

Proposal  
in Response to  
City of Port St. Lucie  
eRFP #20230046 Disaster Debris Removal Services

121 SW Port St. Lucie Blvd.  
Port St. Lucie, FL 34984

Contact Person: Tia Laurie  
[tia.laurie@ceresenv.com](mailto:tia.laurie@ceresenv.com)

June 07, 2024



6371 Business Boulevard Suite 100  
Sarasota, Florida 34240  
Tel. (800) 218-4424  
Fax (866) 228-5636

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

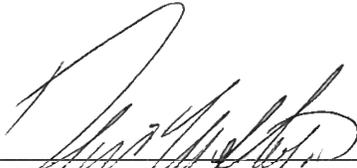
The undersigned, being the sole member of the Board of Directors and the sole shareholder of Ceres Environmental Services, Inc., a Florida corporation (the "Corporation"), does hereby adopt the following resolution in writing pursuant to Florida Statutes effective as of the 13th day of October 2021:

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

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

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

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

  
\_\_\_\_\_  
David A. Monty  
President and Sole Director/Shareholder

# *State of Florida*

## *Department of State*

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

The document number of this corporation is P20000086640.

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

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

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



  
Secretary of State

Tracking Number: 7511825279CU

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

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



Ron DeSantis, Governor

Melanie S. Griffin, Secretary



**STATE OF FLORIDA**  
**DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

**CONSTRUCTION INDUSTRY LICENSING BOARD**

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

**MCINTYRE, DAVID A**

CERES ENVIRONMENTAL SERVICES INC  
6968 PROFESSIONAL PARKWAY EAST  
SARASOTA FL 34240

**LICENSE NUMBER: CGC1508764**

**EXPIRATION DATE: AUGUST 31, 2024**

Always verify licenses online at [MyFloridaLicense.com](https://www.MyFloridaLicense.com)



Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

**Tab 1**  
**Transmittal Letter**



June 6, 2024

Nathaniel Rubel, MBA, CPPO  
Procurement Assistant Director  
City of Port St. Lucie  
121 SW Port St. Lucie Blvd.  
Port St. Lucie, FL 34984

Dear Mr. Rubel,

Ceres Environmental Services, Inc. (PROPOSER) hereby submits its Proposal in response to the Electronic Request for Proposal (eRFP) for Disaster Debris Removal Services issued by the City of Port St. Lucie (CITY) in April 2024.

As a duly authorized representative of the PROPOSER, I hereby certify, represent and warrant, on behalf of the PROPOSER team, as follows in connection with the Proposal:

- 1. The PROPOSER acknowledges receipt of the RFP and the following Addenda:

| <u>No.</u> | <u>Date</u> |
|------------|-------------|
| 1          | 5/21/2024   |
| 2          | 5/31/2024   |
|            |             |
|            |             |
|            |             |
|            |             |

- 2. The PROPOSER will comply with all applicable federal and state laws and regulations, to include 2 CFR 200.318 through 200.326 as well as Appendix II to 2 CFR Part 200 entitled "Contract Provisions for Non-Federal Entity Contracts Under Federal Awards."

- 3. Please submit a copy of the Certificate of Insurance for the type and dollar amount of insurance the PROPOSER currently maintains. If awarded a Contract, the PROPOSER shall, on a primary basis and at its sole expense, agree to maintain in full force and effect at all times during the life of this Contract, insurance coverage, limits, including endorsements, as described in the RFP.

- 4. Has the PROPOSER or any principals of the applicant organization failed to qualify as a responsible Contractor; refused to enter into a contract after an award has been made; failed to complete a contract during the past five (5) years or been declared to be in default in any contract or been assessed liquidated damages or had a claim made against one of their performance and payment bonds in the past five (5) years? List the name of the project, location, client, date and reason. (use additional pages if necessary).

No

Has the PROPOSER or any of its principals ever been declared bankrupt or reorganized under Chapter 11 or put into receivership?

Yes ( ) No ( X )



If yes, please explain:

N/A

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- 5. List any lawsuits pending or completed within the past five (5) years involving the corporation, partnership or individuals with more than ten percent (10%) interest:  
Dana Heimdahl Chernault v. Ceres Environmental Services, Inc.[Pending]  
Mark Shaffer v. DEH Disaster Relief, LLC; Ceres Environmental Services, Inc.; Beaufort County, SC, et al.; Beaufort County, SC [Pending]  
See attached litigation Summary for additional information due to space constraints here.
- 6. List any judgements from lawsuits in the last five (5) years:  
Leyenda Fresh Farms, Inc. & DeLeon Produce Sales, Inc. v Miami-Dade County, Arbor Tree, and Land, Inc. Ceres Environmental, Inc., CNC Management Group Inc., G7 Holdings Inc, RAS Investments Corp., SFM Landscape Services, LLC, and U.S. Sweeping, Inc. [DIMISSED W/O PREJUDICE]  
See attached litigation Summary for additional information due to space constraints here.
- 7. List any criminal violations and/or convictions of the Proposer and/or any of its principals:  
None
- 8. List any criminal violations and/or convictions of the Proposer and/or any of its principals:  
None
- 9. The submittal of the Proposal has been duly authorized by, and in all respects is binding upon, the PROPOSER.
- 10. All information and statements contained in the Proposal are current, correct and complete, and are made with full knowledge that the CITY will rely on such information and statements in qualifying PROPOSER.
- 10. The PROPOSER certifies under penalties of perjury that the Proposal has been prepared and is submitted in good faith without collusion, fraud or any other action with any other person taken in restraint of free and open competition for the services contemplated by the eRFP. As used in this Proposal Form, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.
- 11. The PROPOSER is not currently suspended or debarred from doing business with any governmental entity.
- 12. The PROPOSER has reviewed all of the engagements and pending engagements of the PROPOSER, and no potential exists for any conflict of interest or unfair advantage.
- 13. No person or selling agency has been employed or retained to solicit the award of the Agreement under an arrangement for a commission, percentage, brokerage or contingency fee or on any other success fee basis, except bona fide employees of the PROPOSER.



14 The principal contact person who will serve as the interface between the CITY and the PROPOSER for all communications is:

Name: Tia Laurie
Title: Corporate Secretary
Mailing Address: 6371 Business Boulevard, Suite 100, Sarasota, FL 34240
Phone: (800) 218-4424
Fax: (866) 228-5636
E-mail: tia.laurie@ceresenv.com

The PROPOSER has carefully examined all documents constituting the eRFP and the addenda thereto and, being familiar with the work and the conditions affecting the work contemplated by the eRFP and such addenda, offers to furnish all labor, materials, supplies, equipment, facilities and services which are necessary, proper or incidental to carry out such work as required by and in strict accordance with this eRFP and the Proposal.

Ceres Environmental Services, Inc.
Name of Proposer
Tia Laurie
Print Name of Designated Signatory
Signature
Corporate Secretary
Title

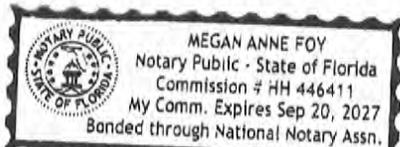
State of Florida
County of Sarasota

On this 6th day of June, 2024, before me appeared Tia Laurie personally known to me to be the person described in and who executed this transmittal letter and acknowledged that (she/he) signed the same freely and voluntarily for the uses and purposes therein described.

In witness thereof, I have hereunto set my hand and affixed my official seal the day and year last written above.

Megan Anne Foy
Signature
Notary Public in and for the State of Florida
Megan Anne Foy
(Name printed)

(Affix Seal here)



Residing at Sarasota
My commission expires 9/20/2027

## LITIGATION SUMMARY

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

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

### Pending

1. *Dana Heimdahl Chernault v. Ceres Environmental Services, Inc.*

Filed June 2, 2023, plaintiff, former Ceres employee Dana Chernault Heimdahl Chernault alleges Ceres Environmental Services, Inc breached its' contract with her regarding compensation for her role within the company as Safety Director. This case is still open and pending.

