Proposal
in Response to

City of Fort Lauderdale

Bid 12149-885 Disaster Debris Removal and Management Services

100 N. Andrews Avenue, Suite 319

Fort Lauderdale, Florida 33301

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

6/18/2018

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

June 15, 2018

City of Fort Lauderdale
Procurement Specialist Laurie Platkin
Procurement Services Division
100 N. Andrews Avenue, Suite 319
Fort Lauderdale, Florida 33301

RE: **Bid 12149-885 Disaster Debris Removal and Management Services – Proposal Amendment Documents**
Due: June 18, 2018 at 2:00 PM ET

Dear Ms. Platkin:

Please find enclose amended proposal documents in response to the **City of Fort Lauderdale Bid 12149-885 Disaster Debris Removal and Management Services.** These changes reflect the updates from Amendment No. 5, dated June 14, 2018. Ceres Environmental Services, Inc. has included the following documents, which should replace these files from the original and copy binder.

- Title Page
- Table of Contents
- Acknowledged Addendum No. 5 (1 original, marked, and 1 copy)
- Bid Proposal Certification (1 original, marked, and 1 copy)

Finally, we have also provided an updated electronic copy on a USB. This replaces the entire electronic copy as originally provided. Please feel free to contact me in the event that you have any questions or concerns. I can be reached over the phone at (800) 218-4424 or via email at dawn.brown@ceresenv.com.

Sincerely,

Dawn Brown
Assistant Corporate Secretary
Ceres Environmental Services, Inc.

Enc.

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Disaster Debris Removal and Management Services

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

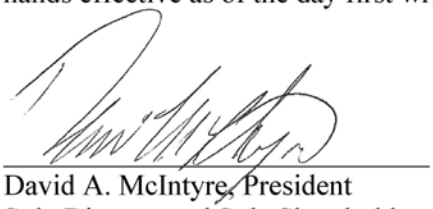
The undersigned, being the sole member of the Board of Directors and the sole shareholder of Ceres Environmental Services, Inc., a Minnesota corporation (the "Corporation"), does hereby adopt the following resolution in writing pursuant to Minnesota Statutes effective as of the 5th day of December, 2017:

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

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

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

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



David A. McIntyre, President
Sole Director and Sole Shareholder

THE AMERICAN INSTITUTE OF ARCHITECTS

AIA Document A310

Bid Bond

KNOW ALL MEN BY THESE PRESENTS, that we

Ceres Environmental Services, Inc.
3825 - 85th Ave. N., Ste. #101
Brooklyn Park, MN 55443
as Principal, hereinafter called Principal, and

Liberty Mutual Insurance Company
175 Berkeley Street
Boston, MA 02116
a corporation duly organized under the laws of the State of **Massachusetts**
as Surety, hereinafter called Surety, are held and firmly bound unto

City of Fort Lauderdale
100 North Andrews Avenue
Fort Lauderdale, FL 33301
as Obligee, hereinafter called Obligee, in the sum of **Five Percent (5%) of Total Amount Bid**

Dollars ($ **5%**),
for the payment of which sum well and truly to be made, the said Principal and the said Surety, bind ourselves, our heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, the Principal has submitted a bid for (Here insert full name, address and description of project)
Solicitation 12149-885; Disaster Debris Removal and Management Services

NOW, THEREFORE, if the Obligee shall accept the bid of the Principal and the Principal shall enter into a Contract with the Obligee in accordance with the terms of such bid, and give such bond or bonds as may be specified in the bidding or Contract Documents with good and sufficient surety for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof, or in the event of the failure of the Principal to enter such Contract and give such bond or bonds, if the Principal shall pay to the Obligee the difference not to exceed the penalty hereof between the amount specified in said bid and such larger amount for which the Obligee may in good faith contract with another party to perform the Work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect.

Signed and sealed this **12th** day of **June**, **2018**.

(Witness)

Ceres Environmental Services, Inc. NO SEAL
(Principal) (Seal)

(Title)
Dawn Brown, ASST. Corp. Secretary

(Witness)

Liberty Mutual Insurance Company
(Surety) (Seal)

(Title)
John E. Tauer, Attorney-in-Fact

CORPORATE ACKNOWLEDGMENT

State of **Minnesota**)
) ss
County of Hennepin)

On this **12th** day of **June** **2018**, before me appeared Dawn Brown, to me personally known, who, being by me duly sworn, did say that he/she is the Asst. Corp. Secretary of **Ceres Environmental Services, Inc.**, a corporation, that the seal affixed to the foregoing instrument is the corporate seal of said corporation, and that said instrument was executed in behalf of said corporation by authority of its Board of Directors, and that said Dawn Brown acknowledged said instrument to be the free act and deed of said corporation.

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

Notary Public Hennepin County, Minnesota
My commission expires January 31, 2020

SURETY ACKNOWLEDGMENT

State of Minnesota)
) ss
County of Hennepin)

On this **12th** day of **June** **2018**, before me appeared **John E. Tauer**, to me personally know, who being by me duly sworn, did say that (s)he is the Attorney-in-Fact of **Liberty Mutual Insurance Company**, a corporation, that the seal affixed to the foregoing instrument is the corporate seal of said corporation and that said instrument was executed in behalf of said corporation by authority of its Board of Directors; and that said **John E. Tauer** acknowledged said instrument to be the free act and deed of said corporation.

SANDRA M. ENGSTRUM
NOTARY PUBLIC - MINNESOTA
My Commission Expires
January 31, 2021

Notary Public Hennepin County, Minnesota
My commission expires 1/31/2021

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. Not valid for mortgage, note, loan, letter of credit, bank deposit, currency rate, interest rate or residual value guarantees. To confirm the validity of this Power of Attorney call 610-832-8240 between 9:00 am and 4:30 pm EST on any business day.

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, R. W. Frank, John E. Tauer, Joshua R. Loftis, Rachel Thomas, Craig Remick, Brian J. Oestreich, Nicole Stillings, Jerome T. Ouimet, Sandra M. Engstrum, Kurt C. Lundblad, Melinda C. Blodgett, Lin Ulven, R. C. Bowman, Ted Jorgensen, Emily White, R. Scott Egginton, Colby D. White
of the city of Minneapolis, state of Minnesota its true and lawful attorney-in-fact, with full power and authority hereby conferred to sign, execute and acknowledge the following surety bond:

Principal Name: Ceres Environmental Services, Inc.

Obligee Name: City of Fort Lauderdale

Surety Bond Number: Bid Bond **Bond Amount:** 5%

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 22nd day of September, 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 22nd day of September, 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 12th day of June, 2018

By: _____
Renee C. Llewellyn, Assistant Secretary

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

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000

VALID OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2018

DBA:
Business Name: CERES ENVIRONMENTAL SERVICES, INC.

Receipt #: 325-234921
Business Type: CLEANING/JANITORIAL (DEBRIS REMOVAL)

Owner Name: DAVID A. MCINTYRE-PRESIDENT
Business Location: 3825 85TH AVENUE NORTH
OUT OF STATE
Business Phone: 763-425-8822

Business Opened: 07/26/2010
State/County/Cert/Reg:
Exemption Code:

Rooms	Seats	Employees	Machines	Professionals
		121		

For Vending Business Only						
	Number of Machines:			Vending Type:		
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
150.00	0.00	0.00	37.50	0.00	25.00	212.50

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

THIS BECOMES A TAX RECEIPT

WHEN VALIDATED

This tax is levied for the privilege of doing business within Broward County and is non-regulatory in nature. You must meet all County and/or Municipality planning and zoning requirements. This Business Tax Receipt must be transferred when the business is sold, business name has changed or you have moved the business location. This receipt does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.

Mailing Address:

CERES ENVIRONMENTAL SERVICES, INC.
3825 85TH AVENUE NORTH
BROOKLYN PARK, MN 55443

Receipt #WWW-17-00115109
Paid 02/08/2018 212.50

2017 - 2018

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

1 EXECUTIVE SUMMARY

Ceres Environmental Services, Inc. has **42 years of experience** in disaster recovery and employs a professional and managerial staff with exceptional experience in the field. **Ceres has offices in Sarasota, FL; Houston, TX; Houma, LA; and Brooklyn Park, MN.** We own more than 500 pieces of equipment and have a database of more than 5,000 trusted subcontractors to support our disaster relief efforts. The company is financially secure, with a bonding capacity of more than $500 million per project.

Company Officers David A. McIntyre, President; David A. 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. They can also be reached via facsimile at (866) 228-5636, or by mail at 6968 Professional Parkway East, Sarasota, Florida 34240.

Our proposal follows the requirements of the RFP and contains the requisite tabs specified. Topics described in the Evaluation Criteria and in the minimum requirements for the proposal are addressed within these tabs. Tabs and sections within the tabs are clearly defined on a detailed Table of Contents provided at the front of our proposal.

Throughout our proposal, we have highlighted the experience and capabilities that make us an excellent choice to support City of Fort Lauderdale in the event of a disaster. Beyond our experience and capabilities is our reputation: we always get the job done. **Some of the highlights of our proposal and reputation include:**

- **Ceres Environmental Services, Inc. has never defaulted on a contract or failed to complete any work awarded**
  Throughout 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 has **never** defaulted or failed to complete a contract.

  Ceres has, on more than one occasion, stepped in when other prime contractors could not complete the work they were obligated to perform and has taken over as prime contractor. For example, when a devastating hurricane hit Isle of Wight County in Virginia, the prime contractor could not perform due to other contractual commitments. Ceres stepped in and performed as prime, earning a Letter of Recommendation and appreciation from the County Director of Public Works which reads, in part:

  > *"Through this very trying and difficult period Ceres has given us exemplary service. They have been responsive in 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. As one may well expect, during such a disaster as this hurricane, plans often go down the drain. They have in many instances put planned duties aside to respond to emergency requests without sacrificing the overall goal."*

- **No client of Ceres has been denied reimbursement for work Ceres has performed**
  Ceres' professional staff assists our local clients, upon request, with their preparation and submission of project worksheets for FEMA and other federal agencies. Ceres' personnel are trained in FEMA regulations and are schooled in the use of FEMA Public Assistance Debris Management Guide FEMA 325/July 2007, as well as additional resource books Public Assistance Guide FEMA 322/June 2007 and Public Assistance Policy Digest 321/January 2008. Ceres personnel are also familiar with the Public Assistance Program and Policy Guide, as well as 2 CFR Part 200 Procurement Standards.

- **Ceres has the proven capacity to handle multiple response situations simultaneously without sacrificing schedules or quality**
  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. While finishing up jobs in south central Louisiana, Ceres also 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.

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.

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

- **Ceres is Operations, not Marketing, based**
  Ceres employs a full staff of Project Managers, Project Superintendents, Quality and Safety Managers and other debris management experts to ensure that we are always ready and able to self-perform. **Our Sarasota office location will be the main location from which we will manage service to Fort Lauderdale**, as it ensures that we will arrive swiftly before or during an event. For information regarding the supervisory staff and key individuals who will be directly involved in the work, please refer to proposal **Section 2.4**.

- **Ceres' multiple locations ensure that, even if an event affects Ceres' Florida locations, other offices will swiftly take over to meet the needs of the City**
  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 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.

- **Ceres is completely self-sufficient**
  Ceres has a number of containerized offices that can be used mobile command centers. These mobile offices can be onsite, equipped with satellite communications and internet, and fully operational within hours. Ceres can also provide a wide variety of emergency housing options, including fully-containerized bunkhouses that can be trailered to a Fort Lauderdale location.

- **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.

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, and that's a promise we do not hesitate to make to City of Fort Lauderdale.

Ceres Environmental Services, Inc. declares that this proposal is in all respects fair and in good faith without collusion or fraud and the signer of the proposal has the authority to bind the principal proponent.

Dawn Brown

Dawn Brown, Assistant Corporate Secretary

2 QUALIFICATIONS AND EXPERIENCE

2.1 Firm Background and History

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.**

Business Structure	S Corporation, incorporated in the State of Minnesota, USA
Registration, Licenses, and Certifications	Please refer to Ceres' General Contractor's License and Certificate of Authority contained within our proposal front matter.
Company Address	6968 Professional Parkway East Sarasota, Florida 34240
Phone Number	(800) 218-4424
Fax Number	(866) 228-5636
Website	www.ceresenvironmental.com
Contact Person	Dawn Brown, Assistant Corporate Secretary
Direct Phone Number	612-578-0316
Email Addresses	dawn.brown@@ceresenv.com

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 (refer to proposal **Section 2.3, Ability to Meet Time and Budget Requirements** for an overview of our Rapid Deployment abilities)
- Experienced Project Management
- Financial Stability
- Owned Equipment, and
- Trusted Subcontractors

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 Fort Lauderdale'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 Fort Lauderdale 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 Fort Lauderdale officials accordingly.

Sand Screening and Beach Renourishment projects

Ceres has screened over 1 million cubic yards of material including sand, and Ceres sells sand that we have screened as part of our recycling operations. We own six screening plants that include shaker screens and trommel screens that we have operated both in our recycling operations and following disasters.

Haiti Earthquake

Ceres screened **over 85,000 cubic yards** of sand following the 2010 earthquake near Port-au-Prince, Haiti, as part of a cleanup contract sponsored by the World Bank.

Galveston Beach Cleanup and Restoration

After Hurricane Ike hit Texas in 2008, Ceres was tasked by the U.S. Army Corps of Engineers (USACE) to perform cleanup in Houston and Galveston. Work involved moving three to six feet of sand washed up by the 17-foot storm surge. On Galveston Island, crews also had to remove several miles of a 10-foot thick layer of seaweed that had been washed ashore by the surge. Beaches were restored to their pre-storm natural state whenever possible.

Grand Isle Beach Cleanup and Restoration

Hurricane Gustav devastated the Gulf Coast, including its beaches, requiring extensive cleanup. Ceres cleaned up the Grand Isle beach area in Jefferson Parish and restored the coastal area to its pre-storm condition as much as possible.

Levee and Flood Protection

Ceres has performed various levee improvement projects over the years in areas of the country such as Louisiana, Iowa and Indiana. Recent projects have included levee repair in Minot, North Dakota after the Spring 2011 floods. Another project involved levee improvements in Iowa to upgrade protection there after the 100-year flooding that occurred in 2008. Structures were modified to provide 500-year flood protection levels; all work was done in proximity to the Des Moines River and performed in accordance with local environmental protection laws. New levee construction was performed in Hammond, Indiana near Lake Michigan on the Little Calumet River. Work was performed during high water times, creating extra challenges.

Rio Fajardo Flood Control Project – Puerto Rico

Ceres was contracted by the USACE to perform a levee reconstruction project in Rio Fajardo, Puerto Rico. After mobilizing equipment resources to the island, Ceres was tasked with clearing trees; demolishing existing structures; and top soil stripping. Once the initial work was complete, Ceres began building the levee using

clay fill material and compacting it to the specified density. Rip rap slope protection was placed at the portion of the levee extending on to the beach to the shoreline to mitigate future erosion problems.

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

2.2 Overall 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, for which **our clients are reimbursed by FEMA for the full qualifying project value** (75-85%, depending on the event and required recovery efforts). Below is a selection of our past performance; additional details on our past performance are available upon request. **Unless specifically stated below, Ceres has been the prime contractor on all jobs listed below.**

Individual Projects with a Minimum value of $50,000,000

Owner & Location	Title of Work	Value	CY	Time Period	Description
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.
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.

Additional Project Experience

Owner & Location	Title of Work	Value	CY	Time Period	Description
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
Houston, TX	Debris Removal	$963,022.29	80,014	September - November 2017	Removal of debris resulting from Hurricane Harvey
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
Humble, TX	Disaster Debris Clearance and Removal Services	$214,632.16	13,945	September – October 2017	Removal of debris resulting from Hurricane Harvey

Owner & Location	Title of Work	Value	CY	Time Period	Description
Katy, TX	Disaster Debris Clearance Contract	$599,003.40	29,495	September - November 2017	Removal of debris resulting from Hurricane Harvey
West University Place, TX	Disaster Debris Clearance and Removal Services	$34,301.16	1,131	September 2017	Removal of debris resulting from Hurricane Harvey
Pearland, TX	Debris Management Services	$1,065,532.89	54,771	September – October 2017	Removal of debris resulting from Hurricane Harvey
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
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.
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.
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
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.
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
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

Owner & Location	Title of Work	Value	CY	Time Period	Description
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
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
Cumberland County, NC	Disaster Debris Clearance & Removal	$33,175.00	250	December 2016 – January 2017	Removal and disposal of debris from Hurricane Matthew
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
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
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
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
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
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
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
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.
Indian River County, FL	Disaster Debris Removal & Disposal	$1,177,749.04	93,227	October 2016 – December 2016	Debris removal resulting from Hurricane Matthew.

Owner & Location	Title of Work	Value	CY	Time Period	Description
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.
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.
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.
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
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
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.
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
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
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
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

Owner & Location	Title of Work	Value	CY	Time Period	Description
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
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
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
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
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
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
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.
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.
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.

Owner & Location	Title of Work	Value	CY	Time Period	Description
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.
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.
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
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.
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.
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.
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.
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.
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.
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
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.

Owner & Location	Title of Work	Value	CY	Time Period	Description
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.
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.
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.
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.
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.
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.
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.
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.
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.

Owner & Location	Title of Work	Value	CY	Time Period	Description
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.
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.
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.
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.
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.
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.
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.
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.
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.
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.

Owner & Location	Title of Work	Value	CY	Time Period	Description
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.
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.
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.
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.
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.
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.
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.
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.
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.
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.
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.

Owner & Location	Title of Work	Value	CY	Time Period	Description
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.
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.
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.
City of Brooklyn Park; City of Brooklyn Park	Storm Debris Hauling	$120,000.00		September - November 2005	Storm Debris Hauling
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.
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
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.

