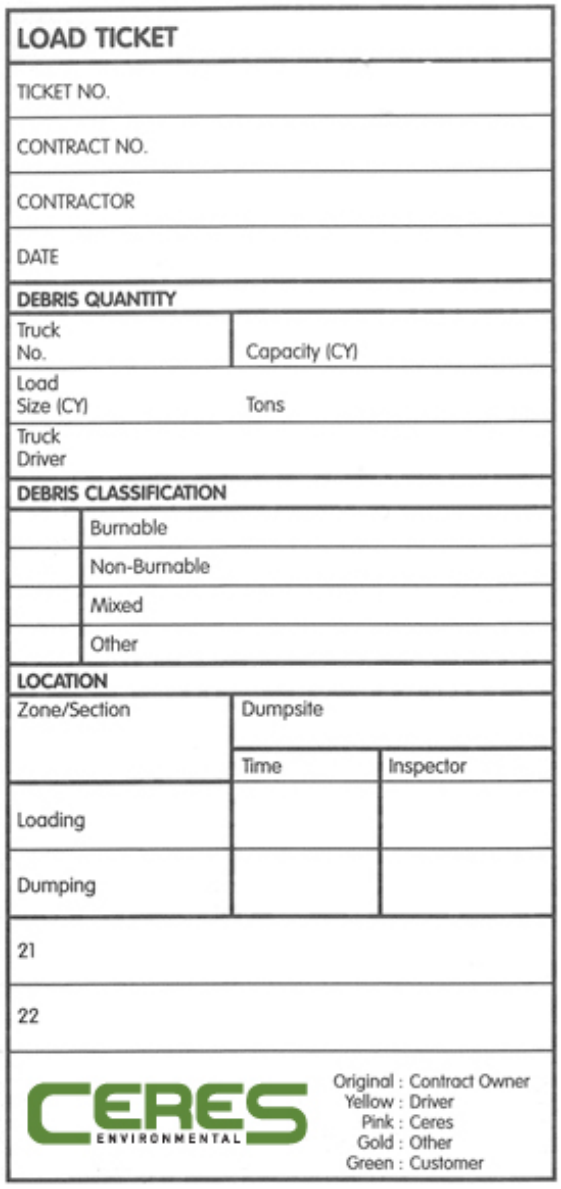
_____ Date: _____
Claimant Name

_____ Date: _____
Ceres Environmental Services, Inc.

9.D.4 Invoicing and Data Management

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.



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

CERES ENVIRONMENTAL

Original : Contract Owner
Yellow : Driver
Pink : Ceres
Gold : Other
Green : Customer

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.

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.

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.

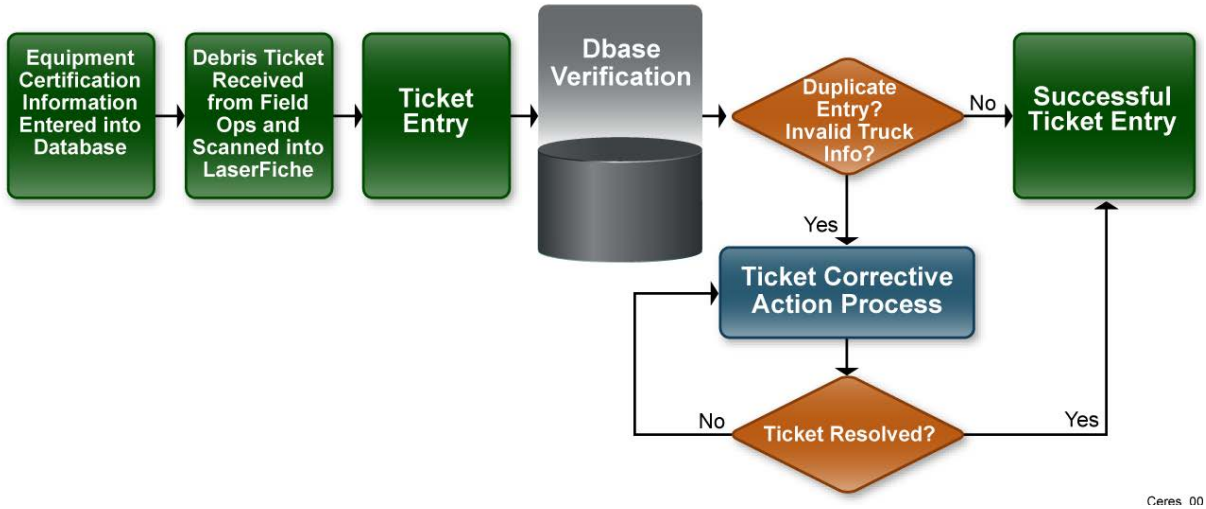
Each completed truck certification form and each load ticket are electronically scanned at the field office and then transmitted to an imaging database located on a secure Ceres server outside the disaster area. The scanned information is then retrieved by our data entry staff and entered into the appropriate 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.