2. *Mark Shaffer v. DEH Disaster Relief, LLC; Ceres Environmental Services, Inc.; Beaufort County, SC, et al.; Beaufort County, SC [PENDING]*

Filed on or about August 24, 2017, plaintiff contends that a trailer being hauled by a contractor of DEH Disaster Relief, LLC, a subcontractor to Ceres in the cleanup of debris from Hurricane Matthew in Beaufort County, SC, on or about May 3, 2017, became disconnected from the truck, resulting in an accident that was fatal to the plaintiff's wife, Susan Shaffer. Ceres is a secondary defendant named in this matter. This matter is pending.

3. *Edna Elizabeth Freeman and Godfrey Smith v. Ceres, Inc., and Matthew Ress; St. John, USVI [PENDING; Co-Defendant is Deceased]*

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

### Resolved

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

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

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

Filed on August 11, 2020, plaintiff Richard Vargas contends that he was diagnosed with sarcoidosis due to being a truck driver that hauled ash, debris, soil, metal, and concrete on Ceres CalRecycle project that cleaned up the City of Paradise fire in the summer of 2019. The plaintiff alleges he was in perfect health before working on this project. This case is dismissed.

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

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

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

Filed on or about June 14, 2019, plaintiff Ramon Valle contended that one of Ceres' subcontractors was not providing compensation in accordance with the Fair Labor Standards Act (FLSA) from June 2016 through the date of filing. Ceres was named as a co-defendant because the plaintiff was unable to locate the subcontractor and primary defendant. Since the initial filing, the subcontractor, Environmental Restoration Group, LLC, has been served a summons and has been identified as the defendant. This case was dismissed as Ramon Valle was a contractor not an employee of any company.

**Tab 2**  
**Background and Experience**

## 2 BACKGROUND AND EXPERIENCE

### 2.A Experience and Qualifications Narrative

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

#### Disaster Experience – Notable Events

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

#### Ceres Response to Hurricanes



- Hurricane Idalia (2023)
- Hurricane Ian (2022)
- Hurricane Ida (2021)
- Hurricanes Delta, Hanna, Laura, Sally and Zeta (2020)
- Hurricanes Michael and Florence (2018)
- Hurricanes Harvey, Irma, and Maria (2017)
- Hurricanes Hermine and Matthew (2016)
- Hurricanes Sandy and Isaac (2012)
- Hurricane Irene (2011)
- Hurricane Ike (2009)
- Hurricanes Gustav and Dolly (2008)
- Hurricanes Katrina and Wilma (2005)

Ceres performed emergency debris collection & removal services in Port St. Lucie following Hurricane Irma. Ceres collected and removed 86,676 CY of debris



#### Ceres Response to Winter Storms



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

#### Ceres Response to Tornados and Strong Wind Events



- FL, LA, TN Tornados (2024)
- Mississippi Tornados (2023)
- Tornado following Hurricane Ian (2022)
- Iowa Derechos (2022 and 2020)
- April Tornados – TN and MS (2020)
- Macroburst in Connecticut (2018)
- January Tornado – GA and AL (2017)
- Spring Tornados – MS and AL (2014)
- Macroburst in North Carolina (2013)
- April Tornados in Alabama (2011)

#### Ceres Response to Floods



- Great Vermont Flood (2023)
- California Floods (2023)
- Louisiana Floods (2016)
- Bastrop County Floods (2016)
- Iowa Floods (2008)

#### Ceres Response to Fires



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



Ceres first began operations in 1976 in response to Dutch Elm disease. Since that time, Ceres has responded to hundreds of disaster events across the U.S., on remote island chains and even in different countries. In that time, Ceres has grown from a single company into a multinational family of companies and divisions that provide resources, support, and services to the Disaster Recovery Division. These business units currently employ a total of more than 600 trained and experienced core personnel; this core team has expanded to over 1,500 when necessary, during recovery response missions. Our team possesses competencies and capabilities in the following areas.

- *The Ground Up* – Houston-based green waste recycling company focusing on yard waste disposal, grinding, and mulching operations.
- *Vesta Equity* – an investment company specializing in finance and real estate. Part of its mission is supplying financing for business operations and real estate ventures. Ceres uses our affiliated company Vesta as a financing resource, allowing Ceres to easily finance our activities. For example, during our 2018-19 storm response, Ceres utilized working capital of approximately \$100 million in several instances, including during California wildfire recovery work.
- *C.T.L. Forest Management, Inc.* – California forestry focused company that performs large-scale post-wildfire hazard tree removal programs in Oregon and California and conducts disaster mitigation, such as fuels reduction and fire hardening projects. Ceres/C.T.L. are the largest owner/operator of Sennebogens in the world. This specialty tree removal equipment utilizes a cutter head and elevated cab to limit tree personnel on the ground to remove hazardous trees.
- *Civil Works* – focused on large, horizontal construction projects such as levees, dikes, and other flood control works.
- *Equipment* – supports Disaster Response and Civil Works managing 2,019 pieces of equipment and 33 mechanics, as well as additional support personnel.

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

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

### Advantages of Ceres

| Feature                                     | Benefit to the City of Port St. Lucie |  |
|---|---------------------------------------|--|
| Solid Experience and Consistent Performance | Low Risk of Poor Performance          | Exemplary performance on over 330 FEMA-funded Emergency Debris Management contracts with an awarded value of over \$2.5 billion dollars for various government agencies. |



| Feature  | Benefit to the City of Port St. Lucie |  |
|--|---------------------------------------|--|
| Rapid Disaster Response and Mobilization             | Improved Safety and Rapid Completion  | <p>In October 2018, Hurricane Michael ripped through Georgia leaving damage and destruction in its path, with the hardest hit areas in Southwest Georgia. As a result, Ceres was activated by the U.S. Army Corps of Engineers (USACE) to remove debris in 13 Southwest Georgia counties. We mobilized staff and some equipment prior to the formal Notice to Proceed (NTP).</p> <p>Ceres collected a total of 4.2 million cubic yards of debris in the first 90 days. At <b>the mission's peak, Ceres was able to haul 140,000 CYs</b> – 3.3% of the total project – in a single day. The consistency of this type of significant progress allowed us to finish on schedule with the USACE staff drawdown plan. Ceres received the highest possible quality rating for this work – Exceptional – based in part on our high production rates despite numerous scope changes and severe weather.</p>  |
| Long, Varied History of Disaster Recovery Experience | Maximum FEMA Reimbursement            | <p><b>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.</b></p> <p>Over the past fifteen years, all of Ceres' clients eligible for FEMA reimbursement have received the maximum amount for which their jurisdiction was eligible, typically between 75% and 100% based on FEMA regulations.</p>  |
| Large Scale Experience and Multiple Event Response   | Successful Task Completion            | <p>In 2023 Ceres managed 24 activations spanning from the East Coast to the West Coast of the contiguous United States and in Puerto Rico. Ceres provided debris removal services in response to extensive flooding and mudslides in California following the Atmospheric River, wildfires in New Mexico, Winter Storm Mara in Texas, the Great Vermont Flood, and Hurricane Idalia in Georgia and Florida. Additionally, Ceres performed projects focused on waterway debris removal in Louisiana and Florida.</p> <p>In 2022, Ceres responded to 27 contract activations in Florida following the landfalls of Hurricanes Ian and Nicole. During this same period, Ceres continued work on a waterway debris removal project in Livingston Parish, LA and a debris removal project resulting from wildfires in New Mexico.</p> <p>In 2021, Ceres successfully completed over 30 projects resulting from numerous disasters affecting the United States. This includes Hurricane Ida in Louisiana, Winter Storm Uri, and Tropical Storm Nicholas in Texas, a derecho in Iowa, Red Tide in Florida, and the wildfires in Oregon and Colorado.</p> <p>In September of 2017, Ceres responded to 7 jurisdictions in Texas after Hurricane Harvey, and 35 jurisdictions in Florida and 2 jurisdictions in Georgia after Hurricane Irma. Additionally, Ceres worked under the U.S. Army Corps of Engineers (USACE) in Puerto Rico and the Virgin Islands, where both Hurricanes Irma and Maria caused severe damage and devastation. Ceres received an Exceptional overall rating – the highest possible rating for the work performed in the Virgin Islands by the U.S. Army Corps of Engineers. In August of the same year, Ceres had already begun recovery work in seven jurisdictions in Texas following Hurricane Harvey.</p> |

| Feature                                     | Benefit to the City of Port St. Lucie       |  |
|---|---|--|
| Large Number of Accredited Subcontractors   | Faster Job Completion                       | Ceres' subcontractor database comprises 3,346 qualified individuals and companies certified to work in the U.S. These companies have more than 50,000 pieces of debris removal equipment immediately available for disaster recovery work. |
| Large Disaster Response Equipment Inventory | Faster Job Completion and Added Flexibility | The Ceres family of company owns one of the largest inventories of disaster recovery equipment in the U.S. Ceres Environmental Inc.'s current inventory includes 2,019 pieces of equipment.  |