Owner & Location	Title of Work	Value	CY	Time Period	Description
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.
City of Deltona (Subcontractor to DRG Inc.); Deltona, FL	Grinding	$497,398.75	395,323.00	September - November 2004	Vegetative Storm Debris Grinding
City of Sanford (Subcontractor to DRG Inc.); Sanford, FL	Hurricane Charley Debris Hauling		102,000.00	August 2004	Load and haul hurricane debris.
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.
City of Arlington, TX; Arlington	Grind storm debris	$21,500.00		July 2004	Grinding brush, logs, and fencing debris from an ice storm.
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.
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.

Owner & Location	Title of Work	Value	CY	Time Period	Description
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.
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.
City of Spartanburg; Spartanburg, South Carolina	Grinding of winter storm debris	$29,374.00		May - June 2003	Grinding Ice Storm Debris
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
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.
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.
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.
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.
City of Cherryville; Town of Cherryville, North Carolina	Winter Storm Debris Removal and Disposal	$29,800.00		February - March 2003	Citywide debris cleanup

Owner & Location	Title of Work	Value	CY	Time Period	Description
City of Raleigh, NC; Pullen Park; Raleigh NC	Tree Removal Work	$67,666.00		February - March 2003	Removal of hangers and unsafe trees
City of Spartanburg; City of Spartanburg, SC	Ice Storm Cleanup	$56,722.50		February 2003	Pickup and hauling of storm debris.
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.
Town of Cary; Cary NC	Grind Wood Debris from Ice Storm	$164,500.00		December 2002 - March 2003	Ice Storm wood debris grinding.
Town of Garner; Garner NC	Debris Removal Services	$202,301.01		December 2002 - February 2003	Ice Storm Debris Removal - Citywide
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
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
Town of Sunset; Town of Sunset LA	Haul Hurricane Debris	$12,300.00		October - November 2002	Haul hurricane debris from town right-of-ways.
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).
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).
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.
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
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).
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
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.
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.
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.
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.
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.
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).
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).
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
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.
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.

Owner & Location	Title of Work	Value	CY	Time Period	Description
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.
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.
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.
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.
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.
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.
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
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.
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

Owner & Location	Title of Work	Value	CY	Time Period	Description
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.
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.
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.
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.
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.

2.3 Ability to Meet Time and Budget Requirements

Ceres Environmental Services, Inc. recognizes that in order to minimize the financial damage to a community, cleanup activities must begin rapidly and proceed without delay. Below, you will find an overview of Ceres' capabilities and practices that we utilize to meet the schedule and financial requirements of our clients.

Mobilization Times

Service	Response Time to Mobilize		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

Response times may vary according to storm intensity. For more detailed information on variable responses related to storm intensity, please see **Section 3.1, Approach and Methodology** for additional information on factors that impact response times.

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.

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.

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 Fort Lauderdale 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 Fort

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.

Lauderdale 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.

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 water truck sprinkling to control dust on an access road.

- 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 Pla**n 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.

Additional Budget Considerations

Ceres Environmental Services, Inc. has substantial liquid working capital and additional credit lines available; therefore, a lack of financial resources is never an obstacle. For additional details regarding how Ceres is able to support our customers in meeting their budget requirements, please refer to proposal **Section 4.4, Financial Resources**.

2.4 Personnel Assigned to the City

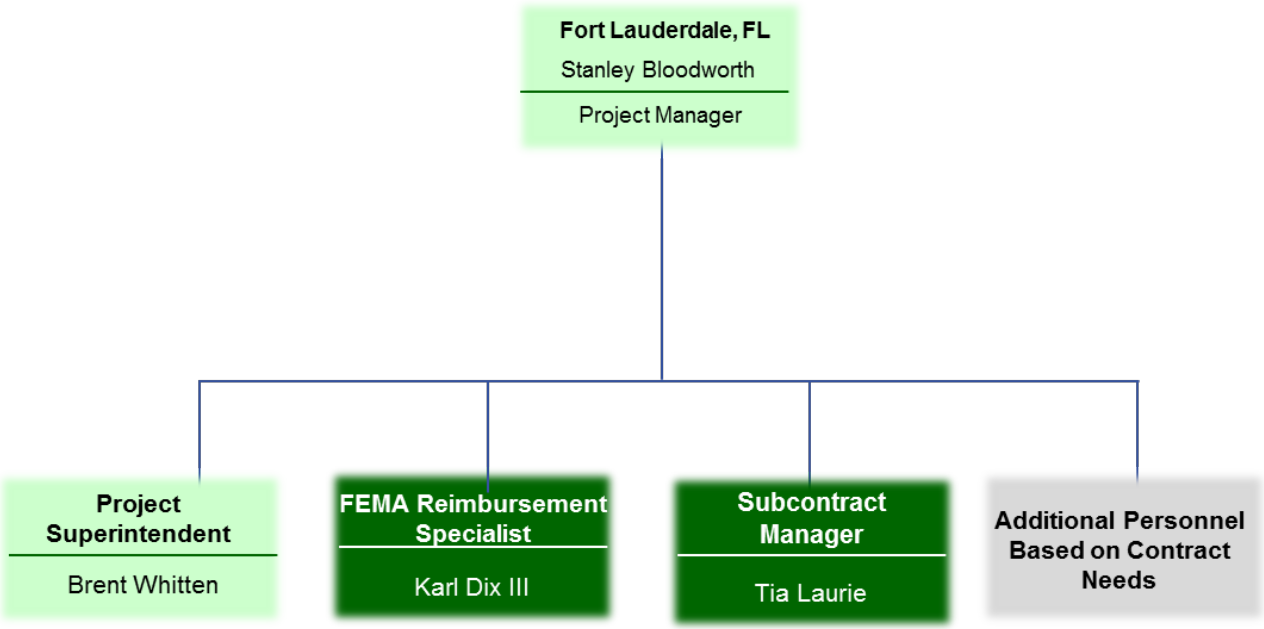
Ceres Environmental Services, Inc. has 260 employees, more than 60 of whom are professional staff. Many of our staff hold degrees in areas such as Structural and Civil Engineering, Business Administration, Forestry, Geology, Science, and Accounting. As part of the Company's dedication to quality and 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.

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.

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.

For the City of Fort Lauderdale, 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 Fort Lauderdale for the life of the contract. Additional personnel will be assigned based on the size and severity of an event affecting Fort Lauderdale.



Mr. Stanley Bloodworth has been identified as the Project Manager for Fort Lauderdale. 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 will act as 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.

Mr. Karl Dix will be the FEMA Reimbursement Specialist assigned to Fort Lauderdale. 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 in proposal **Section 2.5**. 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 Fort Lauderdale 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.

2.5 Resumes and Certifications

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

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

Employee Certifications

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

DAVID A PREUS

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00100.a
Introduction to the Incident Command System,
ICS-100

Issued this 25th Day of May, 2009

IACET

0.3 IACET CEU

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Ceres Employees Holding This Certification

- Chuck Owens
- David Preus
- Dawn Brown
- Derek Pruner
- Earl Lutz
- Gail Hanscom
- Karl Dix
- Mike Hansen
- Patricia Macey
- Steve Johnson
- Tia Laurie
- Jason Alber

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

PATRICIA C MACEY

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00200.b
ICS for Single Resources and
Initial Action Incident, ICS-200

Issued this 22nd Day of December, 2010

IACET

0.3 IACET CEU

Superintendent (Acting)
Emergency Management Institute

Ceres Employees Holding This Certification

- Chuck Owens
- Derek Pruner
- Earl Lutz
- Gail Hanscom
- Mike Hansen
- Patricia Macey
- Steve Johnson
- Jason Alber

Certificate of Achievement

This Certificate of Achievement is to acknowledge that

Gail M. Hanscom

Has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of requirements of the

IS-300
INTERMEDIATE INCIDENT COMMAND SYSTEM COURSE
as prescribed by the
Minnesota Department of Public Safety,
Division of Homeland Security and Emergency Management
And Federal Emergency Management Agency

This training sponsored and coordinated by the Champlin Office of Emergency Management

Champlin, Minnesota
Issued this 1st day of June, 2007

Instructor

Ceres Employees Holding This Certification

- Earl Lutz
- Gail Hanscom
- Mike Hansen
- Patricia Macey
- Steve Johnson

Certificate of Achievement

This Certificate of Achievement is to acknowledge that

Gail M. Hanscom

Has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of requirements of the

IS-400
ADVANCED INCIDENT COMMAND SYSTEM COURSE

as prescribed by the Minnesota Department of Public Safety, Division of Homeland Security and Emergency Management And Federal Emergency Management Agency

This training sponsored and coordinated by the Champlin Office of Emergency Management

Champlin, Minnesota
Issued this 1st day of June, 2007

David Schwarzen
Instructor

Ceres Employees Holding This Certification

- Earl Lutz
- Gail Hanscom
- Mike Hansen
- Patricia Macey
- Steve Johnson

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

TIA N LAURIE

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00700
National Incident Management System (NIMS), An Introduction

Issued this 22nd Day of December, 2008

Corina Lawrence, PhD
Superintendent
Emergency Management Institute

Ceres Employees Holding This Certification

- Chuck Owens
- Derek Pruner
- Earl Lutz
- Gail Hanscom
- Karl Dix
- Mike Hansen
- Patricia Macey
- Steve Johnson
- Tia Laurie

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JASON ALBER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00800.b
National Response Framework, An Introduction

Issued this 12th Day of July, 2016

IACET

Tony Russell
Superintendent
Emergency Management Institute

Ceres Employees Holding This Certification

- Chuck Owens
- Derek Pruner
- Karl Dix
- Patricia Macey
- Tia Laurie
- Jason Alber

 Emergency Management Institute FEMA This Certificate of Achievement is to acknowledge that DEREK E PRUNER has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course: IS-00001 Emergency Program Manager An Orientation to the Position Issued this 22nd Day of April, 2010 IACET Cortez Lawrence, PhD Superintendent Emergency Management Institute	**Ceres Employees Holding This Certification** ▪ Derek Pruner
 Emergency Management Institute FEMA This Certificate of Achievement is to acknowledge that TIA N LAURIE has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course: IS-00010 Animals in Disaster, Awareness and Preparedness Issued this 31st Day of December, 2008 Cortez Lawrence, PhD Superintendent Emergency Management Institute	**Ceres Employees Holding This Certification** ▪ Tia Laurie
 Emergency Management Institute FEMA This Certificate of Achievement is to acknowledge that JASON ALBER has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course IS-00026 Guide to Points of Distribution Issued this 10th Day of July, 2018 IACET Tony Russell Superintendent Emergency Management Institute	**Ceres Employees Holding This Certification** ▪ Derek Pruner ▪ Jason Alber

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JASON ALBER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00033.16
FEMA Initial Ethics Orientation 2016

Issued this 19th Day of July, 2016

Tony Russell
Superintendent
Emergency Management Institute

0.1 IACET CEU

Ceres Employees Holding This Certification

- Derek Pruner
- Jason Alber

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

TIA LAURIE

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00102
Deployment Basics for FEMA Response Partners

Issued this 2nd Day of January, 2009

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

0.1 CEU

Ceres Employees Holding This Certification

- Derek Pruner
- Tia Laurie
- Jason Alber

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JASON ALBER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00120.a
An Introduction to Exercises

Issued this 8th Day of July, 2016

Tony Russell
Superintendent
Emergency Management Institute

0.1 IACET CEU

Ceres Employees Holding This Certification

- Derek Pruner
- Jason Alber

	**Ceres Employees Holding This Certification** ▪ Derek Pruner
	**Ceres Employees Holding This Certification** ▪ Derek Pruner
	**Ceres Employees Holding This Certification** ▪ Derek Pruner ▪ Jason Alber

	**Ceres Employees Holding This Certification** ▪ Derek Pruner ▪ Jason Alber
	**Ceres Employees Holding This Certification** ▪ Derek Pruner ▪ Jason Alber
	**Ceres Employees Holding This Certification** ▪ Derek Pruner ▪ Jason Alber

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

DEREK E PRUNER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00293
Mission Assignment Overview

Issued this 30th Day of March, 2010

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

0.3 IACET CEU

Ceres Employees Holding This Certification

- Derek Pruner

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

TIA LAURIE

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00630
Introduction to the Public Assistance Process

Issued this 21st Day of December, 2009

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

0.2 IACET CEU

Ceres Employees Holding This Certification

- Patricia Macey
- Tia Laurie

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

DEREK E PRUNER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00631
Public Assistance Operation I

Issued this 7th Day of April, 2010

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

0.7 IACET CEU

Ceres Employees Holding This Certification

- Derek Pruner
- Karl Dix

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

TIA N LAURIE

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00632
Intro to Debris Opers in FEMA's Public Assis. Prg

Issued this 8th Day of August, 2008

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Ceres Employees Holding This Certification

- Derek Pruner
- Karl Dix
- Tia Laurie
- Jason Alber

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JASON ALBER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00701.a
NIMS Multiagency Coordination System (MACS)

Issued this 8th Day of July, 2010

IACET

Tony Russell
Superintendent
Emergency Management Institute

Ceres Employees Holding This Certification

- Derek Pruner
- Karl Dix
- Jason Alber

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

DEREK E PRUNER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00703.a
NIMS Resource Management

Issued this 13th Day of April, 2010

IACET

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Ceres Employees Holding This Certification

- Derek Pruner
- Karl Dix

	**Ceres Employees Holding This Certification** ▪ Derek Pruner
	**Ceres Employees Holding This Certification** ▪ Derek Pruner
	**Ceres Employees Holding This Certification** ▪ Derek Pruner

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

DEREK E PRUNER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00804
Emergency Support Function (ESF) #4
Firefighting

Issued this 16th Day of April, 2010

0.1 IACET CEU

IACET

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Ceres Employees Holding This Certification

- Derek Pruner

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

DEREK E PRUNER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00805
Emergency Support Function (ESF) #5
Emergency Management

Issued this 16th Day of April, 2010

0.1 IACET CEU

IACET

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Ceres Employees Holding This Certification

- Derek Pruner

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

DEREK E PRUNER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00806
Emergency Support Function (ESF) #6
Mass Care,Emerg. Assistance,Housing,Human Services

Issued this 30th Day of March, 2010

0.1 IACET CEU

IACET

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Ceres Employees Holding This Certification

- Derek Pruner

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

DEREK E PRUNER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00808
Emergency Support Function (ESF) #8
Public Health and Medical Services

Issued this 17th Day of April, 2010

IACET

0.1 IACET CEU

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Ceres Employees Holding This Certification

- Derek Pruner

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

DEREK E PRUNER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00809
Emergency Support Function (ESF) #9
Search and Rescue

Issued this 17th Day of April, 2010

IACET

0.1 IACET CEU

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Ceres Employees Holding This Certification

- Derek Pruner

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

DEREK E PRUNER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00810
Emergency Support Function (ESF) #10
Oil and Hazardous Materials Response

Issued this 17th Day of April, 2010

IACET

0.1 IACET CEU

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Ceres Employees Holding This Certification

- Derek Pruner

	**Ceres Employees Holding This Certification** ▪ Derek Pruner
	**Ceres Employees Holding This Certification** ▪ Derek Pruner
	**Ceres Employees Holding This Certification** ▪ Derek Pruner

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

DEREK E PRUNER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00814
Emergency Support Function (ESF) #14
Long-Term Community Recovery

Issued this 17th Day of April, 2010

IACET

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Ceres Employees Holding This Certification

- Derek Pruner

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

DEREK E PRUNER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-01900
National Disaster Medical System (NDMS)
Federal Coordinating Center Operations

Issued this 18th Day of April, 2010

IACET

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Ceres Employees Holding This Certification

- Derek Pruner

Certificate of Completion

awarded to

Gail M. Hanscom

Debris Management Planning for State, Tribal, and Local Officials

National Hurricane Conference
Orlando, Florida
March 31-April 1, 2008

Emergency Management Institute
Federal Emergency Management Agency

Vilma Schifano-Milmoe
Acting Superintendent
Emergency Management Institute

Ceres Employees Holding This Certification

- David Preus
- Gail Hanscom

U.S. ARMY CORPS OF ENGINEERS
USACE LEARNING CENTER
HUNTSVILLE, ALABAMA
NAVFAC
CERTIFICATE
TIA LAURIE
SE9-02-15-00025
has completed the Corps of Engineers and Naval Facility Engineering Command Training Course
CONSTRUCTION QUALITY MANAGEMENT FOR CONTRACTORS - #784
University of North Florida Jacksonville, FL — Location
November 12, 2014 — Training Date(s)
NAVFAC SE — Instructional District/ NAVFAC
Robert "Whit" Heffington P.E. NAVFAC SE COR 904-542-6686 — COR-E Manager
Robert "Whit" Heffington P.E. — Facilitator/Instructor
robert.heffington@navy.mil — Email
904-542-6686 — Telephone
Facilitator/Instructor Signature
THIS CERTIFICATE EXPIRES FIVE YEARS FROM DATE OF ISSUE
Director, USACE Learning Center
Florida Construction Industry Licensing Board - 22 Continuing Education Hours
University of North Florida / NAVFAC SE - Provider # 0001243, Course # 0028139

Ceres Employees Holding This Certification

- Gail Hanscom
- Chuck Owens
- David Davenport
- Derek Pruner
- Ron Rodriguez
- Tia Laurie

Certificate of Completion
Presented to:
JAKOB THOMPSON
On 1/27/2012, JAKOB THOMPSON successfully completed the OSHA 30 Hour Outreach Training for General Industry.
OSHA Training Institute Education Center
USF University of South Florida
American Safety Council
OSHA Authorized Trainer

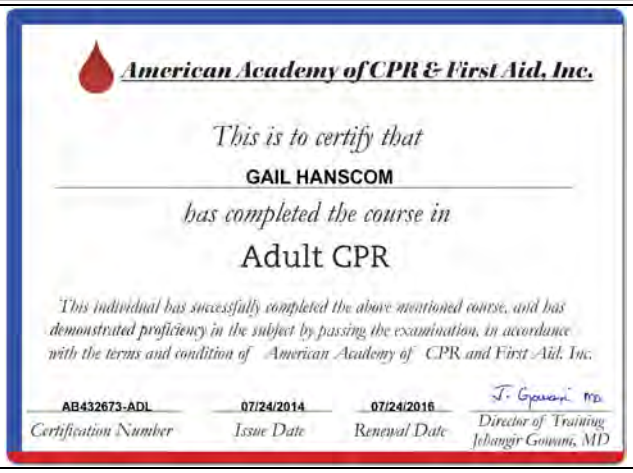
Ceres Employees Holding This Certification