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.

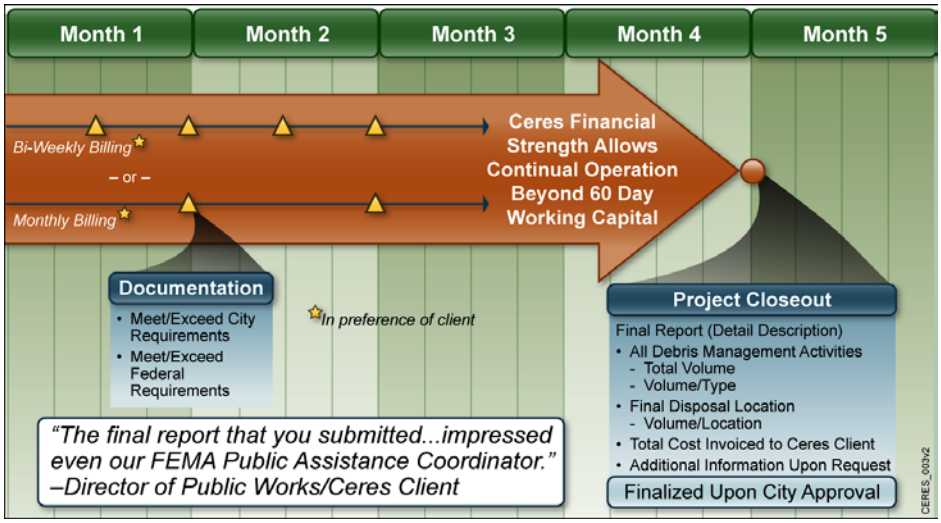
Monitoring Consultants

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. 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.

9.E Evaluation Factor 5: Safety & Operational Plans for Debris Management Site

Site Safety Plan Description

Ceres Environmental Services, Inc. is committed to a safe healthful workplace for its employees. Our purpose is to help reduce injuries and illnesses within the organization, conduct business operations in a safe manner without injury to persons, interruption of production, or damage to property. 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.

Safety is integral to our operations, and this is accomplished by providing training not only for Ceres' employees, but also by offering training orientation to our subcontractors and their workers. In this manner, a high level of safety is maintained in the Debris Management Site (DMS) and also in the Rights of Way. This important part of the work is also emphasized in frequent "tail-gate" safety meetings that are very brief but serve to underline a specific topic and also to keep thoughts of safe operations active in all workers on a daily basis.

DMS safety and occupational health guidance is promulgated by FEMA, the U.S. Army Corps of Engineers, OSHA and the EPA among others. Ceres complies with these regulations during emergency response operations. These plans are based on guidance that can be found in FEMA's Debris Management Guide P-325 and on Ceres accumulated experience.

DMSs will be inspected daily to:

- Ensure equipment is in proper working order.
- Waste materials are properly containerized and disposed of.
- Any hazardous materials present are properly stored.
- Other materials are properly managed and stored;
- The site and equipment are secured at the end of each work day.

The Site Safety Officer (SSO) or designated alternate will inspect the work area at least daily to ensure continued compliance with site safety requirements. Safety inspections are recorded on the record of safety inspection form. Safety deficiencies identified will be documented with corrective actions noted. The inspection record will identify the individual responsible for the corrective action and time frame for follow-up. Verification of corrective action completion must be documented on a safety inspection record and acknowledged by the inspector first citing the finding.

This operation will comply with all requirements of the project, Accident Prevention Plan, applicable OSHA requirements, and any additional local requirements.