Our mission is to serve units of Government with time-critical disaster recovery and heavy construction services. We have an enviable reputation for speedy deployment, excellent work, and experienced site management. After 48 years of doing demanding work in almost every U.S. state and territory, Ceres is still known for keeping its promises: **Ceres has never defaulted on a contract, failed to complete a contract, nor had any client denied reimbursement.** An evaluation from the Department of the Navy is typical: *"perhaps the finest contractor I have worked with...."* Ceres always adheres to the highest standards of quality, integrity, and safety.

The core competencies Ceres commits to every project are:

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

### Rapid Deployment

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

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

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

### Experienced Project Management

**For the past 5 years, the company has more than 200 full-time professional and managerial staff** with disaster experience, many of whom hold degrees in areas such as: Business Administration, Structural and Civil Engineering, Forestry, Geology, Science and Accounting. As part of the Company's dedication to quality and safety, many of Ceres' management staff are U.S. Army Corps of Engineers-certified in Construction Quality Management; HAZWOPER certified; NIMS certified through FEMA's Emergency Management Institute; certified in first aid by the Red



Cross; and completed OSHA's 40-hour safety training course. Ceres' management is also experienced in a wide variety of geographic conditions. Their work histories include all U.S. states, Puerto Rico, Thule, Greenland, Ascension Island, Haiti, and New Zealand. Ceres maintains a network of highly qualified professionals who work as needed during the high demand periods. **As the company swelled to meet the demand of multiple projects simultaneously, Ceres averaged over 600 employees during busy seasons for the past 5 years.** This included project management personnel, quality control staff, equipment operators, mechanics project accounting employees, logistical support group, and most importantly, a dedicated safety team.

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

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

Between December 2017 and June 2018, Ceres actively worked in Lake, Mendocino, and Napa (LMN) Counties as part of the U.S. Army Corps of Engineers (USACE) Disaster Recovery effort after the President declared a federal State of Emergency as a result of the Northern California Wildfires. During Hurricane Irma and Maria response, Ceres was closing out 8 projects in Texas, 37 projects in FL, and other projects in Louisiana, Georgia, Puerto Rico and the USVI. Throughout the performance period, Ceres did not have a single loss time accident while the other two (2) prime contractors were plagued by safety issues. This was achieved through effective project management by over 50 project managers of more than 2,500 trucks and hundreds of subcontractors.

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

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



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

large-scale capacity, reaching a maximum production of 194,584 cubic yards per day and eventually hauling, reducing, and disposing over 13.4 million cubic yards of debris, over 315,000 units of white goods, while trimming or removing over 165,000 hazardous trees.

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

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

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

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

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

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

Safety is a key component of our company. We bring this emphasis to our debris management work as shown by four important awards. We were 2015, 2011 and 2009 Recipient of the National Safety Council (NSC) Occupational Excellence Achievement Award. This award recognizes outstanding safety achievements among its members and is designed to help promote the prevention of workplace injuries and illnesses. In 2010, we received a Perfect Record Award for

operating an entire year without occupational injury or illness and a Million Mile Club award for driving without a Preventable Incident.

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

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



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

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

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

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

In 2018, when subcontractors became increasingly scarce for Hurricane Florence recovery in North Carolina after Hurricane Michael struck the Southeast U.S. in October of that same year. Ceres used its own equipment and personnel to fulfill all our client commitments without an interruption in service, unlike many other prime contractors, despite extreme weather conditions that caused significant delays.

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

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

### Financial Stability

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

### Equipment

Ceres and its family of companies own 2,019 pieces of disaster response equipment. Ceres invests heavily in owned equipment because it assures rapid response times and provides additional flexibility as well as direct management control.

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

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



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

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

Ceres has access to all the life support equipment needed for supporting its own personnel including mobile living quarters, food supply, large potable water supply tanks, and large septic storage systems. These systems have saved valuable management time in response 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.

| Category                       | Owned | Description  |
|--------------------------------|-------|--|
| Light Truck                    | 163   | Pickup Trucks, ½ & ¾ Ton Size                          |
| Service Truck                  | 24    | Mechanic & Oiler Trucks                                |
| Self-Loader Truck              | 21    | Straight Trucks with Grapple Loader                    |
| Bucket Truck                   | 35    | Arbor Truck with Boom                                  |
| Straight Truck                 | 58    | Flatbed, Dump & Roll Off Trucks                        |
| Semi-Tractor                   | 52    | Tandem & Tri Axle Tractors                             |
| Utility Trailer                | 83    | Car Hauler & Service Trailers                          |
| Dump Trailer                   | 52    | Dump Trailers  |
| Walking Floor Trailer          | 23    | <b>48' Self Unloading Debris Trailers</b>              |
| Tag Trailer                    | 19    | 40K# Tag Along Trailer for Self-Loader Support         |
| Lowboy Trailer                 | 12    | Heavy Equipment Hauler Trailers                        |
| Debris Container               | 37    | Assorted Roll Off Containers                           |
| ISO Storage Container          | 81    | Portable Shipping/Storage Containers                   |
| Inspection Tower               | 6     | Portable Traffic Inspection Tower                      |
| Portable Office                | 7     | Portable Self-Contained Office                         |
| Portable Berthing (R/V)        | 25    | Assorted berthing to house and sleep crew              |
| Wheel Loader                   | 26    | Assorted Wheel Loaders with Bucket and/or Grapple      |
| Backhoe Loader                 | 1     | Wheel Backhoe Loaders                                  |
| Skid steer Loader              | 28    | Assorted Wheel or Track Skid steer Loaders             |
| Swinger Loader                 | 3     | Swinger Loader with Bucket and/or Grapple              |
| Telehandler                    | 9     | Assorted Sized with Forks, Grapple and Bucket          |
| Hydraulic Excavator, Tracked   | 57    | Assorted Tracked Excavators with Bucket and/or Grapple |
| Hydraulic Excavator, Wheel     | 2     | Wheeled Excavator with Grapple, Breaker, and Buckets   |
| Hydraulic Amphibious Excavator | 2     | <b>Pontoon Flotation Excavator with 50' Reach</b>      |
| Hydraulic Demolition Excavator | 3     | High Reach Demolition Units                            |