- Chuck Owens
- David Davenport
- Jake Thompson
- Ron Rodriguez

Certificate of Completion
Presented to:
JAKOB THOMPSON
On 1/20/2012, JAKOB THOMPSON successfully completed the 10-Hour OSHA Outreach Training Course for General Industry.
OSHA Training Institute Education Center
USF University of South Florida
American Safety Council
OSHA Authorized Trainer

Ceres Employees Holding This Certification

- David Davenport
- Huey DeVille
- Jake Thompson
- Mike Hansen
- Ron Rodriguez
- Steve Johnson

	**Ceres Employees Holding This Certification** ▪ David Davenport ▪ Jake Thompson ▪ Matt Sharpe ▪ Patricia Macey
	**Ceres Employees Holding This Certification** ▪ Chuck Owens ▪ Gail Hanscom

2.6 Obtaining Maximum FEMA Reimbursement

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 Fort Lauderdale. Ceres' careful attention to documentation and strict quality control procedures will aid in the acceptance of a claim for reimbursement. **Throughout Ceres' history, no client has been denied reimbursement for work Ceres has performed.**

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

Training

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

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

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

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

FEMA Alternative Procedures Pilot Program

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

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

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

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

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

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

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

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

Contractor A Cost Share

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

Contractor B Cost Share

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

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

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

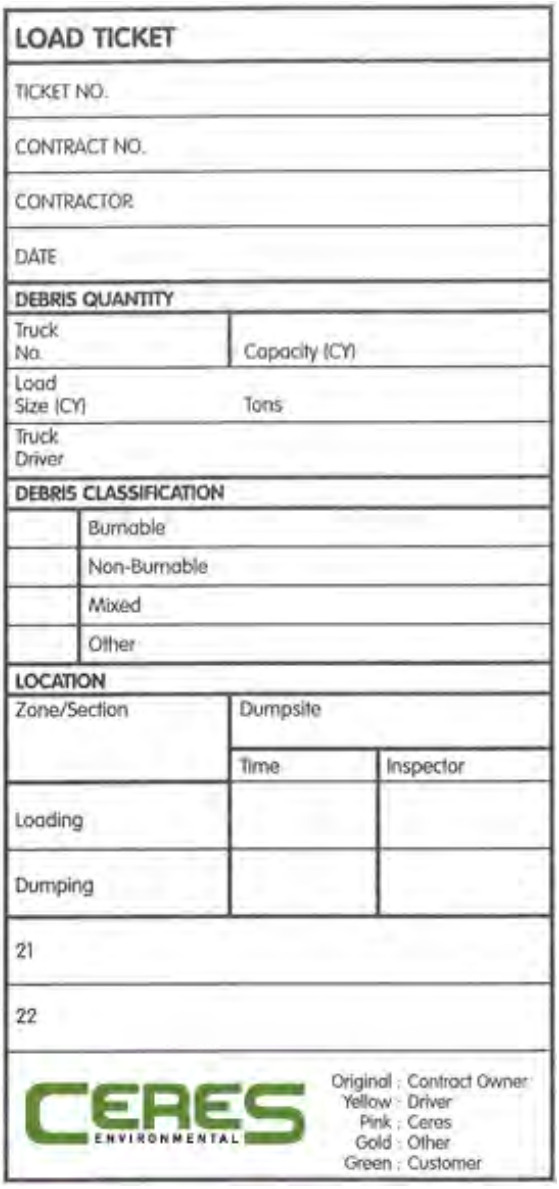
Ceres has its own forms for truck certification, load tickets, force account labor and equipment, man-hours, and equipment supplied. Ceres is pleased to provide these and any other forms needed for the City.

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

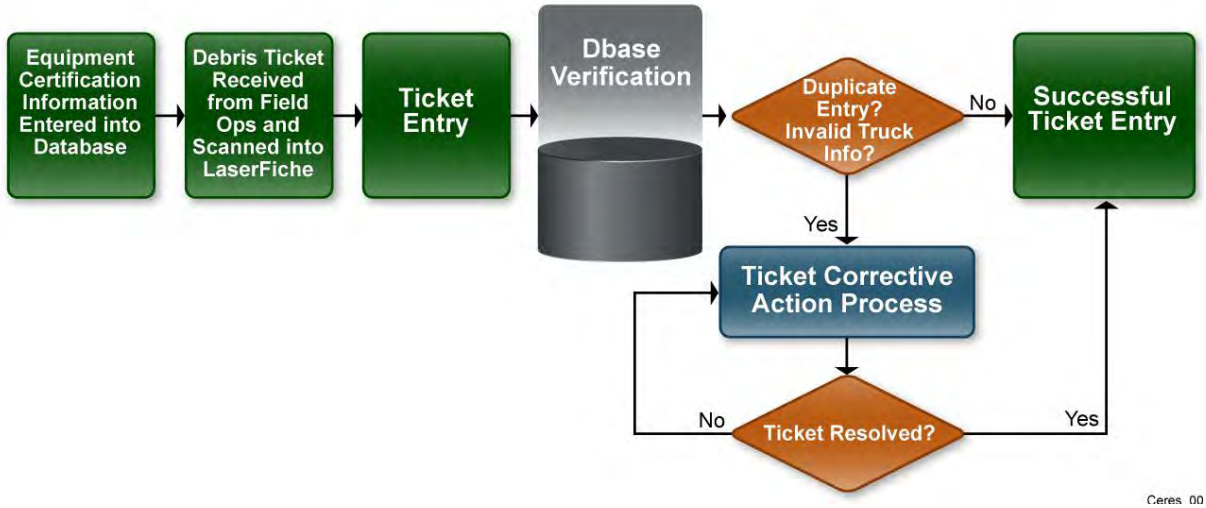
staff and entered into the appropriate project database under normal office conditions. Database rules require that first the truck owner (Ceres or one of its subcontractors) and then the individual truck be established in the database before the system will accept any load ticket information for that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

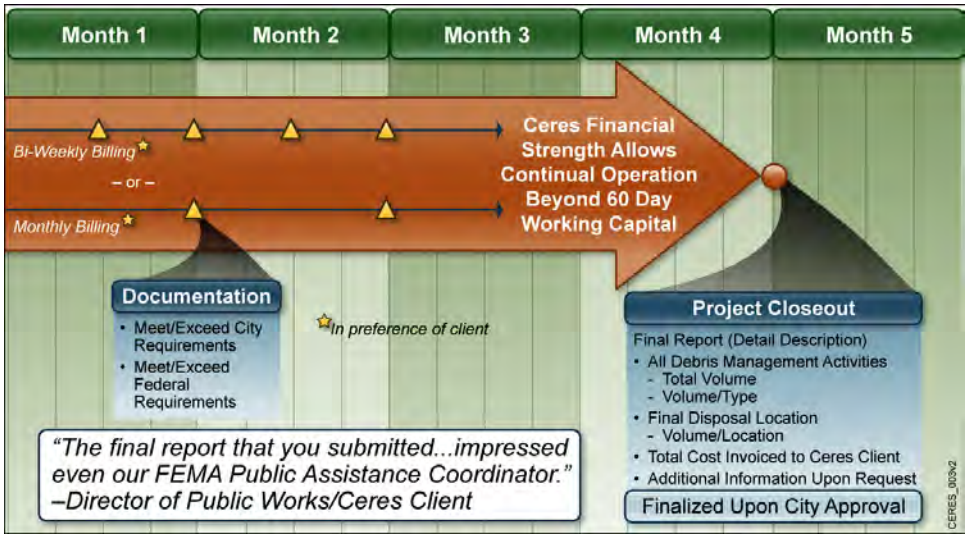
Some of Ceres clients choose to contract with a firm providing monitoring services. The services provided by a monitoring firm may include: damage assessment, training, emergency planning, direct communications with the City, incorporation of City forms and FEMA forms, facilitating communications with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

3 OPERATIONAL PLAN FOR THE CITY

3.1 Approach and Methodology

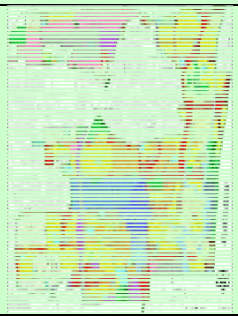
The following is a general discussion of Ceres Environmental Services, Inc.'s technical approach and understanding of the scope of work. It presents a timetable for response and recovery based on past Ceres experience and our standing disaster response plans. The overall plan for contract execution is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

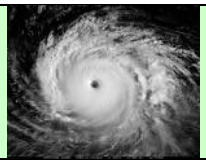
Our Response to You

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

Project Timeline

The following describes the typical workflow between Ceres and Fort Lauderdale 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 Fort Lauderdale. 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 Fort Lauderdale 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 Fort Lauderdale 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 Fort Lauderdale 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 Fort Lauderdale 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 Fort Lauderdale 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 Fort Lauderdale 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

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 Fort Lauderdale 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 Fort Lauderdale, 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. For details regarding the mobilization phase of Ceres' project plan, please refer to proposal **Section 2.3, Ability to Meet Time and Budget Requirements**.

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.

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

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 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.

Flood debris from the Spring 2008 Iowa Floods

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

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

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

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

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

Certification of Maximum Volume Capacity of Hauling Trucks/Trailers

Prior to initial use, authorized Ceres personnel and Fort Lauderdale 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

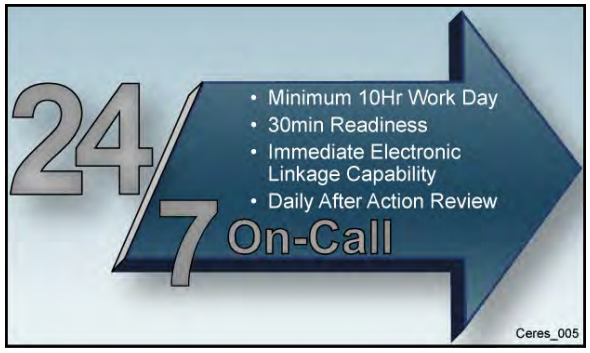
During post-award preparation the Project Manager obtains maps detailed enough to provide individual debris collection crews address block information. Maps will be divided and identified according to Districts, Sections, and Developments or Address Blocks. The Master Debris Management Map will be located 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
- One Foreman with cell phone
- Four walking floor trucks (120cubic yards) for hauling mulch
- Additional Equipment as determined by the Contract and Site Manager

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

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

Ceres will construct a hazardous materials containment area at each DMS measuring approximately 30' x 30'. Typically, the perimeter will be lined with hay bales and staked in place. The area will be lined with

heavy gauge plastic (10 mil or greater) to provide a waterproof barrier. A plastic cover (10 mil or greater) will be used to prevent rain from entering the containment area. Site run-off is redirected away from the containment area by site grading. Hazardous materials that are encountered during 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

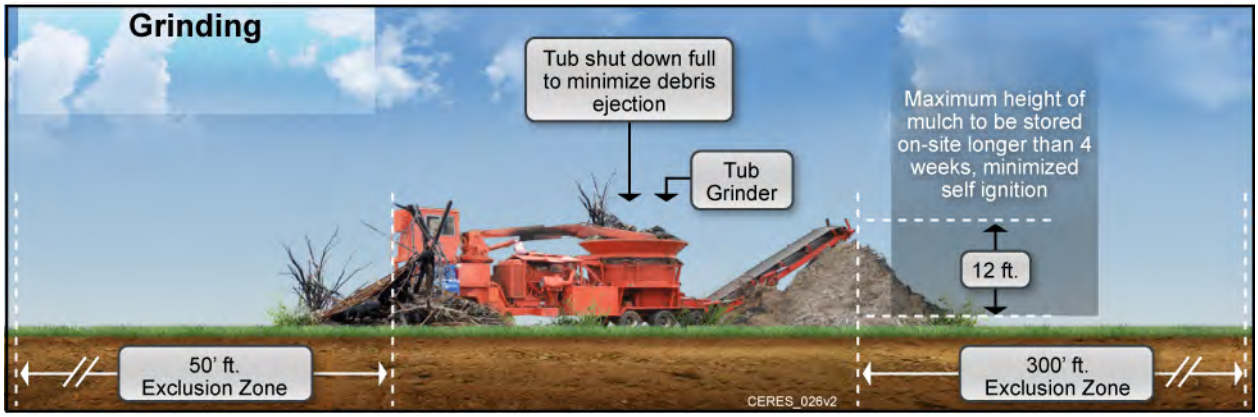
Due to the nature of these operations, material segregation is required in order to properly and efficiently process debris. Collection crews will segregate non-grindable debris to the maximum extent possible during collection and loading operations. The inspection tower will also assume responsibility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

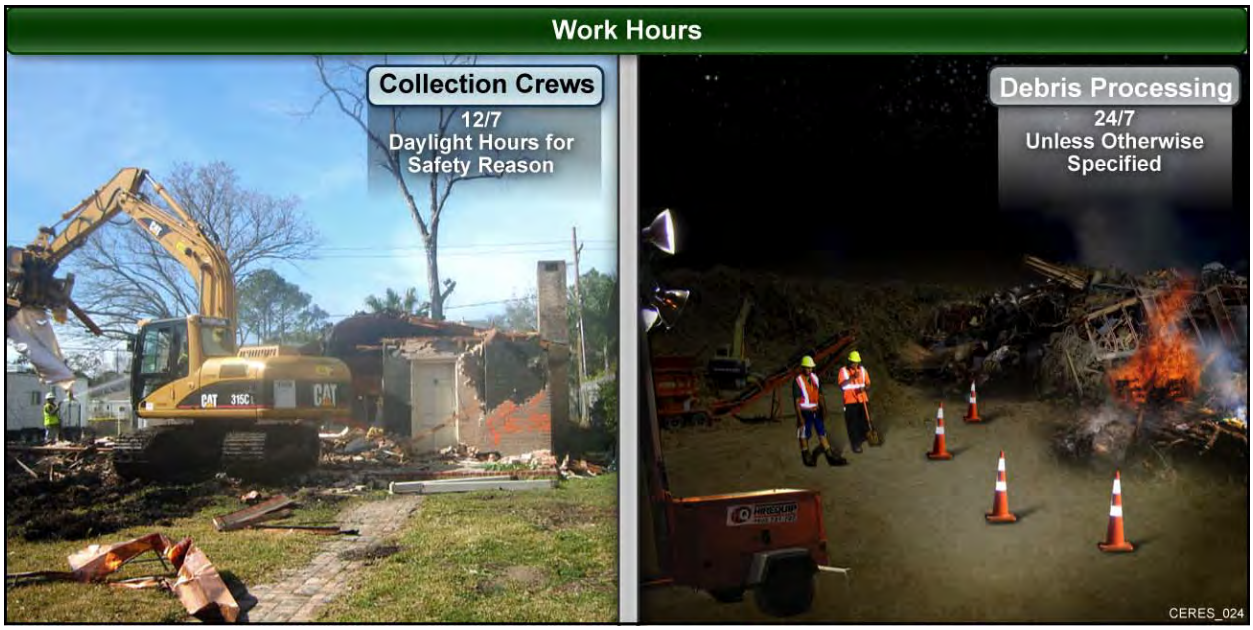
Final Disposition

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

Debris Training Program Description

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

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

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

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

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

Initial Training Requirements

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

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

Training Program Description

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

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

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

Job Descriptions that require specific training are as follows:

Project Superintendent

Trained by the Project Manager:

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

CERES_020

Additional training includes:

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

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

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:

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

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

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

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.