- Backing up of trucks not permitted without operator instruction and use of flaggers. Back-up alarms must be functional and appropriate for the site conditions.
- Post speed limits -5 mph on haul road in site, and 10 mph for access roads
- All drivers must obey haul road plan
- All personnel must use required Personal Protective Equipment (PPE) (hard hat, steel toe boots, long work pants, eye protection, reflective vest (number 2 or 3), shirts with sleeves at least 4" in length, hearing protection and gloves as needed.
- Maintain a safe distance around all the equipment of at least 20 feet.
- Do not walk behind equipment, drivers to remain inside the vehicles, exit only with the acknowledgment of equipment operator and required PPE.
- All equipment will have a fire extinguisher present.
- Equipment will only work inside of an established work zone with the proper traffic control devices in place.
- Trucks will be separated by at least 20' when dumping loads in the dump area.
- Drivers will wear seatbelts and otherwise comply with federal and state commercial vehicle driving requirements.
- An exclusion zone of 100 feet MUST be around the burn pit with regard to material staging areas. The burn area must be located at least 1,100 feet from the nearest structure.

Management Responsibilities

Project Managers have the overall responsibility of ensuring the safety programs and procedures are properly developed and implemented at the DMSs through the following actions:

- The implementation and maintenance of health and safety programs.
- Assigning competent staff to coordinate compliance with special compliance areas.
- Ensuring the timely processing of First Reports of Injury (FRIs) and the maintenance of the OSHA 300 *Log of Work-Related Injuries and Illnesses*.
- Signing and ensuring the posting of the annual OSHA 300A *Summary of Work-Related Injuries and Illnesses.*
- Directing an annual evaluation of the health and safety program.
- Establishing and supporting an active role for the safety committee and the development of annual health and safety work plans.

Personal Protective Equipment Requirements

Activity Hazard Analyses (AHAs) are conducted by the Corporate Health and Safety Officer and the Project Manager prior to startup of the job. During mobilization and prep, the AHAs are reviewed with the Site Superintendent or SSO and additions or changes made at that time based on actual site conditions or any other changes from the planned activities. Additional AHAs are prepared prior to subsequent work activities based on the remaining definable features of work for the project. Final AHAs are reviewed with all site personnel at the project start up (indoctrination) safety meeting. Additional changes may be warranted during the course of the project due to any changes or alterations in work activities, equipment or site conditions. For each potential hazard identified during the AHA evaluation, suitable control measures will be determined and documented on the AHA. At any time during the project when additional activities or hazards are identified that are not included in existing AHAs for the project, the appropriate additional AHAs, or amendments to existing AHAs, will be completed and training provided to project personnel.

Project personnel are advised prior to project startup of the anticipated personal protective equipment requirements. The Project Manager will ensure all site personnel have received appropriate training or instruction regarding the proper use, care, maintenance, limitations, storage and disposal of all PPE. Individuals required to wear respirators will complete a respiratory fitness examination by a qualified physician, a respirator fit test, and training. Training will include a review of proper procedures to don and doff the respirator, fit test procedures, limitations and proper use, inspection, cleaning and maintenance, storage, disposal of used cartridges and respirator masks, proper care and expected life of cartridges and masks. Personnel unable to meet the training or medical requirements pertaining to respiratory protection will not be permitted to use such devices nor conduct work activities requiring the use of these protective devices.

DMS Operational Plan Description

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

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

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

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

Equipment Inspections/Certifications

Prior to the initial use of any piece of heavy equipment, the operator and Site Superintendent will perform a thorough inspection. Any deficiencies noted at the time of this inspection must be addressed prior to allowing the equipment to be placed in service. Repairs or maintenance of company equipment should be reported to the Equipment Manager of Ceres and recorded on the company daily reports. Each inspection checklist is maintained on site and made available for review by government or company representatives.

Prior to use each day, the operator will perform an inspection of the equipment to ensure major components are properly functioning and that the equipment has sufficient oil and fuel. Any deficiencies are reported immediately to the Site Superintendent for a determination of corrective measures. A copy of the deficiency will be retained in a file marked “Follow Up Safety Inspections” to ensure re-inspection of the item occurs on or prior to the expected date of corrective action completion. The follow up inspection will specifically address the deficiency and whether the corrective action taken is complete and satisfactory.