| Category   | Owned | Description  |
|--|-------|--|
| Tracked Dozer  | 21    | Assorted Dozers Straight Blade or 6 Way Blade                              |
| Self-Propelled Sweeper   | 10    | Wet/Dry Sweeper, Truck Mounted Vacuum System                               |
| Tub Grinder  | 7     | Assorted Sized Tub Grinder for Vegetative Reduction                        |
| Horizontal Grinder   | 10    | Track Mounted and Trailer Mounted Grinders                                 |
| Brush Chipper  | 60    | Assorted Sized Pull Behind Chipper for Vegetative Reduction                |
| Tree Chipper   | 10    | Track Mounted and On Road Wheeled Self-Loading Chipper                     |
| Crusher, Jaw Style   | 1     | Track mounted crusher unit   |
| Portable Screening Machine   | 9     | Assorted Screening Units for Soils and Aggregates, 2 on Tracks             |
| Portable Material Density Separator                                  | 1     | Water bath Unit for Separating Materials                                   |
| Light Plant  | 11    | Assorted Lamp Light Plants, 2 with 20KW Generator                          |
| Air Curtain  | 10    | 9 Portable Air Curtain Trench Burner and 1 Fire Box Incinerator            |
| Water Pump   | 25    | <b>Portable Water Pumps Sizing from 3" – 12"</b>                           |
| Generator Set  | 38    | Assorted Generators Sizing from 6KW to 240KWmw                             |
| Assorted Attachments   | 435   | <b>Buckets, Grapples, Blades, Shears etc.... for equipment support</b>     |
| Marine Skimmer Vessel  | 5     | Work Vessel Outfitted for Harbor Cleaning of Debris and Contaminants       |
| Marine Cleaning Equipment  | 1     | Self-powered Beach Cleaner   |
| Forestry - Tree Handler  | 10    | Track Mounted and On-Road Wheeled Long Reach Tree Handler 42' to 75' Reach |
| Forestry - Forwarders, Harvesters, Skidders, Masticator, Log Loaders | 19    | Forwarders, Harvesters, Skidders, Tracked Masticator and Log Loaders       |
| Water Trailer, Fire Response   | 57    | Trailer with 525-gallon water tank, HP Pump and Fire Hoses                 |
| Logging Trailer  | 17    | Hay Rack, Short Logger, Log Dolly  |
| Miscellaneous  | 433   | Tools, etc.  |

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

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

### Trusted Subcontractors

Ceres maintains one of the industry's largest networks of pre-screened and fully qualified subcontractors, including local vendors and preferred vendors. Our subcontractors are evaluated on many levels, including past performance, equipment and personnel availability, mobilization



timeframes, insurance, and cost. Ceres knows that a big part of local recovery is economic, so Ceres always strives to employ qualified local labor. The subcontractors are also grouped in Response Regions based on distance from City of Port St. Lucie's service area to facilitate contacts if pre-event mobilization plans are activated.

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

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

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

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

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

### **FEMA Knowledge**

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

Ceres augments staff FEMA experience with certified FEMA training classes for its general management. Project Managers and Project Superintendents are required to take a number of ICS courses through the FEMA's online Emergency Management Institute (EMI) to better understand NIMS structure and review debris eligibility. Ceres has also retained the former State Response and Recovery Directors, U.S. Army Corps of Engineers Subject Matter Experts, and the former U.S. Army Corps of Engineers Disaster Program Manager (also, co-author of the now superseded FEMA 325 Debris Management Guide). Our personnel are deeply experienced in FEMA's Public Assistance Program, and we continually train managers down to field staff in FEMA eligibility requirements.

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

### Community Relations

One of Ceres' most important support functions in the event of a natural disaster is to help Port St. Lucie 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 in the clean-up area. Ceres monitors call and e-mail volume and establishes additional toll-free numbers and enlists additional staff whenever greater capacity is required to ensure maximum community responsiveness.

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

### Public Information Campaigns

Having been in business for 48 years and completed more than over 330 disaster contracts, Ceres has participated in and developed a number of public information campaigns. Within the Ceres repository, we maintain debris separation diagrams and videos translated into multiple languages, radio advisories, door hangers, mailbox flyers and various other forms of media. The idea is the City and Ceres must retrain residents to put out disaster debris, given that the residents are accustomed to placing trash out on a certain day of the week. The more we can educate the residents across multiple media types and reinforce the messaging, the faster Ceres can remove debris from the public ROW.

### Client Satisfaction-Oriented

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

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

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

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

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

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

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

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

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

*Perhaps the finest contractor we've worked with.*

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

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

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

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

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

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

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

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

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



Construction Equipment Financing

Box 333  
Lannon, WI 53046  
262-488-3800

April 8, 2024

RE: Ceres Environmental Services, Inc.

Dear Sir/Madam:

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Art Bayley'.

Art Bayley  
Vice President



Liberty Mutual Surety

May 22, 2024

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

To Whom It May Concern:

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

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

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

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

Sincerely,  
Liberty Mutual Insurance Company

Ted Jorgensen  
Attorney-in-Fact



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

2/6/2024

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

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

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

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

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

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

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

All Work Performed

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

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

### CERTIFICATE HOLDER

### CANCELLATION

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

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**FORM A****Collection and/or TDMS Operating Experience as a Prime Contractor ONLY****List all activations for which your company collected and/or processed greater than 1 million cubic yards of debris.**

| Disaster Name                       | Date | Location                                 | Services Provided  | Contract Amount | TTL CY Collected or Processed | Contact Name, Address, Phone #   |
|-------------------------------------|------|--|--|-----------------|-------------------------------|--|
| Hurricane Idalia                    | 2023 | Taylor County, FL                        | Emergency Debris and Hazardous Tree, Limb, and Stump Removal Operations                                | \$30,991,644    | 1,752,129                     | Kevin Rogers, Dist. 2 Construction Services Manager, 1109 South Marion Avenue, Lake City, FL 32025; Tel (352) 961-7416   |
| Hurricane Ian                       | 2022 | Cape Coral, FL                           | Emergency Disaster Assistance and Debris Removal   | \$64,888,996    | 2,707,047                     | Terry B. Schweitzer, Solid Waste Manager, P.O. Box 150027 Cape Coral, Florida 33915 Tel: 239-573-3136  |
| Hurricane Ian                       | 2022 | North Port, FL                           | Disaster Debris Clearance and Removal Services   | \$42,031,396    | 2,446,843                     | Frank Lama, Solid Waste Manager, 1100 North Chamberlain Blvd., North Port, FL 34286, Tel.: (941) 240-8074  |
| Hurricane Ida                       | 2021 | Livingston Parish, LA                    | Debris Removal & Site Management for Debris Reduction and Emergency Roadway Clearance                  | \$23,019,328    | 1,322,210                     | Mark Harrell, Director of Homeland Security Office, 20355 Government Blvd., Suite D, Livingston, LA 70754; Tel. (225) 686-3066   |
| Hurricane Laura and Hurricane Delta | 2020 | Cameron Parish, LA                       | Debris Clearance and Removal Services  | \$28,880,677    | 1,151,059                     | Katie Armentor, Police Jury Administrator; 148 Smith Circle, Cameron, LA 70631; (337) 540-8617 or (337) 775-2608   |
| Hurricane Michael                   | 2018 | Southwest Georgia                        | Removal of debris and hauling following Hurricane Michael within 13 SW GA Counties for the USACE       | \$134,159,610   | 4,271,053                     | Tonja Dreke, Contracting Officer, 100 W. Ogelthorpe Ave. Savannah, GA 31401; Tel: (912) 652-6071   |
| Hurricanes Irma and Maria           | 2017 | U.S. Virgin Islands                      | Removal and reduction of debris resulting from Hurricanes Irma and Maria for the USACE                 | \$55,448,300    | 1,029,505                     | Rosalind Shoemaker, Contracting Officer, U.S. Army Corps of Engineers, Wilmington, Wilmington District, Contracting Division, 69 Darlington Ave, Wilmington NC 28403, Tel.: (910) 251-4436 |
| Hurricane Michael                   | 2018 | Jackson County and Washington County, FL | Removal of debris resulting from Hurricane Michael in Jackson and Washington Counties for FDOT Dist. 3 | \$49,589,902    | 3,358,266                     | Bobby Ellis, Operations Engineer – District 3, 1074 Highway 90, Chipley, FL 32428; Tel. (850) 767-4904   |
| Hurricane Matthew                   | 2016 | Beaufort County, SC                      | Storm Debris Removal, Debris Management Site Operations and Disposal                                   | \$24,790,569    | 1,630,533                     | Pamela Cobb, Public Works, 120 Shanklin Road, PO Drawer 1228, Beaufort, SC 29901; Tel. (843) 255-2721  |
| Spring Tornado                      | 2011 | Jefferson County, AL                     | Tornado Debris Removal and Disposal Services   | \$11,245,998    | 1,191,554                     | James A. (Jimmie) Stephens, County Commissioner, 716 Richard Arrington Jr. Blvd North, Birmingham, AL 35203, Tel. (205) 325-5555   |
| Derecho                             | 2020 | Linn County, IA                          | Removal and disposal of debris resulting from August derecho.  | \$16,139,574    | 1,161,165                     | Brad Ketels, Linn County Engineer, 319-892-6404; brad.ketels@linncountyiowa.gov; 1888 County Home Road Marion, IA 52302  |