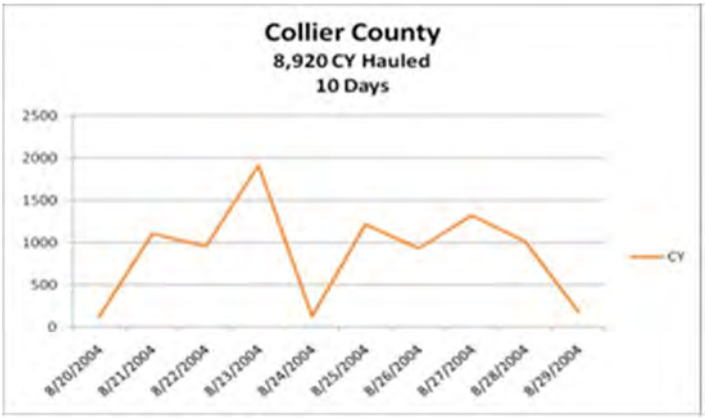
The following pages describe 7 projected scenarios and detail projected quantities and production rates. Graphs of hauling production in cubic yards on previous projects performed by Ceres illustrate Ceres' ability to perform each scope of work in each scenario. The graphs are rough illustrations of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

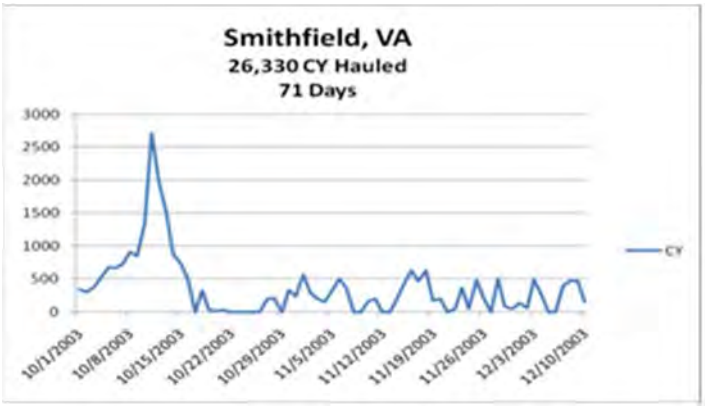
Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the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

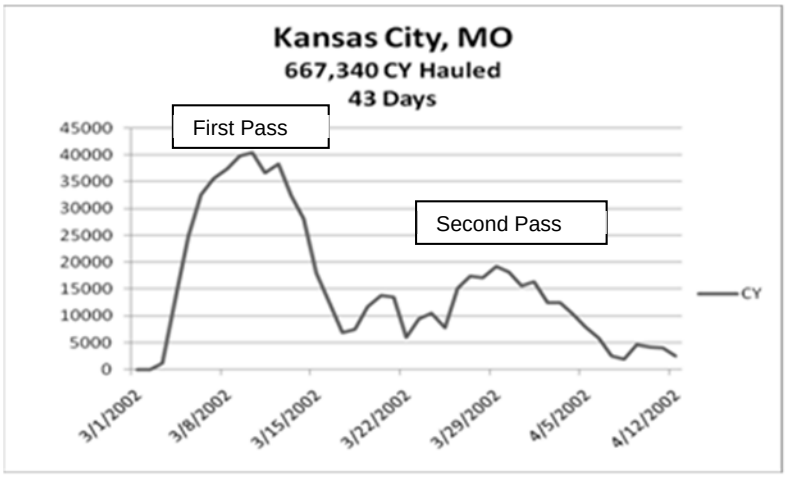
Methodology for Scheduling and Routing the Removal of Debris: Ceres would provide several crews consisting of trucks, loaders, chain saw operators, and flaggers. Trucks and loading equipment would be provided with each crew, including self-loading knuckleboom trucks and other loading and hauling equipment.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

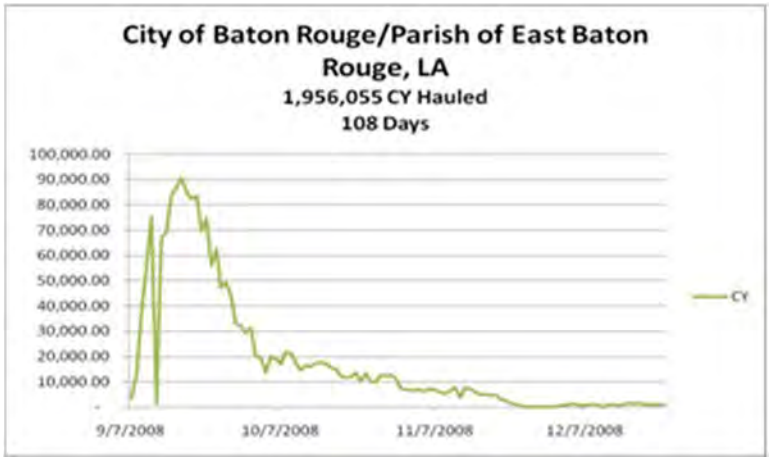
Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the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



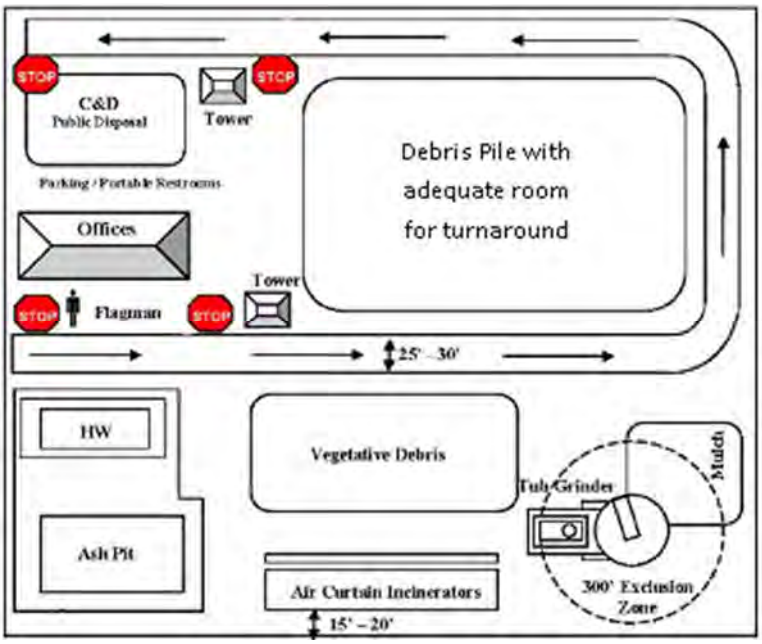
The project manager together with the project superintendent would interface daily with City representatives to review the previous day's progress and would assign streets and geographic territories to crews based on previous progress and input from City representatives.

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 Fort Lauderdale 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 Fort Lauderdale 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

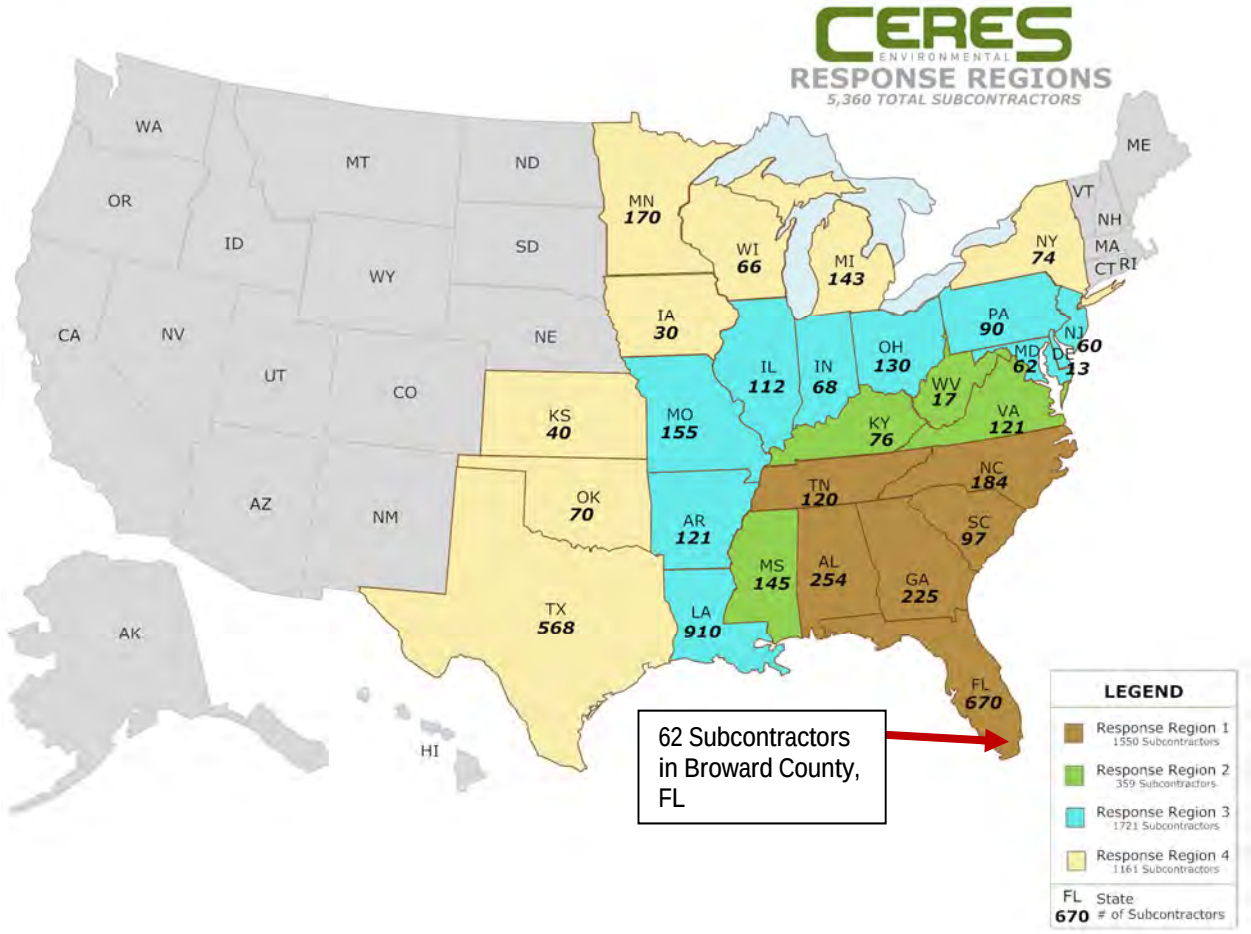
restoration. The Ceres project manager will also interface with the City administrators to assist with FEMA reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.

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.

3.2 Subcontractor 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 Fort Lauderdale'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 Fort Lauderdale. 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 Fort Lauderdale 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 Fort Lauderdale. 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 Fort Lauderdale will also be successful in meeting, minimally, the stated goals contained within this plan.

Potential Subcontractors

Subcontractors within Broward and Miami-Dade Counties who are currently under a master contract with Ceres and may be used for this project are listed below. Ceres has a subcontractor database with more than 5,000 available subs, and we make a concerted effort to utilize local resources whenever possible. Additional subcontractors outside of Broward County are also available upon request.

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

Broward County Subcontractors

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
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	

Miami-Dade County Subcontractors

Company	City	State	Certs
Corpac Steel Products	Aventura	FL	
CBC Real Estate LLC	Cutler Bay	FL	SB,

Company	City	State	Certs
DC Engineering & Construction Group, Inc.	Doral	FL	
GH Builders Inc.	Doral	FL	SB,SDB
JN Company	Doral	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
ASA, LLC	Homestead	FL	SB
Florida Paving & Trucking Inc	Homestead	FL	WO,
JT HAULING	Homestead	FL	WO,
SDAC	Homestead	FL	SB, SDB, HUB Zone ,8(a), VO
Tropical Disaster Response, LLC	Homestead	FL	
Action Express, LLC	Medley	FL	SB, SDB
All Florida Land Cleaning	Medley	FL	
A & J Transport, Inc.	Miami	FL	
A Native Tree Service, Inc.	Miami	FL	SB, WOSB
ABO Engineering Contractors	Miami	FL	
Associated Marine Salvage	Miami	FL	SB
Building Essentials And Training LLC	Miami	FL	SB,
C & C Waste Removal, Inc.	Miami	FL	SB
C.E. Construction and Development	Miami	FL	SB
Cambridge Project Development Inc.	Miami	FL	SB
Caruva INC	Miami	FL	
Continental Heavy Civil	Miami	FL	
DBLP Contracting	Miami	FL	SB
Disaster Relief Catering	Miami	FL	
Dynamic Scapes LLC	Miami	FL	SB,
Edu-Tech, Inc.	Miami	FL	SDB
EnviroWaste Services Group, Inc.	Miami	FL	
Galafre Construction and Land Design Inc.	Miami	FL	
Hard Core Construction	Miami	FL	SB,
Isram Enterprises	Miami	FL	SB, WOSB, SDB
Jam Logistics, Llc	Miami	FL	SB,
Jewett Heavylift & Equipment Corp	Miami	FL	SB, WOSB
Juan C. Vigueras Landscaping	Miami	FL	SB
KB & JO Trucking Corp	Miami	FL	SB
KGR Trucking	Miami	FL	SB, WOSB
La Ceiba Nursery	Miami	FL	SB
Leno Dredging and Hauling	Miami	FL	SB, SDB, HUB
Magestry Land Work	Miami	FL	SB
Maiky's Enterprises Corporation	Miami	FL	SB, WOSB, SDB
Makeovers Unlimited, Inc.	Miami	FL	SB
MCO Construction & Services, inc.	Miami	FL	SB, WOSB, SDB, HUB

Company	City	State	Certs
Nidiquar Services Llc	Miami	FL	SB,
OAC Action Construction Corporation	Miami	FL	
Pending Incorporation	Miami	FL	WOSB
R & P Shah Enterprises, Inc.	Miami	FL	WOSB
Rausa Builders	Miami	FL	SB
Roadway Trucking Inc.	Miami	FL	SB,
Security Enforcement Authority, Inc.	Miami	FL	SB, VO
Take Stock Inc	Miami	FL	
TakeStock, Inc	Miami	FL	SB, SDB
The Combined Group Corp	Miami	FL	SB, SDB, 8(a)
American Environmental	Miami Beach	FL	SB, WOSB
G7 Holdings, Inc.	Miami Beach	FL	SB
LLF Concepts, Inc.	Miami Beach	FL	SB
Moss Disaster Relief, LLC	Miami Beach	FL	SB
DSW Logistics	Miami Gardens	FL	SB,
In Touch Logistics LLC	Miami Gardens	FL	SB,SDB
Team Ten Group Constuction Corp	Miami Gardens	FL	SB,
Best Driver Resources, Inc.	Miami Lakes	FL	FL MBE
CES Consultants, Inc.	Miami Lakes	FL	SB, SDB
EE&G Disaster Response	Miami Lakes	FL	
The Franklin Ray Group, Inc	Miami Lakes	FL	SB
Atlantic Trucking & Warehousing	Opalocka	FL	SB
Gilbert Johnson Masonry, Inc.	Orange City	FL	SB
AR Ramos Enterprises, Inc	Palmetto Bay	FL	SB
Training And Supervision Of Brigades	Sunny Isles	FL	WO

3.3 Quality Control and Customer Service Plans

Introduction and Project Overview

Ceres Environmental Services, Inc. has developed this Quality Control Plan with the intent to describe the elements of anticipated work and methods to establish and maintain an inspection system that will ensure performance of the work in conformance to the requirements of the contract. Prior to the development of any project-specific Quality Control (QC) System, the contract specifications will be carefully reviewed to ensure the QC system implemented will meet related requirements. Fundamental to the Plan is our understanding that:

- Authorized agency personnel have the right, at periodic intervals on the job, to inspect and test all services called for by the contract in order to determine performance quality and contractual compliance.
- Ceres must furnish agency representatives with reasonable facilities and assistance for the safe and convenient performance of such inspections, and
- If Ceres does not promptly perform services and/or take necessary actions to conform to contract requirements, the agency may perform said services and charge Ceres or terminate the contract for default.

Quality Control Organization

The Quality Control Manager (QCM) will implement, control and maintain the Quality Control program. The QCM will ensure all QC Supervisors and Officers are adequately trained to perform the functions of their assigned duties, and that daily documentation is prepared by each QC Officer relative to production and quality of work performed. The QC Manager will monitor the progress and quality of work, stop work where non-conformances are found and initiate appropriate corrective measures, and ensure each new task order is reviewed prior to start of work to ensure work plans conform to contract requirements. The QC Manager will also ensure the preparation of Daily Progress and Production Reports with timely submittal to the agency in accordance with contract specifications.

QC Staff Qualifications and Responsibilities

QC Manager

A qualified and experienced Quality Control Manager (QCM) will be assigned to this project and will be responsible for implementation and overall management of the project QC program. The QCM will have experience in the fields of engineering, project management, construction quality control, and inspection and supervision of residential and commercial construction.

QC Area Supervisor(s)

According to the nature of the storm and resulting damage, an appropriate number of Area Supervisors will be appointed to coordinate QC activities under the supervision of the QCM. The Area Supervisors will be experienced in field administration of CQC programs as well as crew management.

QC Sector Supervisor(s) and Qualifications

Reporting to the QC Area Supervisor will be QC Sector Supervisors. These Sector Supervisors will be responsible for administering the QC Program for their sector and for the daily work activities and performance of the Quality Control officers.

Definable Features of Work

The following list includes those tasks that have been identified as “definable features” relative to work performed under this project. A definable feature of work is a task that is separate and distinct from other tasks and that required separate quality control requirements.

Mobilization	Ceres personnel and equipment; subcontractor personnel and equipment assignments and mobilization to work area; simultaneously prepare contract-specific Operations Plans, QC Plan and Site Health and Safety Plan.
TDSR: Set-Up/Management	Conduct baseline environmental survey, set up tower, portable toilets and sanitation stations, HHW pit, roads/signs

Debris Collection/Loading/Hauling	Segregate, collect and transport debris from ROW properties. QCs to use paper load tickets until ADMS operational, then QCs will use HHU and Smart Cards to generate load information.
White Goods	Determine condition: Freon-containing units must go to processing location for recovery of refrigerant. Units with food waste will be secured during transport to processing center where waste can be properly removed and disposed. All other units may be transported to recycling location.
HHW	Segregate, transport and stage at designated location in TSDR site prior to final shipment to designated incineration site. Crews must have Hazwoper certification; QCs subject to training course prior to monitoring HHW collection.
E-Wastes	E-waste will be transported to designated location for proper recycling or disposal.
C&D	C&D will be transported to the designated landfill.
Reduction: ACI or Grinding, Recycling	Debris reduced by grinding (vegetative) or incineration; repackaging for efficient transport to final disposal site.
Reduced Debris Disposal	Hauling of non-burnable debris to designated landfills (C&D, wood mulch, concrete and brick).
Site Restoration	Perform environmental sampling as appropriate, other cleanup and restoration activities
Site Closeout	Remove tower, portable toilet and sanitation station, final punch-list items

Safety Requirements

Information pertaining to specific safety requirements is maintained in the project Accident Prevention Plan (APP), the Activity Hazard Analysis (AHAs), the current version of the USACE EM 385-1-1, and task-specific operations procedures. At a minimum, the APP addresses worker protection, equipment safety, trimming loads, flaggers, work zone safety, and traffic control.

Training Requirements

Prior to start of work, QC personnel complete an indoctrination training course that reviews QC procedures applicable to the project as well as specific health and safety practices and procedures. This introductory course provides an overview of the project objectives; introductions to key personnel; information regarding the QC's authority and responsibility relative to enforcement of health and safety requirements; and QC monitoring requirements, procedures and documentation requirements. In addition, this course reviews the AHA for the project; emergency response and accident reporting information; personal protective equipment requirements; load preparation requirements; traffic control requirements; flagger training and use requirements; and general work zone safety policies and practices.

Submittal Control

Use of the Submittal Register

Submittals required by specifications and/or requested by the City will comply with the procedures discussed in the contract specifications. Each submittal will be complete and in sufficient detail to allow ready determination of compliance with contract requirements. Prior to submittal, an internal team that includes the Operations Manager and the QC Manager will review all documents requiring submittal.