Load Tickets and Reporting

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

Material Segregation

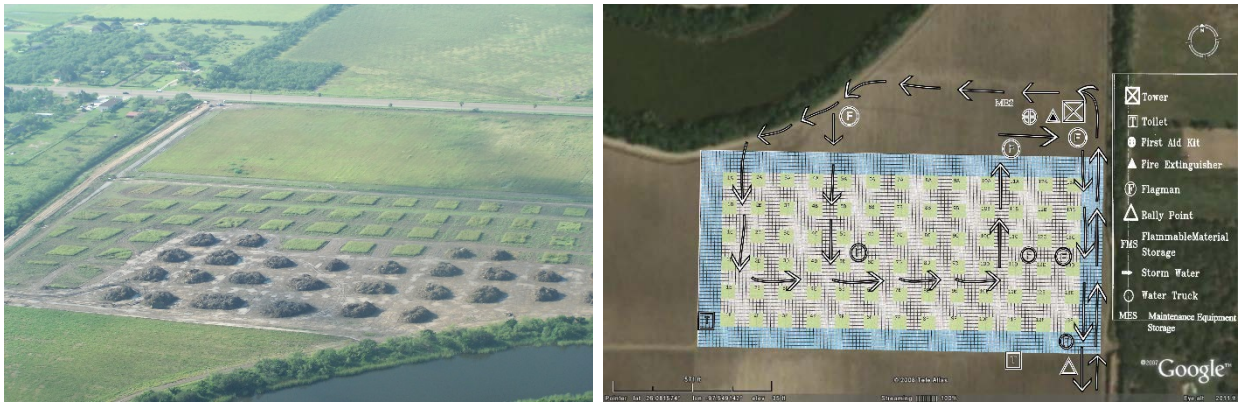
Due to the nature of these operations, material segregation is required in order to properly and efficiently process debris. Collection crews will segregate non-grindable debris to the maximum extent possible during collection and loading operations. The inspection tower will also assume responsibility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

DMS Traffic Control

Traffic control will be provided near the entrance to the staging area of this site. Traffic control personnel will be trained in the hazards and requirements of their duties and safety requirements and precautions. Compliance with the safety requirements of Ceres Accident Prevention Plan and EM 385-1-1 is mandatory; Personal protective equipment must be worn and traffic control (Stop/Slow) paddles used. Signage (per DOT and Uniform Traffic Control Devices) will be posted at distances of 500 and 1000 feet from the entrance to the site to warn other traffic in the area of the presence of trucks and traffic control personnel. The speed limit on the approach road to this site will be 10 mph, with a speed limit on the site haul road of 5 mph. Traffic control personnel will be responsible for directing traffic into and out of the site and for

assisting haulers as needed to safely back trucks in for dumping in the debris staging area. Trucks WILL NOT back up to dump until so instructed by an assisting flag person and will not otherwise back up unless SPECIFICALLY instructed to do so by an operator. Trucks will space themselves at the dump location to allow sufficient space between trucks to facilitate safe dumping and maintain a safe zone around the truck of at least 20 feet. All equipment will be equipped with an operating backup alarm; equipment that does not have a functional alarm will be decommissioned until the necessary repairs are completed.



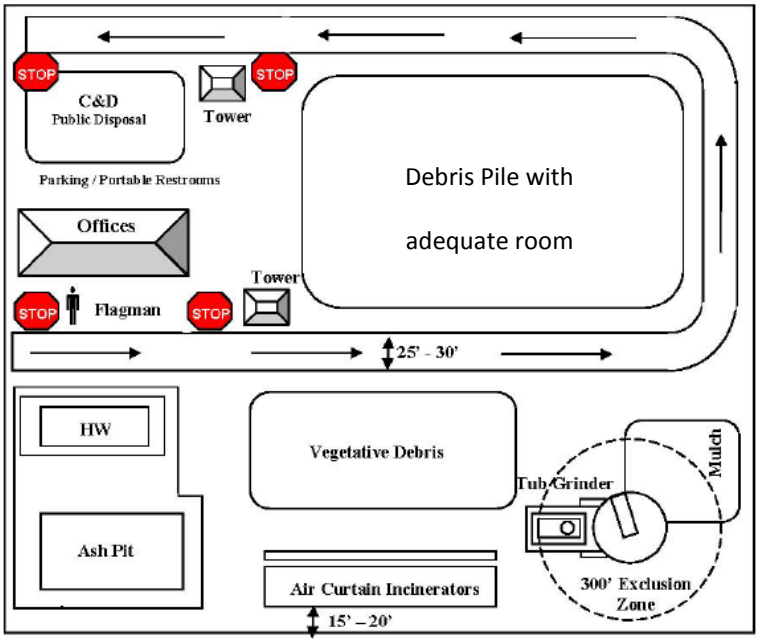
An Aerial view of a DMS used by Ceres in the past and its site layout plan.