PROPOSER: \_\_\_\_\_

**FORM A****Collection and/or TDMS Operating Experience as a Prime Contractor ONLY****List all activations for which your company collected and/or processed greater than 1 million cubic yards of debris.**

| Disaster Name     | Date | Location   | Services Provided  | Contract Amount | TTL CY Collected or Processed | Contact Name, Address, Phone #  |
|-------------------|------|--|--|-----------------|-------------------------------|---|
| Hurricane Gustav  | 2008 | City of Baton Rouge & East Baton Rouge Parish      | Load and haul hurricane debris from City and Parish ROW. Trim or remove leaning trees, hanging limbs, and hazardous stumps. Deliver debris to approved dumpsite. | \$17,986,892    | 1,956,055                     | Bob Hearn, P.E., Department of Public Works, City of Baton Rouge/Parish of East Baton Rouge, PO Box 1471, Baton Rouge, LA 70821, Tel. (225) 389-5456  |
| Hurricane Katrina | 2005 | Louisiana (11 Parishes)                            | Ceres provided debris hauling, reduction, & disposal for 11 Louisiana Parishes following Hurricane Katrina   | \$449,313,380   | 13,439,358                    | Jean Todd, Contracting Officer, U.S. Army Corps of Engineers, Tel. (504) 681-2331   |
| Haiti Earthquake  | 2010 | Haiti  | Construction, operation and maintenance of a TDSR site and processing of scrap in the Truilier (landfill)  | \$11,423,814    | 4,150,000                     | Garry Jean, ING, Coordonateur, Ministere des Travaux Publics Transports et Communications, Unite Centrale d'Execution, 23 et 10, Angle Ruelle Wilson, Port au Prince, Haiti. Tel. 509223240 |
| Hurricane Idalia  | 2023 | North Florida                                      | Disaster debris management for multiple jurisdictions following Hurricane Idalia   | \$32,602,529    | 1,869,541                     | Multiple *  |
| Hurricane Ian     | 2022 | Florida  | Disaster debris management for multiple jurisdictions following Hurricane Ian  | \$125,850,890   | 6,377,378                     | Multiple *  |
| Hurricane Ida     | 2021 | Louisiana  | Disaster debris management for multiple jurisdictions following Hurricane Ida  | \$54,973,015    | 2,991,074                     | Multiple *  |
| Hurricane Laura   | 2020 | Louisiana  | Disaster debris management for multiple jurisdictions following Hurricane Laura  | \$47,873,654    | 2,087,361                     | Multiple *  |
| Hurricane Michael | 2018 | Florida and Georgia                                | Disaster debris management for multiple jurisdictions following Hurricane Michael  | \$200,549,268   | 8,977,025                     | Multiple *  |
| Hurricane Irma    | 2017 | Florida and Georgia                                | Disaster debris management for multiple jurisdictions following Hurricane Irma   | \$70,781,075    | 4,759,239                     | Multiple *  |
| Summer Flood      | 2016 | Livingston Parish, Zachary, and Denham Springs, LA | Disaster debris management for multiple jurisdictions following a summer flood event   | \$20,632,914    | 1,634,772                     | Multiple *  |
| Hurricane Matthew | 2016 | FL, GA, SC, NC                                     | Disaster debris management for multiple jurisdictions following Hurricane Matthew  | \$52,571,410    | 3,093,074                     | Multiple *  |

\* These are total responses to specific disaster events. Each clients contact information is provided in the document following Form A.

Ceres Environmental Services, Inc.  
 PROPOSER: \_\_\_\_\_

**FORM A**

**Collection and/or TDMS Operating Experience as a Prime Contractor ONLY**

**List all activations for which your company collected and/or processed greater than 1 million cubic yards of debris.**

| Disaster Name   | Date | Location | Services Provided   | Contract Amount | TTL CY Collected or Processed | Contact Name, Address, Phone # |
|-----------------|------|----------|---|-----------------|-------------------------------|--------------------------------|
| April Tornadoes | 2011 | Alabama  | Disaster debris management for multiple jurisdictions following April Tornadoes | \$14,763,297    | 1,332,865                     | Multiple                       |
|                 |      |          |   |                 |                               |                                |
|                 |      |          |   |                 |                               |                                |
|                 |      |          |   |                 |                               |                                |
|                 |      |          |   |                 |                               |                                |
|                 |      |          |   |                 |                               |                                |
|                 |      |          |   |                 |                               |                                |
|                 |      |          |   |                 |                               |                                |
|                 |      |          |   |                 |                               |                                |
|                 |      |          |   |                 |                               |                                |
|                 |      |          |   |                 |                               |                                |

\* These are total responses to specific disaster events. Each clients contact information is provided in the document following Form A.

**Total Project Responses Over 1 Million CY**

**Hurricane Idalia - 1,869,541 CY**

| Owner & Location                    | Title of Work   | Value        | CY        | Time Period                    | Description  | Contact  |
|-------------------------------------|---|--------------|-----------|--------------------------------|--|--|
| FDOT District 2 – Taylor County, FL | Emergency Debris and Hazardous Tree, Limb, and Stump Removal Operations | \$30,991,644 | 1,752,129 | September 2023 – February 2024 | Removal and reduction of Debris following Hurricane Idalia | Kevin Rogers, Dist. 2 Construction Services Manager, 1109 South Marion Avenue, Lake City, FL 32025; Tel (352) 961-7416; FAX (386) 961-7416, Kevin.Rogers@dot.state.fl.us   |
| Columbia County, FL                 | Disaster Debris Removal and Disposal                                    | \$663,803    | 52,643    | September – November 2023      | Removal and reduction of Debris following Hurricane Idalia | Kevin Kirby, Assistant County Manager; 135 NE Hernando Ave, Suite 203 Lake City, FL 32055; Tel. 386-755-4100; kevin_kirby@columbiacountyfla.com   Chad Williams, County Engineer, 135 NE Hernando Ave, Suite 203 Lake City, FL 32055, Tel: (386) 758-1019; chad_williams@columbiacountyfla.com |
| Taylor County, FL                   | Debris Management Services Contract                                     | \$365,308    | 23,614    | September - November 2023      | Removal and reduction of Debris following Hurricane Idalia | LaWanda Pemberton, County Administrator; 201 East Green Street, Perry, FL 32347; 850-843-5381; LPemberton@taylorcountygov.com  |
| City of Perry, FL                   | Hurricane Idalia Debris Removal and Disposal Services                   | \$249,218    | 15,715    | September - October 2023       | Removal and reduction of Debris following Hurricane Idalia | John Hart, City Manager; 224 South Jefferson Street, Perry, FL 32347; Tel. (850) 584-7161; jhart@cityofperry.net   |
| Glynn County, GA                    | Debris Removal and Disposal Services                                    | \$332,556    | 25,440    | September – November 2023      | Removal and reduction of debris following Hurricane Idalia | Danny Smith, Public Works Director, 4145 Norwich Street Ext, Brunswick, GA 31520; Tel. 912-554-7746 ; Danny.Smith@glynncounty-ga.gov   |