Submittal Control Officer

The Submittal Control Officer will be responsible for the preparation, documentation and tracking of each transmittal.

Deficiency Tracking

Deficiency tracking procedures will be in place through all aspects of the project specifications. The key areas where deficiencies may occur include all definable features. As the work progresses, continuous inspections will be performed by QC Officers and Supervisors to ensure the work conforms to contract specifications. Where non-conformances are identified, the QCM will ensure they are recorded on a Rework

Item List, which will remain under the control of the QCM. This list will include recommendations for corrective measures and dates and responsibilities for completion of the corrective measures.

Subcontractors and Outside Organizations

Ceres intends to use local subcontractors and small, woman-owned, and disadvantaged business enterprises to the maximum extent practicable.

Reports and Forms

Ceres uses various forms to ensure proper documentation of critical items. These forms will be used to document monitoring and inspections completed by the QC Manager, Field Superintendents, and other responsible managers as identified by the QC Manager or Operations Manager. Daily production and quality control reports are typically prepared and submitted to the City representative by 7:00 a.m. on the following work day.

For each contract task, specific documentation procedures will be developed to ensure critical data is captured and documented. The documentation process, for example, for PPDR activities performed for this project will include:

- Weekly PPDR plan with crew assignments
- Route Inspection documentation to detail quality and safety compliance
- HHW inventory documentation in coordination with collection schedules
- E-waste and white goods documentation in coordination with respective collection schedules
- Concrete collection documentation in coordination with PPDR collection crew schedules
- SME, ACM and similar unique materials will be inventoried on specific documentation in coordination with collection schedules
- Photographic and GPS documentation of each property prior to and following debris removal activities
- Daily QC reports to document crew information, equipment usage, man-hours and general work performance

Community Relations Support

One of Ceres' most important support functions in the event of a natural disaster is to help Fort Lauderdale 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.

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 Fort Lauderdale officials accordingly

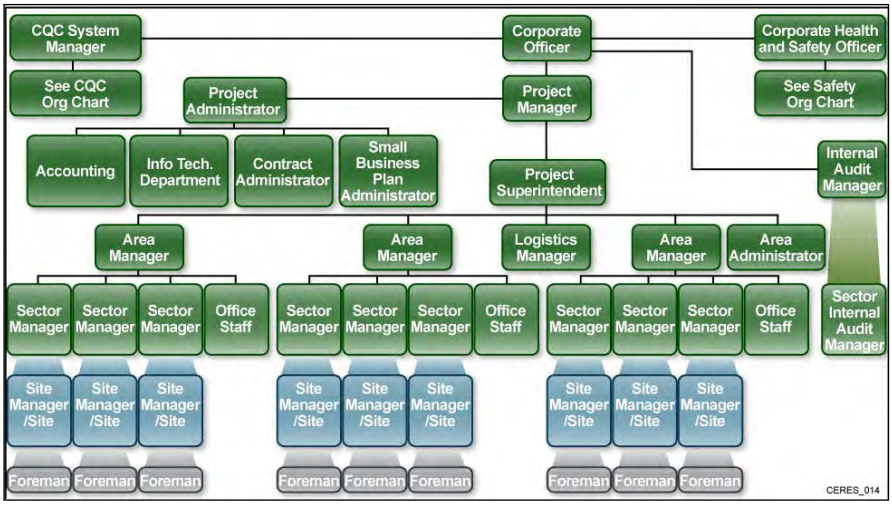
3.4 Organizational Structure of the Firm

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.

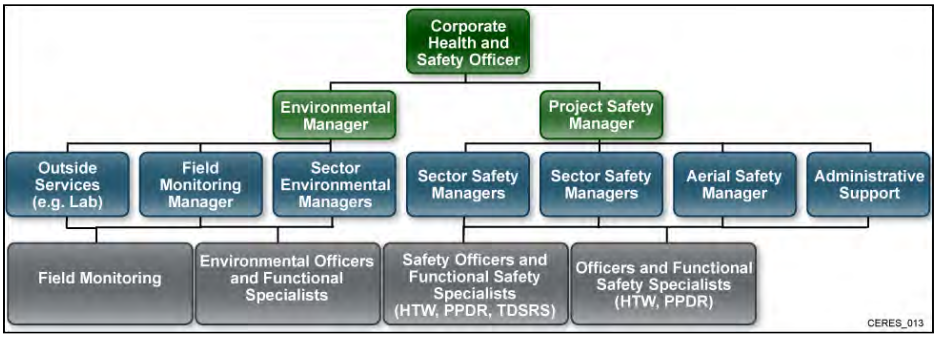
Internal Audit

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

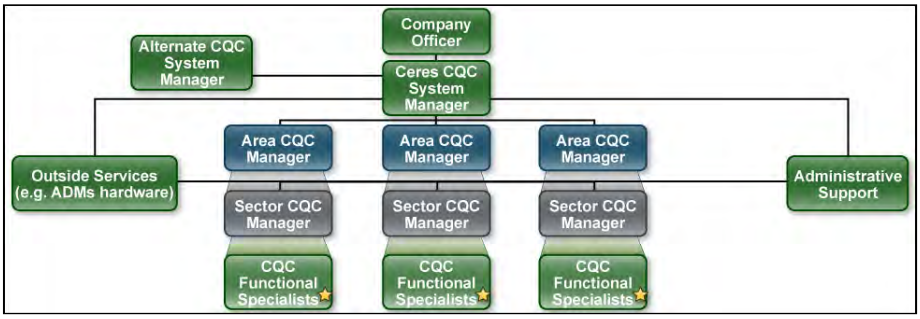
Ceres maintains a Corporate Health and Safety Officer to whom the Environmental Manager and a Project Safety Manager report for each project underway. Sector Managers report to the Environmental Manager and Project Safety Manager, and functional specialists work in the field with specialized training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

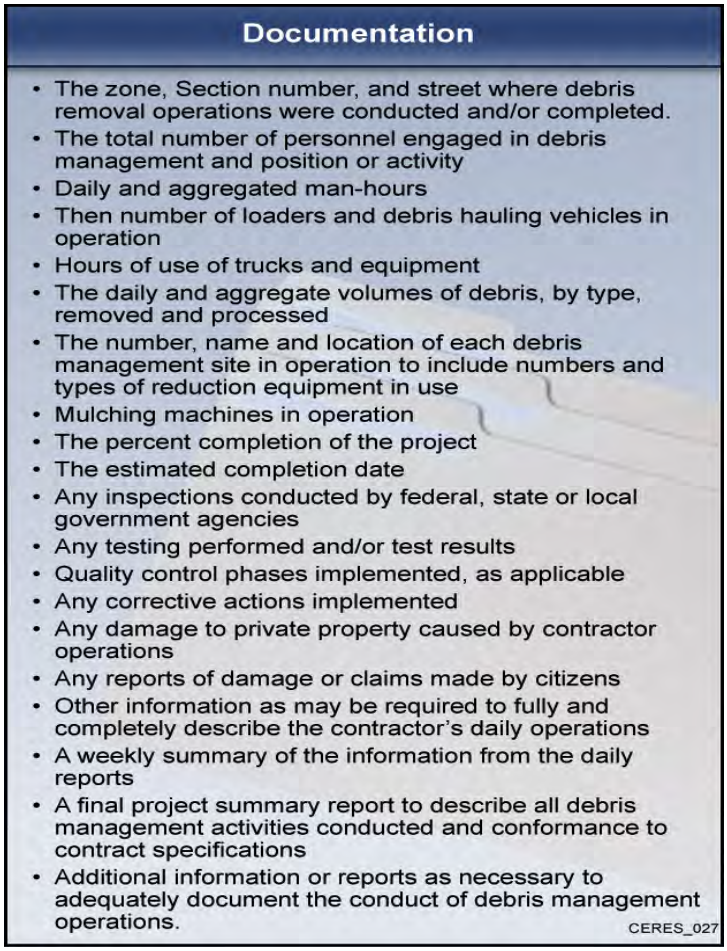
3.5 Documentation

Production Reporting

Ceres Environmental Services, Inc. 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.



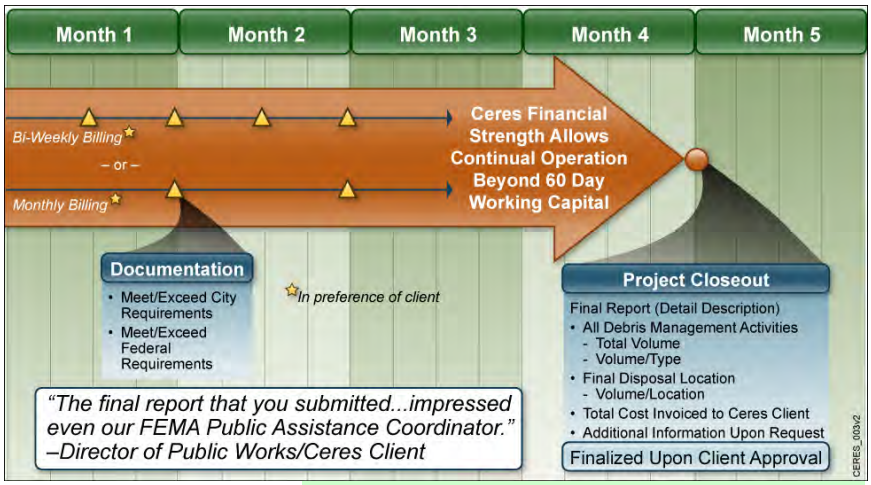
Formalized quality control procedures are applied to each project to ensure documentation procedures are properly and fully implemented and to ensure conformance to project specifications. All personnel, including employees, subcontractors, and suppliers are subject to the provisions of the QC Program. 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.

3.6 Clean As You Go Policy

Ceres Environmental Services, Inc. operates under a Clean as You Go Policy throughout all areas of work carried out during the course of a project. The objective of the policy is to maintain a safe, healthy, clean work environment. This policy must be adhered to at all times by all project team members. Ceres Clean as You Go policy applies to all workers and is designed to ensure and maintain the cleanliness and safety of the workplace at the highest standard.

The Clean as You Go policy places the responsibility on all workers to maintain the working environment in a clean, safe condition at all times when carrying out duties on the premises.

- Work areas will be left in clean, safe condition
- Floors will be kept clear of waste, plastic and cardboard
- All walkways will be clear of any obstructions
- All outer packaging for raw materials will be removed from the area immediately after use
- Waste bins will be emptied regularly
- All waste and rubbish will be placed in the disposal area provided

All employees must ensure that all project practices are followed and that the required standards of hygiene and housekeeping are maintained. All employees are responsible for the tidiness and cleanliness of their work areas, and for the ongoing cleaning of the project sites and equipment, including company vehicles.

Clean as You Go practices will be defined for all areas of the worksite, reducing the risk of accidents occurring. These practices include:

- Personal hygiene
- Environmental hygiene
- Pest control
- Foreign body control
- Glass control

The practices defined above include the following procedures:

- All operatives must wear all necessary personal protective equipment provided, including gloves, goggles and masks for designated tasks, such as handling chemicals.
- All work areas are to be kept clean and tidy, and ongoing cleaning must be carried out throughout the shift, avoiding the risk of slips, trips, or falls
- All spills must be cleaned up immediately, and all debris and packaging materials immediately placed in the correct bins provided
- All cleaning materials and substances must be used and then stored correctly. Operatives should never use any chemical unless they have received the necessary training
- All cleaning fluids including chemicals and water must be disposed of properly and in the appropriate receptacles.
- All outside access and egress doors must be kept closed to avoid the possibility of pest infestation. If any form infestation is witnessed report it to your site contact immediately.

4 RESOURCES AND AVAILABILITY

4.1 Current and Future Commitments in Florida

Ceres Environmental Services, Inc. does not currently have any work in progress in Florida.

Ceres has responded to over 30 contract activations following Hurricanes Harvey, Irma and Maria and, based on our excellent personnel, equipment and subcontractor resources, we are nowhere near capacity. We also have more than 500 pieces of equipment and a database of more than 5,000 trusted subcontractors. Our successful experience in multiple response situations, along with our substantial resources and teaming relationships ensure that Ceres' performance on this contract will be to the City's utmost satisfaction.

Ceres currently holds the following, non-activated contracts throughout the state of Florida.

Jurisdictions with Population Over 150,000

Contract Owner	Contract Title/Type	Contract Start	Contract End	Contact Name & Title	Contact Phone
Bay County, FL	16-25 Disaster Debris Removal & Disposal Services	09/20/16	12/31/21	Karen Grindle, Purchasing Director	(850) 248-8275
Broward County BOCC, FL	Emergency Interim Contract for Temporary Debris Management Site Services C2111741	10/01/16	03/30/19	Amanda Simmens, Purchasing Project Manager	(954) 357-6549
Broward County BOCC, FL	Disaster Debris Clearing and Removal Services T2111251B1	10/10/16	03/30/18	Amanda Simmens, Purchasing Project Manager	(954) 357-6549
Broward County School Board, FL	ITB 16-060T Emergency Debris Clean UP and Removal Services	12/09/15	11/30/18	Michelle Wilcox, Purchasing Agent	(754) 321-0501
Cape Coral (City of), FL	Emergency Disaster Assistance & Debris Removal CON-PW17-32/SH	06/05/17	06/05/20	Gina Lanzilotta, Sr. Buyer	(239) 574-0834
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	Gregory Herlean, Director of Purchasing	(941) 575-5400
Clay County, FL	Contract No. 2014/15-162 Disaster Recovery Services	09/08/15	09/08/20	John Ward, Deputy Director, Emergency Management	(904) 541-2767
Collier County, FL	Contract #15-6365 Disaster Debris Management, Removal & Disposal Services	11/11/15	11/11/21	Joanne Markiewicz, Director, Procurement Services Division	(239) 252-8407
Escambia County School District, FL	RFP #141802 Tree Debris Removal	06/01/14	05/31/18	Allison Watson, Sr. Purchasing Agent	(850) 469-6210
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	Nakisha Johnson, Contract Analyst II	(863) 519-2559
Florida Department of Transportation District 2	Emergency Debris Removal	07/10/17	09/22/18	James Brown, Contracts Administrator	(386) 758-3798
Florida Department of Transportation District 4	Emergency Cut & Toss and Debris Removal Services Districtwide Contract #Z4076, Proposal #Z4072	08/15/17	08/15/18	Stacy-Ann Brown, Contracts Administrator	(954) 777-4620

Contract Owner	Contract Title/Type	Contract Start	Contract End	Contact Name & Title	Contact Phone
Florida Department of Transportation District 5	Pre-Event Cut & Toss Contract Z5023	06/30/17	06/30/18	Jeanne Feeney, Contract Analyst II	(386) 943-5525
Florida Department of Transportation District 6	Emergency Cut & Toss and Debris Removal Services Districtwide Contract #Z-6084, Proposal #Z-6083	04/30/15	05/11/18	Rosalyn Carcamo, Contract Analyst II	(305) 470-5394
Florida Department of Transportation District 7	Pre-Event Emergency Cut and Toss Debris Removal Z7045-RO	08/22/17	08/22/18	Gladys Hunter, Contracts Specialist	(813) 975-6110
Hialeah, FL (City of)	RFP No. 2015-16-8500-36-002 Disaster Recovery & Debris Removal	08/17/16	07/31/19	Adriel Sanchez, Director of Emergency Management	(305) 863-2847
Lake County, FL	ITB 16-0632 Emergency Debris Removal Services	02/01/17	01/31/20	Donna Villinis, Contracting Officer	(352) 343-9765
Lee County, FL	RFQ 150182 Emergency Debris & Vegetative Removal from Waterways & Natural Creeks	06/02/15	06/02/18	Diana Khan, Procurement Manager	(239) 533-8854
Lee County, FL	RFP B-140102 Disaster Emergency Clearance of Roads & Streets	05/20/14	05/20/19	Bob Franceschini, Procurement Analyst	(239) 533-5875
Leon County, FL	RFP #BC-03-27-17-29 Debris Removal and Disposal Services	05/15/17	05/31/22	Don Tobin, Purchasing	(850) 606-1600
Manatee County, FL	RFP #14-0330FL Debris Management Services	05/05/14	05/13/19	Frank G. Lambertson, Contracts Negotiator Purchasing	(941) 749-3042
Miami-Dade County Schools, FL	Contract No. 026-PP06 Emergency Debris & Hazardous Tree Removal	05/07/14	05/06/18	Claudette Vanwhervin, Buyer, Procurement Management Services	(305) 995-2338
Miami-Dade County, FL	Emergency Debris Removal Pre-Qualification	10/01/12	07/30/18	J. Carlos Plasencia, CPPB, Emergency Preparedness Coordinator	305-375-4260
Miami-Dade County, FL	Bid No. 9360-1/23 Hauling & Disposal of Emergency Debris	12/31/13	12/31/18	Herman Ramsey, Procurement Officer 1	(305) 375-2851
Okaloosa County FL	RFP # PW41-17 Emergency Debris Removal	09/20/17	09/20/20	Matthew Young, Contracts and Lease Coordinator	(850) 689-5960
Orange County, FL	Disaster Recovery and Debris Removal Contract No. Y15-1022-B	06/01/15	05/31/18	Johnny Richardson, Procurement Manager	(407) 836-5635
Palm Beach County, FL (SWA)	17-204 Hurricane/Disaster Debris Removal, Reduction and Disposal	05/08/17	05/07/22	Saundra Brady, Purchasing	(561) 640-4000
Pasco County, FL	RFP-FA-15-081 Disaster Recovery and Removal Services	09/08/15	09/08/18	Tara Bohnsack, Purchasing Director	(727) 847-8434
Pinellas County, FL	Disaster Debris Collection and Removal Participant	08/07/17	08/07/22	Kyle Arrison, Stormwater Supervisor	(727) 369-5621
Pinellas County, FL	Disaster Debris Collection & Removal RFP#: 156-0491 P(JA)	07/10/17	12/31/22	Jeanne Armstrong, Procurement Analyst Coordinator	(727) 464-5323