A DMS site map will indicate the following items: Access Roads, Haul Road Directions, Location of Tower, Location of Reduction equipment/exclusion zones, Location of Staging Piles, Location of HTW (Hazardous and Toxic Waste) Pit, Location of Flammable Materials Storage, Location of Recyclables, Non-recyclable Staging Area, Topography and Storm Runoff Patterns, Nearest Receiving Waters (creeks, rivers, ditch, etc), Location of Wetlands, Location of any Utilities and Location of Sanitation Units.

Collection and Reduction of Debris

The following steps will be taken to collect and haul storm debris to the designated DMSs:

- Ceres will collect, load and haul all debris from the municipalities and transport it to the reduction site. There will be a minimum of two passes through each of the collection sites. Collection routes will be the same as the routes that were utilized before household collections.
- Ceres will separate the debris at the reduction sites, to the extent that is feasible, into recyclables, non-recyclables, non-hazardous and hazardous household waste.



Typical setup of a DMS used by Ceres.

- Ceres will reduce, recycle and/or dispose of all debris according to all local and federal regulations.
- Ceres will be responsible for the control and management of the reduction site, working in accordance with regulations of the Environmental Quality Board as well as any other local or federal applicable regulation.

- At some reduction sites there will be debris disposed for processing by trucks other than those under Ceres contract.

Method of Debris Disposal

The following steps will be taken to dispose of storm debris when it is taken to the DMS:

- Materials will be recycled unless it is determined not to be economically feasible to Tarrant County.
- Any debris that qualifies for land filling will be reduced and transported to a nearby authorized landfill for proper disposition by Ceres, in coordination with the landfill administrator.
- Household hazardous material and waste will be separated at the reduction site and maintained in a designated area to be processed. Medical waste will also be stored in hazardous waste area for processing by Ceres.
- Freon will be removed and recovered from the discarded refrigerators, air conditioners and/or any discarded appliance known to have or that may have Freon.
- Chipping/grinding is allowed for all lumber, treated and untreated.

9.F Evaluation Factor 6: Risk Mitigation Plan

From experience, Ceres knows that establishing an accurate, efficient process for tracking truck tickets, truck certifications, and additional load and haul data is critical for a successful debris project. Ceres also knows that a project structure is important because it provides the foundation for success, and we know that a strategy is only as good as its execution. Ceres seeks to emphasize not only the form of managing the project, but we also pay special attention to the people that are performing the overall management of the project.

The table that follows addresses issues we have encountered and resolved during our many years in disaster debris management:

Potential Problem	Explanation	Proposed Solution
Inaccurate prediction of production rates	The production rate at the beginning of a job can be misleading, because the more debris-laden areas are often the first areas to be worked. This causes a forecasting error in required ratio of number of crews available to the quantity of outstanding work.	Proper use of mapping techniques and monitoring zones allows for the comparison of expected debris quantities and actual quantities. This type of tracking allows for a more accurate job completion prediction.
Lack of specialized training for supervisors in advance of events	In a disaster response, communications between field operations and corporate headquarters can be challenging and supervisory personnel may be forced to make decisions without a lot of time to conference with superiors.	Because staffing is of paramount importance, Ceres has addressed this problem with multiple solutions, including locating and training adequate quantities of supervisory personnel in advance of an event. Ceres has non-disaster business units whose supervisors have been trained in disaster operations. Ceres has scheduled the non-disaster workload in a manner that allows the disaster business unit to "commandeer personnel from sister business units, and thus grow instantly to a large operation. Additionally, Ceres has an ongoing interviewing and hiring process and maintains a file of prospective employees who can be called in when an event generates the need for more staff. Finally, Ceres uses a professional search firm who serves as a reinforcement of our H.R. department when a disaster hits, who also supplies us with top personnel.
Inadequate material supplies	A successful debris mission needs more than simply trucks, loaders and fuel. The project also requires management and data tracking. In order to perform properly, a few items are critical, such as truck placards on which to write the truck number and capacity, and truck certification forms with which to register and certify trucks. The shortage of these simple items could cause a tremendous log-jam.	An ample supply of these items will be shipped immediately to the field and made available at the local office.
Inaccurate vehicle specifications	In the debris removal process Ceres often runs into issues with subcontractors inadvertently incorrectly measuring loads.	Ceres performs spot checks on all placarded haulers.
Insufficient communications	At the beginning of most projects, there are meetings between the Client and Ceres on a daily basis, but as jobs start slowing down, those meeting typically go from daily to weekly.	Communications should remain frequent throughout the project. This is the best way to ensure that data close-out goes smoothly.

Potential Problem	Explanation	Proposed Solution
Community complaints	Ceres is always concerned about the impact of our services on the community. We strive to resolve complaints quickly and effectively.	Ceres maintains a toll free Storm Hotline that will be 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 will be prominently displayed on all equipment working the clean-up area.
Damage claims	Ceres account executives sort through messages and identify time-sensitive incidents such as broken water lines, which would receive immediate attention. Each account executive identifies all the pertinent information, investigates the reported incident, and ultimately locates the responsible crew if fault is found.	Subcontractors will be given a 48-hour time period to settle their damages. If the sub fails to repair the damage, Ceres will immediately make the repairs and back-charge the respective sub. The sub may also be subject to temporary shutdown of their crews and/or termination of the subcontract. Ceres uses a number of customized forms to track and resolve damage claims.
Imbalanced completion of work	The geographic area of a project is generally split into several zones that are managed as separate areas. If one zone gets a lot of attention and other zones appear to receive less equipment and personnel, political problems can arise.	Ceres monitors the progress daily in the various zones, and seeks to maintain approximate equality of work completion in the various zones. This generally satisfies all parties: the citizen population, political leadership, and the Government's project management team.

9.G Evaluation Factor 7: Qualifications of Key Personnel

Qualifications of our key personnel are described in detail in proposal **Section 4.A, Assigned Personnel.**

Listing of Personnel		
David A. McIntyre, Sole Shareholder & President	David A. Preus, Senior Vice President	Ricky W. Adams, Health and Safety Officer
Earl Lutz III, Area Manager	Matt Sharpe, Director of Operations	Gregg S. Dawkins, FEMA Reimbursement Liaison
Thomas "Allen" Morse, Senior Debris Management Advisor	Suzan Dunlop, Contract Administrator	Patricia Macey, Site Manager
David A. Davenport, Health and Safety Officer	Jakob Thompson, Health & Safety Officer	Mike L. Beevers, Project Superintendent
Ronald Rodriguez, P.E., Quality Control Manager	Charles L. Owens, Project Superintendent	Timothy Zanor, IT Support
Huey DeVille, Sector Manager	William Hitchcock, FEMA Reimbursement Liaison	Ernie Pliscott, Project Specialist
Daniel Ortiz Soto, Site Manager	Bruce A. Lewis, Site Superintendent	Michael Hansen, Resources Manager
Michael A. Lee, Estimator	Betsy Pease, Project Accountant	

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 Ocala for the life of the contract.

Key Personnel - Core Team

Name	Title
Stanley Bloodworth	Project Manager
Brent Whitten	Operations Manager
Karl Dix	FEMA Reimbursement Specialist
Tia Laurie	Subcontract Manager

Contact Persons

Name	Title	Contact Information
Dawn Brown - Technical	Proposal Manager/Assistant Corporate Secretary	(800) 218-4424; dawn.brown@ceresenv.com 3825 85th Ave N, Brooklyn Park, MN 55443
Tia Laurie – Contract Information	Subcontract Manager/Corporate Secretary	(941) 358-6363; tia.laurie@ceresenv.com 6968 Professional Parkway E, Sarasota, FL 34240