**Hurricane Ian – 6,377,138 CY**

| Owner & Location                 | Title of Work                                    | Value        | CY                 | Time Period                    | Description                               | Contact   |
|----------------------------------|--|--------------|--------------------|--------------------------------|---|---|
| Arcadia, FL                      | Emergency Debris Removal and Disposal Services   | \$1,400,512  | 97,379             | September 2022 – November 2022 | Removal of Debris Following Hurricane Ian | Steve Underwood, Director of Public Works, City of Arcadia 23 N. Polk Ave, Margaret Way building, Arcadia, FL 34266, Tel. (863) 494-4334, publicworks@arcadia-fl.gov            |
| Bradenton, FL                    | Disaster Debris Collection Services              | \$588,862    | 34,738             | September – November 2022      | Removal of Debris Following Hurricane Ian | Jim McLellan, P.E, Public Works Director, Public Works & Utilities Department, 1411 9th Street West, Bradenton, FL 34205, Tel: (941) 708-6300, jim.mclellan@cityofbradenton.com |
| Cape Coral, FL                   | Emergency Disaster Assistance and Debris Removal | \$64,888,996 | 2,707,047          | September 2022 – May 2023      | Removal of Debris Following Hurricane Ian | Terry B. Schweitzer, Solid Waste Manager; P.O. Box 150027 Cape Coral, Florida 33915-0027 Tel: 239-573-3136; tschweitzer@capecoral.gov   |
| Deltona, FL                      | Emergency Debris Removal Services                | \$1,735,331  | 142,427            | October 2022 – February 2023   | Removal of Debris Following Hurricane Ian | Phyllis Wallace, Deputy Public Works Director 2345 Providence Boulevard, Deltona FL 32725, Tel: (386) 878-8860  |
| FDOT, District 1- Collier County | Emergency Debris Removal Operations              | \$18,486     | 240 CY & 440 trees | Dec-22                         | Removal of Debris Following Hurricane Ian | Steven Kelly, Environmental Specialist at FDOT, Steven.Kelly@dot.state.fl.us  |
| FDOT, District 1- Hendry County  | Emergency Debris Removal Operations              | \$17,259     | 1,218              | Jan-23                         | Removal of Debris Following Hurricane Ian | Steven Kelly, Environmental Specialist at FDOT Steven.Kelly@dot.state.fl.us   |
| FDOT, District 1- Lee County     | Emergency Debris Removal Operations              | \$820,572    | 45,262             | October 2022 – February 2023   | Removal of Debris Following Hurricane Ian | Charles Parish, Fort Myers OPS Operations Program Manager, Tel: (239) 985-7829, Charles.parish@dot.state.fl.us  |
| FDOT, District 1- Manatee County | Emergency Debris Removal Operations              | \$935,156    | 45,768             | October 2022 – February 2023   | Removal of Debris Following Hurricane Ian | Joey Sites, Manatee Operations Program Manager, Tel: (941) 708-4403, joseph.sites@dot.state.fl.us   |

City of Port St. Lucie  
eRFP #20230046 Disaster Debris Removal Services

| Owner & Location                  | Title of Work  | Value       | CY      | Time Period                    | Description   | Contact  |
|-----------------------------------|--|-------------|---------|--------------------------------|---|--|
| FDOT, District 1- Sarasota County | Emergency Debris Removal Operations  | \$1,346,299 | 67,002  | October 2022 – February 2023   | Removal of Debris Following Hurricane Ian             | Joey Sites, Manatee Operations Program Manager, Tel: (941) 708-4403, joseph.sites@dot.state.fl.us  |
| Hardee County, FL                 | Debris Management  | \$2,712,465 | 170,673 | September 2022 – November 2022 | Removal of Debris Following Hurricane Ian             | Christopher Simpron, County Manager, Hardee County, 205 Hanchey Road, Wauchula, FL33873, Tel: (863) 773-3272, Christopher.simpron@hardeecounty.net                                     |
| Holmes Beach, FL                  | Debris Removal Services  | \$168,790   | 8,481   | October – November 2022        | Removal of Debris Following Hurricane Ian             | Eran Wasserman, Emergency Management, 5801 Marina Drive, Holmes Beach, FL 34217, dsdirector@holmesbeachfl.org  |
| Indian River County, FL           | Disaster Debris Removal and Disposal   | \$138,002   | 9,952   | October – November 2022        | Removal of Debris Following Hurricane Ian             | James Ennis, Assistant Public Works Director, 1801 27th Street, Vero Beach 32960, Tel: (772) 226-1221, jennis@ircgov.com   |
| Longwood, FL                      | Disaster Debris Removal Services   | \$236,358   | 14,485  | October 2022 – November 2022   | Removal of Debris Following Hurricane Ian             | Jammie Tackett, Public Works Coordinator, 907 E State Road 434, Longwood, FL 32750, Tel: (407) 263-2384, jtackett@longwoodfl.org   |
| Manatee County, FL                | Debris Management Services and Emergency Response Management and Recovery Services | \$2,091,469 | 136,011 | October 2022 – December 2022   | Removal of Debris Following Hurricane Ian             | Jeanne Detweiler, Superintendent Solid Waste, Manatee County Government Utilities Department, 3333 Lena Road, Bradenton, FL 34211, Tel: (941) 798-6760, jeanne.detweiler@mymanatee.org |
| Melbourne, FL                     | Disaster Debris Removal Services   | \$358,039   | 37,043  | October 2022 – December 2022   | Removal of Debris Following Hurricanes Ian and Nicole | Jennifer Wilster - Environmental Community Outreach Manager, City of Melbourne ECO Division 2885 Harper Road, Melbourne, FL 32904, Tel: (321) 608-5080, Jennifer.Wilster@mlbfl.org     |

City of Port St. Lucie  
eRFP #20230046 Disaster Debris Removal Services

| Owner & Location       | Title of Work                                      | Value        | CY        | Time Period                   | Description   | Contact   |
|------------------------|--|--------------|-----------|-------------------------------|---|---|
| Mt. Dora, FL           | Emergency Debris Hauling and Disposal              | \$112,132    | 8,774     | September – December 2022     | Removal of Debris Following Hurricanes Ian and Nicole | George Marek, Director of Public Works Department, 900 N Donnelly Street, Mount Dora, FL 32757, Tel: (352) 735-7151, marekg@cityofmountdora.com   |
| North Port, FL         | Disaster Debris Clearance and Removal Services     | \$42,031,396 | 2,446,843 | October 2022 – March 2023     | Removal of Debris Following Hurricane Ian             | Frank Lama, Solid Waste Manager, 1100 North Chamberlain Blvd., North Port, FL 34286, Tel.: (941) 240-8074; flama@northportfl.gov                  |
| Palmetto, FL           | Emergency Response Debris Removal Services         | \$309,118    | 26,293    | October 2022 – November 2022  | Removal of Debris Following Hurricane Ian             | Mohammed Rayan, Director of Public Works, Tel: ( 941) 723-4580  |
| Sarasota County, FL    | Disaster Debris Collection, Reduction and Disposal | \$623,932    | 54,499    | September 2022 – January 2023 | Removal of Debris Following Hurricane Ian             | Lois Rose, Manager Landfill Operations, Tel: (941) 544-2817, leroose@scgov.net  |
| Sarasota, FL (City of) | Disaster Recovery Services                         | \$2,405,850  | 114,340   | October 2022 – January 2023   | Removal of Debris Following Hurricane Ian             | Doug Jeffcoat, Public Works Director, Tel: (941) 239-6101 ext 6101, douglas.jeffcoat@sarasotafgov.com   |
| Sebastian, FL          | Disaster Debris Removal and Disposal               | \$28,353     | 3,161     | Oct-22                        | Removal of Debris Following Hurricane Ian             | Karen Miller, Public Works Director / City Engineer, 1225 Main Street, Sebastian, Florida 32958, Tel: (772) 228-7056, kmiller@cityofsebastian.org |
| Seminole County, FL    | Disaster Debris Hauling                            | \$2,573,750  | 182,533   | October 2022 – January 2023   | Removal of Debris Following Hurricane Ian             | Alan Harris, Chief Administrator for Emergency Management, 1950 State Road 419, Longwood FL 32750, (407) 665-5102, aharris@seminolecountyfl.gov   |
| Wellington, FL         | Disaster Recovery Services                         | \$39,052     | 3,387     | Oct-22                        | Removal of Debris Following Hurricane Ian             | Jim Barnes, Village Manager, 12300 Forest Hill Boulevard, Wellington, FL 33414, Tel: (561) 791-4085, jbarnes@wellingtonfl.gov                     |

| Owner & Location | Title of Work                        | Value     | CY     | Time Period             | Description                               | Contact  |
|------------------|--------------------------------------|-----------|--------|-------------------------|---|--|
| Winter Park, FL  | Emergency Debris Management Services | \$270,711 | 19,822 | October – November 2022 | Removal of Debris Following Hurricane Ian | Keri Martin, 401 South Park Avenue, Winter Park, FL 32789, Tel: (407) 427-3809, kmartin@cityofwinterpark |