Contract Owner	Contract Title/Type	Contract Start	Contract End	Contact Name & Title	Contact Phone
Polk County Schools, FL	RFP 15-525 Disaster Debris Removal Services	01/27/16	10/05/20	Harold Hamby Jr., Purchasing Agent	(863) 534-0575
Polk County, FL	RFP 15-525 Disaster Debris Removal Services	09/15/15	09/15/20	Michele Sims, Procurement Manager	(863) 534-6738
Port St. Lucie (City of) FL	Ebid#:20170147	08/03/17	07/31/19	Sherri Hawes, Buyer	(772) 871-5223
Santa Rosa County, FL	Pre-Qualification for Debris Removal Services	03/08/12		Stephen Furman, P.E., Public Works Director	(850) 981-7121
Seminole County, FL	RFP-602702-16/GMC Disaster Debris Hauling Services	04/04/17	04/04/19	Gladys Marrozos, Sr. Procurement Analyst	(407) 665-7110
St. Lucie County, FL	RFP No. 16-060 Emergency Debris Removal	03/28/17	03/28/18	Melissa Simberlund, Contracts Coordinator	(772) 462-1799
Tallahassee, FL (City of)	RFP#: BC-03-27-17-29 Debris Removal & Disposal Services	05/25/17	05/31/22	Reginald Ofuani, Community Beautification & Waste Management Service	(850) 556-7134
Tampa, FL (City of)	Emergency Debris Management and Disaster Recovery Services	07/14/11	07/31/21	Kevin Frye, Senior Procurement Analyst	(813) 274-8351

Other Contracts in Florida

Contract Owner	Contract Title/Type	Contract Start	Contract End	Contact Name & Title	Contact Phone
Atlantic Beach, FL (City of)	RFP 17-02 Disaster Debris Removal Services	12/01/17	12/01/22	Scott Williams, Interim of Public Works Director	(904) 247-5834
Bal Harbour, FL (Village of)	RFP No. 2016-02 Disaster Debris Management Services	06/20/16	06/20/19	John Oldenburg, Director of Parks & Public Spaces Dept.	(305) 866-4633
Bradenton Beach, FL (City of)	RFP #16-02 Disaster & Debris Management Services	08/24/16	08/24/21	John Cosby, Disaster Coordinator	(941) 778-1005
Casselberry (City of), FL	RFP#:2017-0194-C Disaster Debris Removal/Management Services & Ancillary Preparation/Recovery Services	08/14/17	08/13/20	Willie Velez, Procurement Administrator	(407) 262-7700
Coral Gables, FL (City of)	Debris Management Services	03/10/09	06/01/18	Margaret Gomez	(305) 460-5721
Dade City (City of), FL	RFP-FA-15-081 Disaster Recovery and Removal Services	06/28/16	06/28/19	Gordon Onderdonk, City Engineer, PW Director	(352) 523-5050
Daytona Beach, FL (City of)	Emergency Disaster Debris Removal	09/19/12	06/20/22	David Waller, Deputy Public Works Director	(386) 671-8610
Deerfield Beach, FL (City of)	Emergency Debris Removal Services RFP#: 2016-17/26	05/11/17	05/11/20	Ivelsa Guzman, Purchasing Manager	(954) 480-4486
Delray Beach, FL (City of)	Disaster Debris Removal	09/04/12	11/30/18	Holly Vath, Purchasing Manager	(561) 243-7161
DeSoto County, FL	RFP 17-07-00 Emergency Debris Management Services	03/08/17	03/08/22	Jacque Daniels, Purchasing Agent	(863) 993-4816
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	Chuck Ankney, Purchasing Agent	(727) 298-3078

Contract Owner	Contract Title/Type	Contract Start	Contract End	Contact Name & Title	Contact Phone
Edgewater, FL (City of)	RFP 16-ES-012 Emergency Debris Hauling and Disposal	08/16/16	11/30/19	Pat Drosten, Purchasing Specialist	(386) 424-2400
Florida A&M University	ITN#1228LCSA SUS Disaster Recovery Operations	03/16/15	06/30/19	Keisha McQueen, Procurement	(850) 599-3203
Florida International University (FIU)	Natural Disaster Emergency Debris Removal Services	02/27/12	02/26/18	Jimmy Carmenate, Associate Controller	(305) 348-1246
Fort Myers, FL	Quote #D1002-15 Tree & Debris Removal	05/22/15	05/22/18	Paula Carter, Interim Contracts & Purchasing Manager	(239) 321-7240
Gulfport, FL (City of)	Disaster Debris Collection & Removal RFP#: 156-0491 P(JA)	09/25/17	09/25/22	Tom Nicholls, Public Works Superintendent	(727) 893-1083
Hollywood, FL (City of)	Emergency Debris Removal from Limited Spaces and Gated Communities	06/21/13	07/22/18	Linda Silvey, Procurement Specialist	(954) 921-3200
Hollywood, FL (City of)	Emergency Response and Recovery Services	06/21/13	07/22/18	Linda Silvey, Procurement Specialist	(954) 921-3200
Homestead (City of) FL	Debris Removal Services	09/05/17	Open end contract	Carol McPatrick, Purchasing Manager	(305) 224-4626
Indian River County, FL	RFP No. 2016015 Disaster Debris Removal and Disposal	04/05/16	04/04/20	Jennifer Hyde, Purchasing Manager	(772) 226-1416
Indian Rocks Beach, FL (City of)	Bid No. 134-0058-B Disaster Debris Collection and Removal	08/16/17	08/16/22	Dean Scharmen, Public Services Director	(727) 595-6889
Jackson County, FL	#1415-24 Disaster Recovery Debris Removal Contract	08/31/15	08/31/18	Judy Austin, Purchasing Agent	(850) 482-9633
Jacksonville Beach, FL (City of)	RFP #04-1415 Standby Contract for Disaster Services	07/21/15	07/21/20	Jason Phitides, Procurement Officer	(904) 247-6226
Jupiter Island, FL (Town of)	Disaster Recovery Debris Removal Project No. 2015-04	05/30/16	05/30/19	Stuart Trent, Director of Engineering & Public Works	(772) 545-0171
Jupiter Island, FL (Town of)	Emergency Disposal of Disaster Related Debris Project No. 2015-05	05/30/16	05/30/19	Stuart Trent, Director of Engineering & Public Works	(772) 545-0171
Lakeland, FL (City of)	Annual Disaster and Debris Management Services, Bid No. 5133	06/10/15	06/10/18	Lana Braddy, Public Works Project Coordinator	(863) 834-6779
Longboat Key, FL (Town of)	RFP # 14-005 Disaster Recovery Services	07/15/14	07/24/18	David R. Bullock	(941) 316-1999
Lynn Haven, FL	Debris Clearing and Removal	06/01/13	06/01/19	Angel Huerta, Purchasing Clerk	(850) 265-7520
Melbourne, FL (City of)	RFP #-02-040-0-2016/BB Disaster Debris Removal Services	05/16/16	05/15/19	Brigitte Bache, Senior Buyer	(321) 608-7063
Miami Beach, FL (City of)	Disaster Recovery Services	08/27/14	08/27/18	Kenneth Patterson, Procurement Department	(305) 673-7000
Miramar, FL (City of)	RFP No. 15-03-25 Debris Management & Removal Services	09/01/15	09/01/18	Kathleen Woods-Richardson, City Manager	(954) 602-3115
New College of FL (NCF)	ITN # 1228LCSA NCF Debris Removal Services	06/01/14	10/10/19	Alan Burr, Director of Facilities and Construction	(941) 487-4245

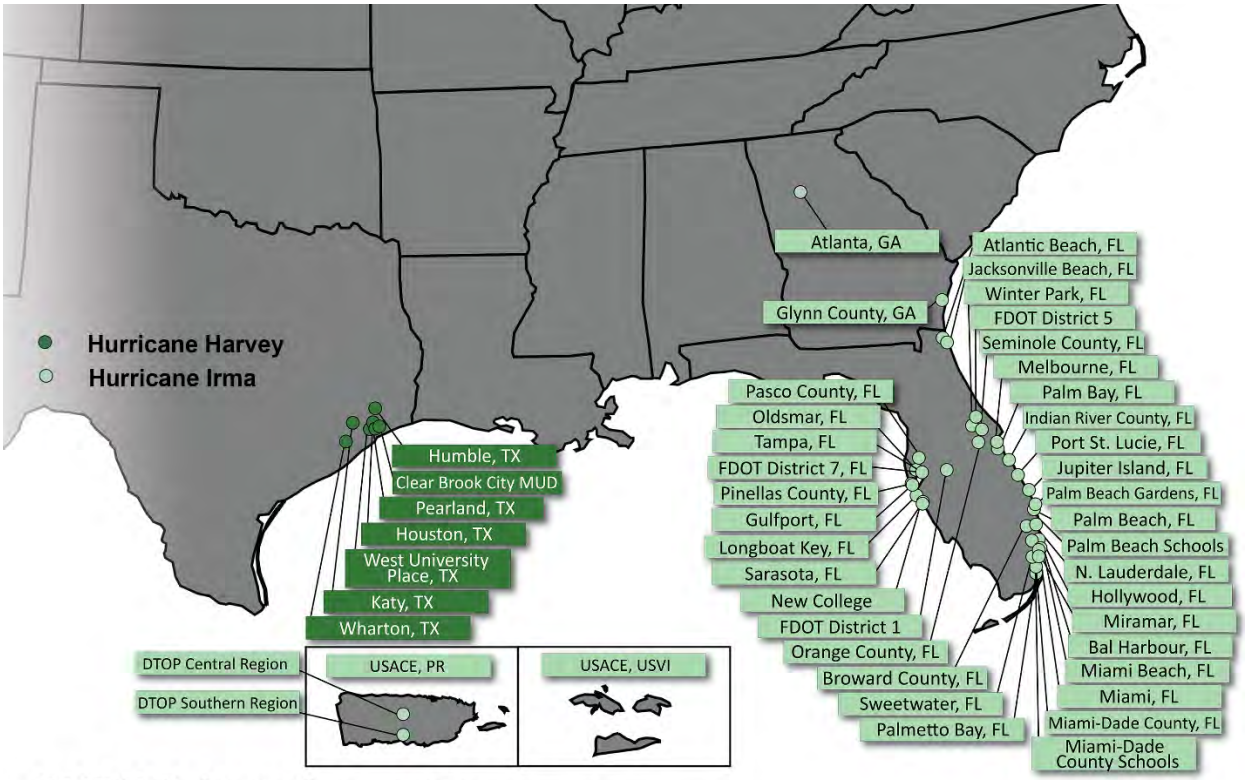
Contract Owner	Contract Title/Type	Contract Start	Contract End	Contact Name & Title	Contact Phone
New Port Richey, FL	RFP-FA-15-081 Disaster Recovery and Removal Services	07/19/16	07/19/19	Amanda Grisko, Office Manager	(727) 841-4542
North Lauderdale, FL	RFP #15-05-348 Disaster and Debris Management Services	06/30/15	06/30/20	Francine Sanner, Public Works	(954) 724-7070
North Port (City) FL	Contract No 2017-24 Debris Management Services & Ancillary Preparation /Recovery Services	09/26/17	09/26/20	Alla Skipper, Sr. Contract Specialist	(941) 429-7172
Ocala, FL (City of)	RFP #13-001 Emergency Debris Removal Services	05/07/13	05/06/18	Tiffany Kimball, Director of Procurement & Contracts	(352)629-8366
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	James Titcomb, Town Manager	(561) 732-2635
Ocoee, FL (City of)	City of Ocoee Participant of Y15-1022 B Orange County Cooperative Agreement	09/07/17	09/07/20	Steve Krug, Public Works Director	(407) 905-3170
Oldsmar, FL	RFP 2016-02 Debris Management Services	02/09/17	02/01/19	Al Braithwaite, Director of Administrative Services	(813) 749-1106
Palm Bay, FL (City of)	Disaster Recovery Debris Removal Services RFP#: 36-0-2017	05/31/17	05/31/19	Bobbye Marsala, Chief Procurement Officer	(321) 952-3424
Palm Beach County School District, FL	Debris Cleanup Services for Disaster Recovery Assistance	07/21/16	07/21/19	Helen Stokes, Construction Purchasing	(561) 882-1954
Palm Beach Gardens, FL (City of)	Emergency Debris and Disaster Recovery Services, RFP2016-032EM(A)	02/09/17	01/31/22	David Reyes, Public Works	(561) 804-7015
Palmetto Bay, FL (Village of)	RFP 1314-11-006 Emergency Debris Removal & Management	06/02/14	06/15/18	Kristy Bada, Procurement Specialist	(305) 259-1234
Palmetto, FL (City of)	Emergency Debris Removal Services	08/06/12	12/31/20	Nixa Haisley, Purchasing Agent	(941) 723-4570
Panama City, FL (City of)	PC 17-022 Debris Management and Removal Services	05/11/17	05/31/18	Pat Smart, Engineering	(850) 872-3015
Pinellas Park (City) FL	Disaster Debris Collection and Removal Participant	08/07/17	08/07/22	Kyle Arrison, Stormwater Supervisor	(727) 369-5621
Plantation Acres Improvement District, FL	Disaster Debris Management Services RFP No. 2014-01	10/23/14	10/23/18	Angel Alvarez, District Manager	(954) 474-3092
Port Malabar Holiday Park Recreational District, FL	Debris Removal/Disaster Recovery Services	08/23/12	06/12/18	Jody Storozuk, District Manager	(321) 724-2240
Punta Gorda, FL (City of)	Solicitation #R2016106/EOC-DISASTER REC/1617	08/10/17	08/10/20	Marian Howe Pace, Procurement Manager	(941) 575-3348
Putnam County, FL	Debris Removal and Disposal Services Bid No. 17-20	09/01/17	08/31/18	Larry Gast, Solid Waste Director	(386) 329-0395
Rockledge, FL (City of)	Debris Removal and Tree Trimming Services	08/01/13	03/31/18	C. Kenneth Poole, Public Works Director	(321) 690-3961

Contract Owner	Contract Title/Type	Contract Start	Contract End	Contact Name & Title	Contact Phone
Sarasota, FL (City of)	Disaster Recovery Services	08/27/09	04/26/18	Barney Cavanagh, Procurement Specialist	(941) 954-4151
Sebastian, FL (City of)	RFP 17-07 Disaster Debris Removal and Disposal Services	03/29/17	03/29/19	Joseph Griffin, City Manager	(772) 589-5330
South Broward Drainage District, FL	South Broward Drainage District, FL 70 Hour Post Storm Debris/Tree Removal Services	07/01/16	06/30/18	Joseph Certain, Project Manager	(954) 680-3338
South Florida Water Management District	RFP#:6000000817 Emergency Debris Hauling Services Contract No 4600003719	08/24/17	08/24/22	Dora Dixon, District Contracts Specialist	(561) 682-6420
Sumter County, FL	Disaster Debris Hauling Services RFP 060-0-2015/RS	05/26/15	05/27/18	Bradley Arnold, County Administrator	(352) 689-4400
Suwannee County, FL	RFP No. 2015-04 Disaster Debris Removal & Disposal Services	07/21/15	07/21/18	Randy Harris, County Administrator	(386) 364-3400
Sweetwater FL (city of)	ITB 2017-02 Hurricane Irma Emergency Cut, Toss, Debris Removal	10/10/17	10/10/18	Robert Herrada, Director of Operations	(305) 2210411
Taylor County, FL	RFP#: 2017 Disaster Debris Management Services	08/14/17	08/14/20	Stephen Spradley, Emergency Management Director	(850) 838-3500
Treasure Island, FL (City of)	Bid No. 1415-09 Disaster Debris Removal and Disposal	06/20/16	01/30/19	Hal Bruce, Purchasing Coordinator	(727) 547-4575
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	Hal Bruce, Purchasing Coordinator	(727) 547-4575
University of Central FL (UCF)	ITN#1228LCSA SUS Disaster Recovery Operations	06/01/14	06/30/19	Brian Sargent, Assistant Director of Purchasing	(407) 823-3304
University of West FL (UWF)	ITN#1228LCSA UWF Debris Removal Services	09/12/14	06/30/19	Angie Jones, Director of Procurement	(850) 474-2628
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	William T. Golson, CPRE, Parks & Recreation Director	(561) 964-8820
Village of Pinecrest, FL	Emergency Debris Removal	11/01/13	12/31/18	Yocelyn Galiano Gomez, Village Manager	(305) 234-2121
Wakulla County, FL	Debris Removal and Disposal Contract	08/08/13	08/18/18	David Edwards, County Administrator	(850) 926-0919
Williston, FL (City of)	Emergency Debris Management	07/27/10	07/27/20	Josie Lauder, City Planner	(352) 528-3060
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	Peter Moore, Budget/Perf. Measurement	(407) 599-3267