**Hurricane Ida – 2,991,074 CY**

| Owner & Location                  | Title of Work   | Value       | CY      | Time Period                 | Description  | Contact   |
|-----------------------------------|---|-------------|---------|-----------------------------|--|---|
| St. Helena Parish Police Jury, LA | Debris Removal and Site Management for Debris Reduction, Emergency Roadway Debris Clearance and Waterway Debris Removal | \$5,036,779 | 349,389 | September 2021 – April 2022 | Removal and disposal of debris following Hurricane Ida | Roderick Matthews, OEP Director, Office of Homeland Security and Emergency Preparedness, 17911 Highway 43 Greensburg, LA 70441; (225) 222-3544; rmatthews@sthelenaparish.la.gov |
| Kenner, LA                        | Post-Disaster Debris Collection, Processing and Disposal Services   | \$5,015,066 | 239,906 | September - December 2021   | Removal and disposal of debris following Hurricane Ida | Douglas Dodt, Director, 1610 Reverend Richard Wilson Drive, BLDG D, Kenner, LA 70062; Tel. (504) 638-8949; dodt@kenner.la.us  |
| East Feliciana Parish, LA         | Debris Removal and Site Management for Debris Reduction, Emergency Roadway Debris Clearance and Waterway Debris Removal | \$1,123,044 | 32,252  | September - December 2021   | Removal and disposal of debris following Hurricane Ida | Joseph "Jody" Moreau, Emergency Preparedness Director, 12064 Marston St. Clinton, LA 70722; 225-244-5526; parishmanager@efparish.org  |
| Mandeville, LA                    | Emergency Debris Removal and Disposal   | \$5,576,418 | 306,702 | September-December 2021     | Removal and disposal of debris following Hurricane Ida | Keith LaGrange, Director of Public Works, 3101 East Causeway Approach Mandeville, LA 70448; Tel. (985) 624-3169; klagrange@cityofmandeville.com                                 |
| Covington, LA                     | Debris Removal and Site Management for Debris Reduction, Emergency Roadway Debris Clearance and Waterway Debris Removal | \$3,550,181 | 157,712 | September - December 2021   | Removal and disposal of debris following Hurricane Ida | Chris Brown CBO, CFM, 317 N Jefferson Ave. PO Box 778, Covington, LA 70434; (985)-867-1218 ext. 230 ; cbrown@covla.com  |

City of Port St. Lucie  
eRFP #20230046 Disaster Debris Removal Services

| Owner & Location         | Title of Work  | Value       | CY      | Time Period               | Description  | Contact   |
|--------------------------|--|-------------|---------|---------------------------|--|---|
| Westwego, LA             | Emergency Debris Removal                             | \$298,695   | 18,787  | September – December 2021 | Removal and disposal of debris following Hurricane Ida | Mayor Robert Billiot Sr.; 1100 4th Street Westwego, LA 70094 Tel. (504) 347-5745; mrbilliotrs@cityofwestwego.com  |
| Denham Springs, LA       | Disaster Debris Management and Disposal Services     | \$984,710   | 70,589  | September- November 2021  | Removal and disposal of debris following Hurricane Ida | Michelle Hood, Financial Officer, P.O. Box 1629; Denham Springs, LA 70727; Tel. (225) 667-8312; treasurer@cityofdenhamsprings.com   |
| Gonzales, LA             | Disaster Debris Removal                              | \$1,493,917 | 106,041 | September - October 2021  | Removal and disposal of debris following Hurricane Ida | Jackie Baumann, City Engineer, 120 S. Irma Blvd., Gonzales, LA 70737; Tel. (225) 647-9589; jackie@gonzalesla.com  |
| New Orleans, LA (Zone 1) | Debris Collection, Removal, Processing, and Disposal | \$2,635,055 | 112,085 | September- January 2022   | Removal and disposal of debris following Hurricane Ida | Matt Torri, Director, Department of Sanitation. 1300 Perdido Street, Suite 1W03, New Orleans, LA 70112; Tel. (504) 658-3800; mrtorri@nola.gov   |
| New Orleans, LA (Zone 2) | Debris Collection, Removal, Processing, and Disposal | \$2,149,393 | 72,289  | September- January 2022   | Removal and disposal of debris following Hurricane Ida | Matt Torri, Director, Department of Sanitation. 1300 Perdido Street, Suite 1W03, New Orleans, LA 70112; Tel. (504) 658-3800; mrtorri@nola.gov   |
| New Orleans, LA (Zone 3) | Debris Collection, Removal, Processing, and Disposal | \$2,436,468 | 97,421  | September- January 2022   | Removal and disposal of debris following Hurricane Ida | Matt Torri, Director, Department of Sanitation. 1300 Perdido Street, Suite 1W03, New Orleans, LA 70112; Tel. (504) 658-3800; mrtorri@nola.gov   |
| Thibodaux, LA            | Disaster Debris Management Services                  | \$1,653,961 | 105,691 | August – November 2021    | Removal and disposal of debris following Hurricane Ida | Jacques Thibodeaux, Special Projects Coordinator, Emergency Preparedness Director; P.O. Box 5418; 310 W. 2nd St; Thibodaux LA, 70301; Main Phone: (225) 925-7500 Fax: (225) 925-7501; Jacques.Thibodeaux@LA.GOV |

City of Port St. Lucie  
eRFP #20230046 Disaster Debris Removal Services

| Owner & Location      | Title of Work   | Value        | CY        | Time Period                | Description  | Contact  |
|-----------------------|---|--------------|-----------|----------------------------|--|--|
| Livingston Parish, LA | Debris Removal & Site Management for Debris Reduction and Emergency Roadway Clearance | \$23,019,328 | 1,322,210 | August 2021 – January 2022 | Removal and disposal of debris following Hurricane Ida | Mark Harrell, Director of Homeland Security Office, 20355 Government Blvd., Suite D, Livingston, LA 70754; Tel. (225) 686-3066; Fax (225) 686-7280; mh@lpgov.com |

**Hurricane Laura – 2,087,360 CY**

| Owner & Location           | Title of Work   | Value          | CY         | Time Period                   | Description  | Contact   |
|----------------------------|---|----------------|------------|-------------------------------|--|---|
| Allen Parish, LA           | Debris Removal and Disposal Service                               | \$8,526,706.44 | 550,846.00 | September - December 2020     | Collection and disposal of debris generated from Hurricane Laura.                              | Jacob Dillehay, P.E., 602 Court Street, Oberlin, LA 70655; Tel. (337) 639-4328; jdillehay@appj.us   |
| Vermilion Parish, LA       | Pre-Positioned Disaster Debris Removal Contract                   | \$4,905,458.09 | 265,883.85 | September 2020 - January 2021 | Hurricane Laura debris removal and disposal.   | Billy Noegel, Public Works, 100 North State Street, Abbeville, LA 70510; (337) 652-9107; wпноegel@gmail.com                               |
| Cameron Parish, LA         | Debris Clearance and Removal Services                             | \$28,880,677   | 1,151,059  | August 2020 – May 2021        | Removal, reduction, and disposal of debris generated from Hurricane Laura and Hurricane Delta. | Katie Armentor, Police Jury Administrator, (337) 540-8617 or (337) 775-2608; 148 Smith Circle, Cameron, LA 70631; karmentor@cameronpj.org |
| Sabine River Authority, LA | Disaster Debris Management and Other Ancillary Services Agreement | \$5,560,812    | 119,572    | February-May 2021             | Removal of Hurricane Laura debris from levee systems   | Wayne Harris; Sr. Project Manager; tel. (337) 625-8353; wharris@meyerassociates.com   |