4.2 Managing Multiple Florida-Based Contracts

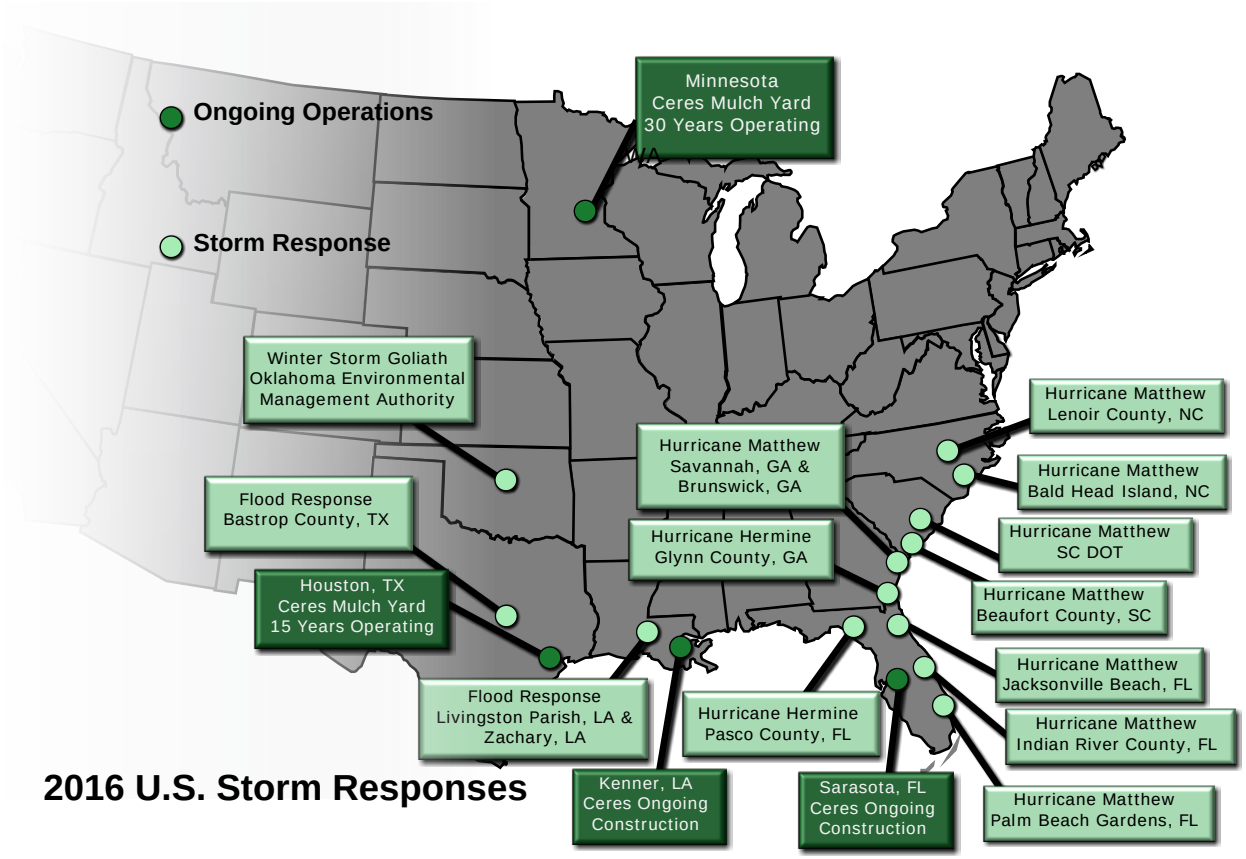
Due to the nature of disaster relief work, it is difficult to project workload; **however, Ceres has the proven resources and experience to handle multiple events and locations.** Our successful experience in multiple response situations as well as our substantial resources and teaming relationships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

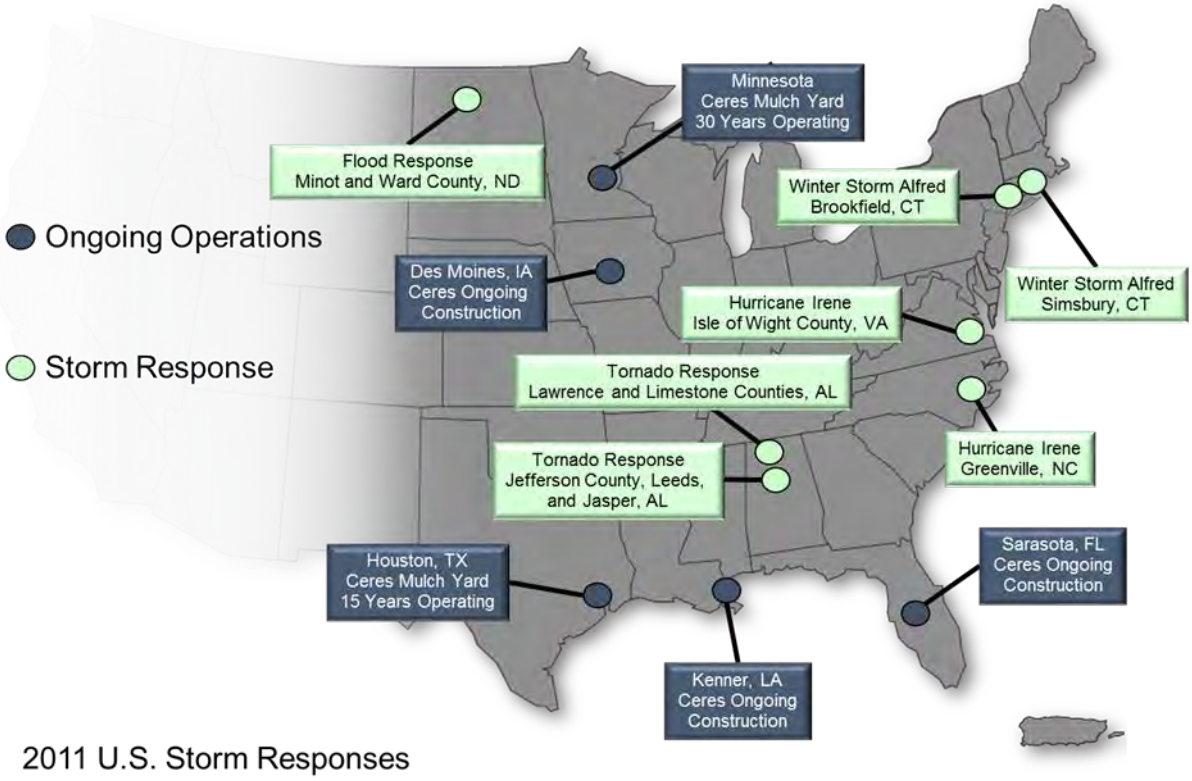
In 2016, Ceres was already working in Louisiana following heavy rains and flooding when Hurricanes Hermine and Matthew hit the U.S. coast within a month of each other. Ceres responded to several counties in Florida and Georgia after Hurricane Hermine and then to an additional 14 jurisdictions in Florida,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

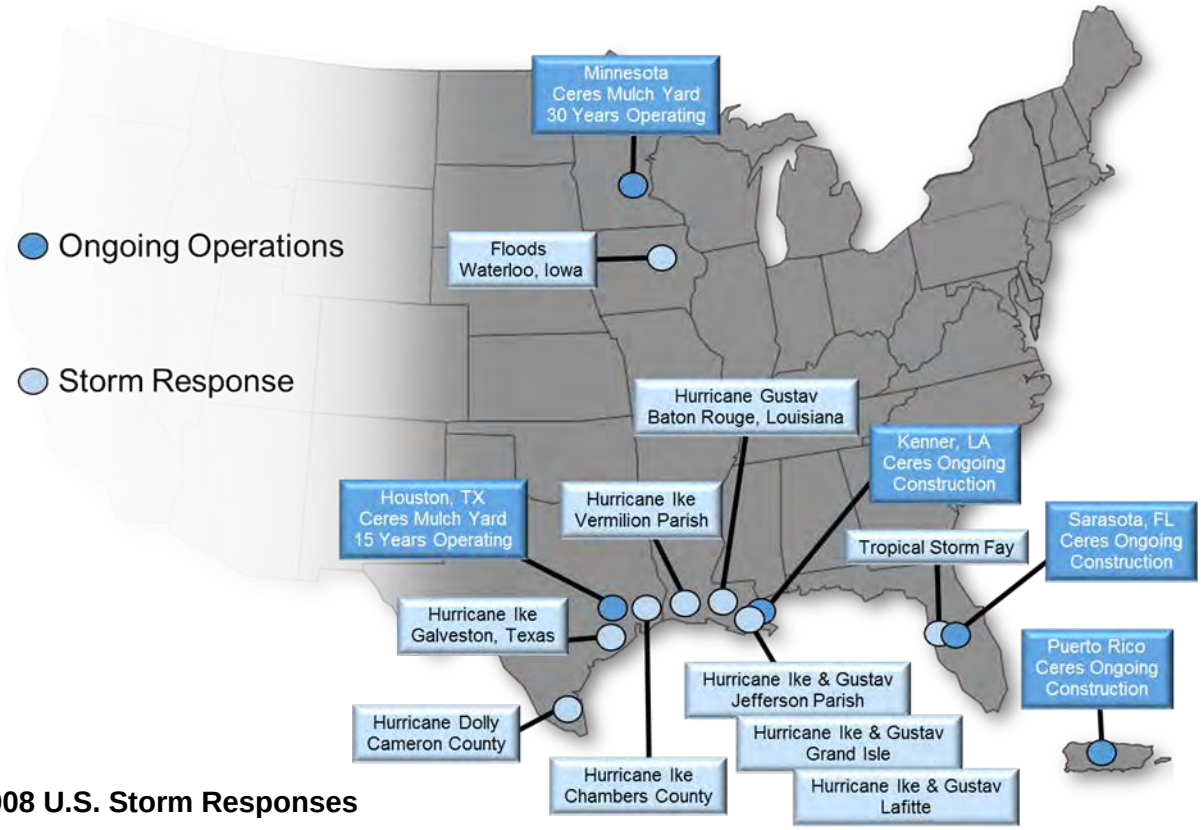
In 2014, Ceres responded to two large-scale projects following Winter Storm Pax, which covered the Southeast in freezing rain and ice. Ceres removed and disposed of approximately **one million cubic yards** of debris in Columbia County, GA and Guilford County, NC.

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.

For additional information regarding Ceres’ experience in managing multiple sites simultaneously, please refer to proposal **Section 4.3, Managing Multiple TDMSs**.

4.3 Operating Multiple TDMSs

Ceres Environmental Services, Inc. has the ability to respond to large-scale events as well as multiple events and locations simultaneously. Ceres has managed projects of up to $1 billion in value and has more than 40 years of experience in managing large projects with numerous debris crews and subcontractors.

Recently, Ceres responded to 19 jurisidictions following Hurricane Matthew, managing a total of 24 debris reduction sites with approximately 3 million cubic yards of hurricane debris.

In 2017, Ceres also responded to early tornadoes in Georgia. Ceres performed vegetative and C&D debris removal, reduction and disposal and also cut and hauled tree limbs and stumps for removal. Ceres managed six reductions sites for two clients in southwest Georgia. Ceres self-performed 30% of the projects in Georgia and approximately 50% of all subcontracting dollars stayed local.

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.

Along with the major USACE contract, Ceres was also the prime contractor on several other projects connected with Hurricane Katrina. Ceres was awarded a $60 million contract to implement the “Blue Roof” project housing repair following Hurricane Katrina and an additional contract the same season for housing repair following Hurricane Wilma. This effort mobilized 1,100 workers, using 54 tier-one and 65 tier-two subcontractors to install temporary roofs on 23,000 damaged homes in three months, reaching a peak production rate of 724 homes per day.

Ceres successfully managed more than 1,000 subcontractors and their 18,000 employees during the Katrina Disaster recovery program. Ceres provided turnkey services in the management, administration

and performance of the contract. 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%).

The following numbers represent the major role Ceres played in Katrina recovery efforts:

13,439,358	yards of debris hauled, reduced and/or disposed
194,584	yards/day during peak production
4,550,342	yards in first 30 days
315,725	white goods hauled, processed and disposed
37,033	electronic goods hauled and disposed
2,006	buildings demolished
5,200,000	total project hours
1,018	subcontractors
7,847	certified placarded vehicles
56	debris reduction sites operated simultaneously
14	Total counties in Louisiana and Mississippi involved in Ceres work

For performance of the USACE contract, Ceres used:

1,018	Subcontractors
7,847	Certified placarded vehicles
447	Quality Control personnel (including supervisors)
69	Environmental and Safety personnel (including supervisors)
2	Environmental Engineers
4	Area Managers
9	Sector Managers
1	Operations Planner (David McIntyre)
1	Operations Manager (John Ulschmid)
Plus	Administrative support staff and site management personnel

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.

For additional information on how Ceres has previously performed while managing multiple activated contracts, please refer to proposal **Section 4.2, Managing Multiple Florida-Based Contracts**.

4.4 Financial Resources

Ceres Environmental Services, Inc. can provide performance and payment bonds from an 'A'-rated, treasury-listed carrier in amounts in excess of $500 million per project. With substantial liquid working capital and additional credit lines available, a lack of financial resources is never an obstacle for Ceres.

Ceres has an established, solid 20-year banking relationship with Wells Fargo Bank as well as other financial institutions. Financial concerns such as short-term cash flow are not an obstacle for Ceres. The company is able to perform work with its own funds and the timing of payments from customers is a non-issue for the corporation. On the Hurricane Katrina Project, Ceres had up to $140 million in open invoices to the USACE, without an interruption in work performance or delays in payments to the subcontractors.

Bank of Record (Letter Attached):
Wells Fargo
Sixth and Marquette
Minneapolis, MN 55479
612-667-5099 telephone

Surety Company Contact (Letter Attached):
Ted Jorgensen
Liberty Mutual Insurance Company
150 S 5th Street, Ste. 2800
Minneapolis, MN 55402
612-349-2464 telephone

Insurance Company Information (Proof of Insurance Attached):
Tyler Simmons
Christensen Group - IRI
11100 Bren Road West
Minnetonka, MN 55343
952-653-1000 telephone

As discussed in the RFP, Ceres will add the City of Fort Lauderdale as "Additional Insured" and provide a Certificate of Insurance if awarded this project.

John Budziszewski
Relationship Associate

Middle Market Banking
Sixth Street & Marquette Ave
MAC N9305-187
Minneapolis, MN 55479
(612) 667-5188 Office
(612) 667-4144 Fax
John.budziszewski2@wellsfargo.com

January 18, 2017

Ceres Environmental Service
3825 85th Ave N Ste B
Brooklyn Park MN 55443-2060

To Whom It May Concern:

Please be advised that Ceres Environmental Services ("Ceres") and related entities with common ownership interests have maintained an excellent account relationship with Wells Fargo Bank, N.A. and affiliates ("Bank") since 1996, and are highly valued customers of the Bank.

Ceres Environmental Services, Inc. and related entities with common ownership interests have average twelve month funds on deposit with Wells Fargo Bank in excess of $8,000,000.00.

These and all other accounts and services have been handled in a highly satisfactory manner. Please feel free to direct any further questions to me at the address or telephone number above.

Thank you,

John Budziszewski
Relationship Associate
Wells Fargo Bank N. A.

Together we'll go far

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 Marion 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

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	CONTACT NAME: Kelly Preston
Christensen Group Insurance 11100 Bren Road West Minnetonka MN 55343	PHONE (A/C, No, Ext): (952)653-1000 FAX (A/C, No): (952)653-1101 E-MAIL ADDRESS: kpreston@christensengroup.com

INSURED	INSURER(S) AFFORDING COVERAGE	NAIC #
CERES ENVIRONMENTAL SERVICES, INC. 6968 Professional Pkwy East Sarasota FL 34240	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 :	

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

4.5 Other 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.

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

Category	Owned	Description
Light Truck	33	Pickup Trucks, ½ & ¾ Ton Size
Service Truck	6	Mechanic & Oiler Trucks
Self Loader Truck	7	Straight Trucks with Grapple Loader
Bucket Truck	1	Arbor Truck with Boom
Straight Truck	8	Flatbed, Dump & Roll Off Trucks
Semi Tractor	45	Tandem & Tri Axle Tractors
Utility Trailer	9	Car Hauler & Service Trailers
Dump Trailer	18	Dump Trailers
Walking Floor Trailer	9	48' Self Unloading Debris Trailers
Tag Trailer	7	40K# Tag Along Trailer for Self Loader Support
Lowboy Trailer	2	Heavy Equipment Hauler Trailers
Debris Container	18	Assorted Roll Off Containers
ISO Storage Container	49	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	17	Assorted Wheel Loaders with Bucket and/or Grapple
Backhoe Loader	2	Wheel Backhoe Loaders
Skidsteer Loader	8	Assorted Wheel or Track Skidsteer Loaders
Swinger Loader	3	Swinger Loader with Bucket and/or Grapple
Hydraulic Excavator	18	Assorted Tracked Excavators with Bucket and/or Grapple
Hydraulic Amphibious Excavator	1	Pontoon Flotation Excavator with 50' Reach
Hydraulic Demolition Excavator	2	High Reach Demolition Units
Tracked Dozer	14	Assorted Dozers Straight Blade or 6 Way Blade
Self Propelled Sweeper	2	Wet/Dry Sweeper

Category	Owned	Description
Tub Grinder	4	Assorted Sized Tub Grinder for Vegetative Reduction
Horizontal Grinder	2	1 Track Mounted and 1 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
Portable Material Density Separator	1	Water bath Unit for Separating Materials
Light Plant	5	Assorted 4 Lamp Light Plants, 2 with 20KW Generator
Air Curtain	2	Portable Air Curtain Incinerator Set
Water Pump	8	Portable Water Pumps Sizing from 3" – 6"
Generator Set	12	Assorted Generators Sizing from 6KW to 240KW
Assorted Attachments	285	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

5 PAST PERFORMANCE

5.1 References

Ceres Environmental Services, Inc. has a long record of successful contract performance. Many of our customers have provided formal evaluations or letters of recommendation that attest to our strong performance and record of customer service and satisfaction. Listed below is a selection of our references from projects completed in the past ten (10) years.

Event	Contract Activity	Government Entity	Amount	Contract Period
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: Pamela Cobb, Public Works, 120 Shanklin Road, PO Drawer 1228, Beaufort, SC 29901; Tel. (843) 255-2721; pcobb@bcgov.net			
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			
Winter Storm Goliath	Emergency Debris Removal/Grinding/Burning Services	Oklahoma Environmental Management Authority (OEMA)	$2,040,657.00 237,427 CY (collection & removal) 151, 127 CY (grinding) 213,223 CY (air curtain burning)	December 2015 – March 2016
	Point of Contact: David Griesel, General Manager (OEMA), 1505 South Rock Island, El Reno, OK 73036; Phone (405) 822-1031; dgriesel@oemaok.org			
Winter Storm Pax	Removal and Disposal of Disaster Debris	Columbia County, GA	$8,539,038.00 648,444 CY	February – August 2014
	Point of Contact: Suzie Hughes, EMA Specialist VI, 650-B Ronald Reagan Drive, Evans, GA 30809, Phone (706) 868-3303, Fax (706) 868-3343, shughes@columbiacountyga.gov			
2013 Winter Storm	Removal and Disposal of Eligible Disaster-Related Tree and Other Vegetative Debris	City of Rapid City, SD	$1,440,473.8 100,664 CY, 7,538 Hangers, 481 Leaners	October-December 2013
	Point of Contact: Ted Johnson, Public Works, 300 Sixth Street, Rapid City, SD 57701, Tel. (605) 394-4154, Fax (605) 355-3083, ted.johnson@rcgov.org			
2013 Wind Storm	Debris Removal and Processing	City of Albemarle, NC	$732,260.92 46,577.95 CY	July-September 2013
	Point of Contact: Nina Underwood, Public Works Director,704 Arlington Ave. Albemarle, NC 28002, (704)-984-9667, nunderwood@ci.albemarle.nc.us			
Hurricane Isaac	Collection, Processing and Disposal of Hurricane Isaac-Generated Storm Debris from Right-of-Ways in Unincorporated Jefferson Parish	Jefferson Parish, LA	$1,503,843.22 125,148.99 CY	August – September 2012
	Point of Contact: 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			
Winter Storm Alfred	Removal, Reduction & Disposal of FEMA-Eligible Debris	Town of Simsbury, CT	$3,152,644.53 274,109 CY	November - December 2011
	Point of Contact: Thomas J. Roy, Director of Public Works, 933 Hopmeadow Street, PO Box 495, Simsbury, CT 06070, Tel. (860) 658-3222, troy@simsbury-ct.gov			
Hurricane Ike	Hurricane Ike Debris Management Services	U.S. Army Corps of Engineers; Galveston, Harris and Chambers Counties, Texas	$3,566,179.00 88,308.00 CY	September 2008 – October 2008
	Point of Contact: Timothy Black, Contracting Officer, U.S. Army Corps of Engineers, Tel. (504) 862-2912, timothy.black@mvn02.usace.army.mil			

5.2 Legal History

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 ten (10) 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.

4. *JAK Investments, Inc. v. Loupe Construction and Ceres Environmental Services, Inc.,*
24th Judicial District, Jefferson Parish, Louisiana [RESOLVED]

Filed on or about November 28, 2007, plaintiff JAK Investments, Inc. contended that it entered into a written contract with Loupe Construction and Consulting Company, Inc. ("Loupe") and Ceres to haul debris and perform other services on behalf of the two entities following Hurricane Katrina. JAK originally claimed that Loupe and Ceres had paid it for some of the work performed, but owed an outstanding balance of over $480,000.00. JAK amended its Petition and claimed that the outstanding balance was "greater than $240,519.16." Ceres maintained, however, that it was not a party to the contract between JAK and Loupe

and was not obligated to JAK in any amount. Ceres had entered into a contract with a Joint Venture of which Loupe was a party and JAK in turn subcontracted with Loupe.

This matter was settled on March 19, 2014 in an effort to avoid litigation and with no liability admitted by Ceres or Loupe.

5. *Advanced Environmental Consulting, LLC.* Arbitration [RESOLVED]

On or about October 25, 2010, Ceres received a certified payment demand letter from an attorney on behalf of Advanced Environmental Consulting, LLC ("AEC"), a subcontractor to Ceres on the post-Katrina debris removal mission. AEC contended that it was entitled to receive payment of retainage withheld by Ceres for work performed by the former during the project. Presently, Ceres disputed AEC's contentions based on AEC's apparent failure to pay its lower-tiered subcontractors pursuant to its obligations under the Ceres' subcontract agreement and another possible breach of contract. AEC filed a lawsuit in Louisiana state court and Ceres subsequently prevailed on compelling arbitration. Ceres and AEC mediated their dispute and settled. The parties formalized the resolution by filing a stipulation of dismissal that was approved on February 13, 2012.

6. *Beverly Construction Company, LLC v. Ceres Environmental Services, Inc.*
24th Judicial District, Jefferson Parish, Louisiana [RESOLVED]

Filed on September 14, 2007, this case involved vague claims by the Plaintiff, Beverly Construction Company, LLC, regarding payments allegedly owed by Ceres pursuant to the Louisiana open account statute. Ceres maintained that all work performed by Beverly was performed on behalf of Loupe Construction and Consulting Company, Inc. ("Loupe"), one of Ceres' subcontractors and, as such, liability for the debt is denied. Further, a portion of the work that Beverly claimed to have performed is also claimed by plaintiff in the preceding matter, JAK Investments, Inc. The parties successfully reached a mediated settlement in this case on October 15, 2010.

7. *Claim of Thatcher Foundations, Inc.* under Contract No. W912P6-09-C-0003-
Little Calumet River, Local Flood Protection, Stage VII [RESOLVED]

Thatcher Foundations, Inc. was a subcontractor to the Company under Contract No. W912P6-09-C-0003, a contract awarded by the Army Corps of Engineers for flood protection work on the Little Calumet River in Indiana. Thatcher was responsible for driving the sheet pile and, while performing its work, severed some fiber optic cable of a telecommunications company. Ceres withheld retainage from Thatcher to pay for the repair of the cable. Thatcher claimed the retainage which Ceres has stated that it will release once Thatcher satisfies the repair claim. The parties settled this matter with Thatcher agreeing to Ceres' demands to take responsibility for the repair of the cable in exchange for the retainage release. This case was filed in 2011.

ITEM #	SECTION A - DESCRIPTION	QUANTITY	UNIT PRICE	UNIT	TOTAL PRICE
1	Vegetative Debris Removal	500,000	$ 8.95	Cubic Yard	$ 4,475,000.00
2	Mixed Debris Removal	200,000	$ 8.95	Cubic Yard	$ 1,790,000.00
3	C & D Debris Removal to DMS	75,000	$ 8.95	Cubic Yard	$ 671,250.00
4	C & D Debris Removal from ROW direct to Final Disposal	75,000	$ 11.95	Cubic Yard	$ 896,250.00
5	Debris Removal from Drop-off Sites	20,000	$ 8.95	Cubic Yard	$ 179,000.00
6	Vegetative Debris Grinding	500,000	$ 3.25	Cubic Yard	$ 1,625,000.00
7	Mixed Debris Processing	200,000	$ 1.25	Cubic Yard	$ 250,000.00
8	C & D Debris Processing (Compaction/Separation)	60,000	$ 1.25	Cubic Yard	$ 75,000.00
9	Haul-out of Reduced Vegetative debris	125,000	$ 3.95	Cubic Yard	$ 493,750.00
10	Haul-out of Separated C&D Debris	200,000	$ 3.95	Cubic Yard	$ 790,000.00
11	Haul-out of White Goods				
	A) White Goods - Freon Containing	500	$ 99.00	Each	$ 49,500.00
	B) White Goods - Non-Freon Containing	500	$ 79.00	Each	$ 39,500.00
12	Haul-out of E-Waste	2,000	$ 9.95	Pound	$ 19,900.00
13	Management and Haul-Out of Household Hazardous Waste	10,000	$ 3.95	Pound	$ 39,500.00
14	Dead Animal Removal < 30 Pounds	20	$ 50.00	Each	$ 1,000.00
15	Dead Animal Removal > 30 Pounds	10	$ 200.00	Each	$ 2,000.00
16	Sand Screening	75,000	$ 2.95	Cubic Yard	$ 221,250.00
17	Sand Replacement on Beach to Pre-Storm grade	75,000	$ 2.00	Cubic Yard	$ 150,000.00
18	Removal and Transportation of Eligible Vegetative Debris from Waterways to DMS or other approved site	20,000	$ 19.98	Cubic Yard	$ 399,600.00
19	Removal and Transportation of Eligible C & D Debris from Waterways to DMS or other approved site	10,000	$ 19.98	Cubic Yard	$ 199,800.00
20	Removal of Abandoned Vessels/Boats	500	$ 89.00	Linear Foot	$ 44,500.00
21	Removal of Abandoned Vehicles- Passenger and Light-Duty	250	$ 115.00	Each	$ 28,750.00
22	Removal of Abandoned Vehicles- Heavy-Duty, RV and Larger	250	$ 39.00	Linear Foot	$ 9,750.00
23	Removal of Partially Uprooted or Split Trees with No Exposed Root Ball (Leaners) 24.99 Inches Diameter	1,120	$ 100.00	Each	$ 112,000.00
24	Removal of Partially Uprooted or Split Trees with No Exposed Root Ball (Leaners) 25-36.99 Inches Diameter	100	$ 150.00	Each	$ 15,000.00
25	Removal of Partially Uprooted or Split Trees with No Exposed Root Ball (Leaners) >36.99 Inches Diameter	100	$ 200.00	Each	$ 20,000.00
26	Removal of Partially Uprooted or Split Trees -Backfill Delivered and Placed	100	$ 26.00	Cubic Yard	$ 2,600.00
27	Removal of Partially Uprooted or Split Trees (Leaners) >72 Inches Diameter (Requiring Crane)	5	$ 800.00	Each	$ 4,000.00
28	Removal of Partially Uprooted or Split Trees (Leaners) >72 Inches Diameter (No Crane Required)	5	$ 500.00	Each	$ 2,500.00

ITEM #	SECTION A - DESCRIPTION	QUANTITY	UNIT PRICE	UNIT	TOTAL PRICE
29	Removal of Dangerous Hanging Limbs, 2 Inches or More in Diameter, All Limbs	10,000	$ 59.00	Each	$ 590,000.00
30	Hazardous Stump Removal 25-36 Inches Diameter	30	$ 200.00	Each	$ 6,000.00
31	Hazardous Stump removal 37- 48 Inches Diameter	40	$ 400.00	Each	$ 16,000.00
32	Hazardous Stump Removal More Than 48 Inches Diameter	20	$ 500.00	Each	$ 10,000.00
35	Hazardous Stump Backfill Delivered and Placed	100	$ 26.00	Cubic Yard	$ 2,600.00
SECTION A - TOTAL					$13,231,000.00

ITEM	SECTION B - LABOR CATEGORY	UNIT	LABOR RATE
36	Project Manager	Hourly	$ 72.45
37	Operations Manager	Hourly	$ 87.72
38	Crew Foreman	Hourly	$ 59.42
39	Laborer with Small Hand Tools	Hourly	$ 38.00
40	Sawman with Saw	Hourly	$ 42.44
41	Flagger	Hourly	$ 38.00
42	Climber with Gear	Hourly	$ 78.00
43	Laborer with Mechanized Broom	Hourly	$ 120.00
44	Mechanic	Hourly	$ 59.42
SECTION B - TOTAL			$595.45

*** Proposer shall provide hourly rates for equipment that are inclusive of the equipment operator.**

ITEM	SECTION C - EQUIPMENT TYPE	UNIT	EQUIPMENT RATE
45	Wheeled Loader (JD 544 or equivalent)	Hourly	$ 139.38
46	Wheeled Loader (JD 644 or equivalent)	Hourly	$ 151.12
47	Bobcat Skid Steer Loader	Hourly	$ 79.26
48	Knuckleboom Loader with Debris Grapple	Hourly	$ 161.39
49	30 Ton Crane	Hourly	$ 513.52
50	50 Ton Crane	Hourly	$ 623.56
51	40-60 foot Bucket Truck	Hourly	$ 234.75
52	Self Loading Dump Truck	Hourly	$ 195.14
53	Dump Truck 16-20 Cubic Yard Certified Capacity	Hourly	$ 80.70
54	Dump Truck 21-30 Cubic Yard Certified Capacity	Hourly	$ 88.03
55	Dump Truck 31-50 Cubic Yard Certified Capacity	Hourly	$ 88.03
56	Operator and Street Sweeper- Mechanized	Hourly	$ 86.46
SECTION C - TOTAL			$2,441.34

SECTION VI - COST PROPOSAL PAGES

Proposer Name: Ceres Environmental Services, Inc.

Proposer agrees to supply the products and services at the following prices bid in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor shall quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

See preceding sheets and fill in pricing accordingly.

List **Section A Total** from Line Item Pricing Pages here: $ 13,231,000.00 dlb

List **Section B Total** from Line Item Pricing Pages here: $ 595.45 dlb

List **Section C Total** from Line Item Pricing Pages here: $ 2,441.34 dlb

List any variances in the below section or on an additional sheet:

Submitted by:

Dawn Brown	Dawn Brown
Name (printed)	Signature
June 8, 2018	Assistant Corporate Secretary
Date	Title

BID/PROPOSAL CERTIFICATION

Please Note: If responding to this solicitation through BidSync, the electronic version of the bid response will prevail, unless a paper version is clearly marked **by the bidder** in some manner to indicate that it will supplant the electronic version. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit http://www.dos.state.fl.us/).

Company: (Legal Registration) Ceres Environmental Services, Inc. EIN (Optional): 41-1816075

Address: 6968 Professional Parkway East

City: Sarasota State: FL Zip: 34240

Telephone No. (800) 218-4424 FAX No. (866) 228-5636 Email: dawn.brown@ceresenv.com

Delivery: Calendar days after receipt of Purchase Order **(section 1.02 of General Conditions)**: Mobilization times required in RFP will be met. Project length is based on size/severity of the event.

Total Bid Discount **(section 1.05 of General Conditions)**: 0%

Does your firm qualify for MBE or WBE status **(section 1.09 of General Conditions)**: MBE No WBE No

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Addendum No.	Date Issued	Addendum No.	Date Issued	Addendum No.	Date Issued
1	5/29/18	2	5/31/18	3	6/4/18
4	6/7/18	5	6/14/18		

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDSYNC you must also click the "Take Exception" button.**

None

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars ($500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Dawn Brown
Name (printed)

Signature

June 8, 2018
Date:

Assistant Corporate Secretary
Title

revised 04/10/15

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

> 3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).
>
> 3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

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

NAME	RELATIONSHIPS
None	

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

CONTRACTOR'S CERTIFICATE OF COMPLIANCE WITH NON-DISCRIMINATION PROVISIONS OF THE CONTRACT

The completed and signed form should be returned with the Contractor's submittal. If not provided with submittal, the Contractor must submit within three business days of City's request. Contractor may be deemed non-responsive for failure to fully comply within stated timeframes.

Pursuant to City Ordinance Sec. 2-17(a)(i)(ii), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

(a) Contractors doing business with the City shall not discriminate against their employees based on the employee's race, color, religion, gender (including identity or expression), marital status, sexual orientation, national origin, age, disability or any other protected classification as defined by applicable law.

Contracts. Every Contract exceeding $100,000, or otherwise exempt from this section shall contain language that obligates the Contractor to comply with the applicable provisions of this section.

The Contract shall include provisions for the following:

(i) The Contractor certifies and represents that it will comply with this section during the entire term of the contract.

(ii) The failure of the Contractor to comply with this section shall be deemed to be a material breach of the contract, entitling the City to pursue any remedy stated below or any remedy provided under applicable law.

Dawn Brown

Authorized Signature

Dawn Brown, Assistant Corporate Secretary

Print Name and Title

June 8, 2018

Date

City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 1

RFP No. 12149-885
Disaster Debris Removal and Management Services

ISSUED: May 29, 2018

This addendum is being issued to make the following change(s):

1. Update of Evaluation Criteria in solicitation packet
2. Update of Cost Proposal Page
3. Update of Line Item Pricing Pages

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: Ceres Environmental Services, Inc.
(please print)

Bidder's Signature: _____

Date: June 8, 2018

City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 2

RFP No. 12149-885
Disaster Debris Removal and Management Services

ISSUED: May 31, 2018

This addendum is being issued to make the following change(s):

1. Posting of Pre-Bid Sign-in Sheet

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: Ceres Environmental Services, Inc.
(please print)

Bidder's Signature: _____

Date: June 8, 2018

FINANCE DEPARTMENT
RFP PRE-PROPOSAL MEETING SIGN-IN SHEET

WE BUILD COMMUNITY

DATE: 05/31/2018 TIME: 09:00 (•) AM ( ) PM

OPENING DATE: _____ PROCUREMENT CONTACT: Laurie Platkin

RFP#: 12149-885 RFP TITLE: Disaster Debris Removal and Management Services

NAME	COMPANY	PHONE	EMAIL
Laurie Platkin	City of Fort Lauderdale	954-828-5138	lplatkin@fortlauderdale.gov
MaryAnne Wolfson	Crowder Gulf	800 992-6207	aramsay@crowdergulf.com
Mike Beevers	Geocon / Conti	903-312-6525	Mike@Geoncorp.com
Bryan Fike	CERES Environmental	239-319-7800	bryan.fike@ceresenv.com
MELISSA DOYLE	CITY OF FORT LAUDERDALE	954-828-6111	mdoyle@fortlauderdale.gov
Jared Moskowit	AshBritt	954-545-3535	response@ashbritt.com
Carl Devereaux	Dev-land Demolition & Site Inc	(561) 585-6370	devland6370@gmail.com

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purchase@fortlauderdale.gov

ADDENDUM NO. 3

RFP No. 12149-885
Disaster Debris Removal and Management Services

ISSUED: June 4, 2018

This addendum is being issued to make the following change(s):

1. In response to question 5, providing updated line item #11 on pricing sheets to include both White Goods – Freon Containing as well as White Goods – Non-Freon Containing.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: Ceres Environmental Services, Inc.
(please print)

Bidder's Signature: _____

Date: June 8, 2018

City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 4

RFP No. 12149-885
Disaster Debris Removal and Management Services

ISSUED: June 7, 2018

This addendum is being issued to make the following change(s):

1. Added Contract Payment Method Form

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: Ceres Environmental Services, Inc.
(please print)

Bidder's Signature: Dawn Brown

Date: June 8, 2018

City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 5

RFP No. 12149-885
Disaster Debris Removal and Management Services

ISSUED: June 12, 2018

This addendum is being issued to make the following change(s):

1. Updated Section 4.2.8 Required Forms – Removed Contract Payment Method clause.
2. Removed Contract Payment Method Form submitted in Addendum 4.
3. Extended Bid End Date from 6/12/18 at 2 pm to 6/18/18 at 2 pm.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: Ceres Environmental Services, Inc.
(please print)

Bidder's Signature: _____

Date: June 15, 2018