**Hurricane Michael – 8,977,025 CY**

| Owner & Location   | Title of Work   | Value         | CY        | Time Period               | Description   | Contact  |
|--|---|---------------|-----------|---------------------------|---|--|
| U.S Army Corps of Engineers; Southwest GA, multiple counties | W912P814D0020 (ACI) Debris Management: Hurricane Michael Debris Removal | \$134,159,610 | 4,271,053 | October 2018 – March 2019 | Removal of debris and hauling following Hurricane Michael within 13 Southwest Georgia Counties. | Tonja Dreke, Contracting Officer, 100 W. Ogelthorpe Ave. Savannah, GA 31401; Tel: (912) 652-6071; Tonja.j.dreke@usace.army.mil |

City of Port St. Lucie  
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| Owner & Location     | Title of Work                                  | Value           | CY        | Time Period             | Description  | Contact  |
|----------------------|--|-----------------|-----------|-------------------------|--|--|
| City of Albany, GA   | Debris Removal and Disposal Services           | \$4,541,937.19  | 340,779   | February-May 2019       | Removal of debris resulting from Hurricane Michael   | Stacey Rowe, Interim Utility Director, 1900 N. Monroe Street, Albany, GA 31701; Tel: (229) 883-6950, Fax (229) 430-3868; srowe@albanyga.gov            |
| Dougherty County GA  | Debris Removal and Disposal Services           | \$1,664,063.35  | 41,879    | February-May 2019       | Removal of debris resulting from Hurricane Michael   | Larry Cook, Director of Public Works; 222 Pine Avenue, P.O. Box 1827, Albany, GA 31702; Tel: (229) 446-2739, Fax (229) 438-3967; lcook@dougherty.ga.us |
| Miller County, GA    | Debris Removal and Disposal Services           | \$89,394.77     | 5,203     | Mar-19                  | Removal of debris resulting from Hurricane Michael   | Debbie Henry, EMA Director, 176 S. Cuthbert Street, Colquitt, GA 39837; Tel. (229) 758-4104; emadir@millercountyga.com                                 |
| FDOT – District 3    | Debris Removal and Disposal Services           | \$49,589,902.77 | 3,358,266 | October 2018 - May 2019 | Removal of debris resulting from Hurricane Michael in Jackson and Washington Counties            | Bobby Ellis, Operations Engineer – District 3, 1074 Highway 90, Chipley, FL 32428; Tel. (850) 767-4904; robert.ellis@dot.state.fl.us                   |
| City of Albany, GA   | Disaster Debris Clearance and Removal Services | \$2,270,136.69  | 490,310   | Oct-18                  | Removal of debris resulting from Hurricane Michael   | Larry Cook, Director of Public Works; 222 Pine Avenue, P.O. Box 1827, Albany, GA 31702; Tel: (229) 446-2739, Fax (229) 438-3967; LCook@dougherty.ga.us |
| Dougherty County, GA | Disaster Debris Clearance and Removal Services | \$1,368,389.28  | 267,998   | Oct-18                  | Removal of debris resulting from Hurricane Michael   | Larry Cook, Director of Public Works; 222 Pine Avenue, P.O. Box 1827, Albany, GA 31702; Tel: (229) 446-2739, Fax (229) 438-3967; LCook@dougherty.ga.us |
| Leon County, FL      | Debris Removal and Disposal Services           | \$2,561,300     | 98,209    | October - November 2018 | Removal of debris resulting from Hurricane Michael   | Brent Pell, Public Works Director; 2280 Miccosukee Rd. Tallahassee, FL 32308; Tel: (850) 606-1415; pellb@leoncountyfl.gov                              |
| Tallahassee, FL      | Disaster Debris Clearance and Removal Services | \$1,668,183     | 63,932    | October – November 2018 | Debris removal (including tree and limb removal) and temporary debris staging and reduction site | Reginald Ofuani, Community Beautification & Waste Management Service, 2727 Municipal Way, Tallahassee, FL  |

| Owner & Location              | Title of Work                                  | Value          | CY     | Time Period                  | Description   | Contact  |
|-------------------------------|--|----------------|--------|------------------------------|---|--|
|                               |  |                |        |                              | management following Hurricane Michael.   | 32304; Tel: (850) 556-7134; Reginald.Ofuani@talgov.com   |
| Florida A&M University (FAMU) | Disaster Debris Clearance and Removal Services | \$14,216.42    | 1,150  | Oct-18                       | Removal of debris resulting from Hurricane Michael  | Kendall Jones, Executive Plant Director, 2400 Wahnish Way, Tallahassee, FL 32307; Tel: (850) 599-3250, Fax: (850) 599-8040; kendall.jones@famu.edu |
| Jackson County, FL            | Disaster Debris Clearance and Removal Services | \$2,622,134.88 | 38,246 | October 2018 – December 2019 | Emergency debris road clearance, debris removal, staging and reduction following Hurricane Michael. | Jayson Cain, Emergency Management Department, 2864 Madison Street, Marianna, FL 32448; Tel: (850) 482-9629; jcain@jacksoncountyfl.com              |

**Hurricane Irma – 4,759,239 CY**

| Owner & Location      | Title of Work                                  | Value           | CY      | Time Period                   | Description                                     | Contact  |
|-----------------------|--|-----------------|---------|-------------------------------|---|--|
| Port St. Lucie, FL    | Emergency Debris Collection & Removal Services | \$1,219,259.90  | 86,676  | September-December 2017       | Removal of debris resulting from Hurricane Irma | Sherri Hawes, Buyer; 121 S.W Port St. Lucie Boulevard, Port St. Lucie FL 34984-5099; Tel, 772-871-5223 Fax: (772) 871-7337; shawes@cityofpsl.com |
| Glynn County, GA      | Debris Removal and Disposal Services           | \$6,423,081.22  | 381,866 | September-December 2017       | Removal of debris resulting from Hurricane Irma | Danny Smith, Public Works Director, 4145 Norwich Street Ext, Brunswick, GA 31520; Tel. 912-554-7746; Danny.Smith@glynncounty-ga.gov              |
| Seminole County, FL   | Disaster Debris Hauling Services               | \$13,151,655.57 | 786,619 | September 2017 – January 2018 | Hauling debris resulting from Hurricane Irma    | Alan Harris, Chief Administrator for Emergency Management, 1950 State Road 419, Longwood FL 32750, (407) 665-5102, aharris@seminolecountyfl.gov  |
| Miami-Dade County, FL | Hurricane Irma Debris Removal Services         | \$8,708,850.18  | 645,100 | September-November 2017       | Removal of debris resulting from Hurricane Irma | Paul Mauriello, Deputy Director of Operations, Department of Solid Waste Management; Tel. 305-514-6623; paul.mauriello@miamidade.gov             |

City of Port St. Lucie  
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| Owner & Location     | Title of Work                                    | Value          | CY      | Time Period             | Description                                     | Contact  |
|----------------------|--|----------------|---------|-------------------------|---|--|
| Miami, FL            | Emergency Debris Removal and Disposal Services   | \$6,309,411.42 | 455,554 | September-December 2017 | Removal of debris resulting from Hurricane Irma | Amy Gandarilla, Purchasing, 444 SW 2nd Avenue, 6th Floor, Miami, FL 33130, Tel. (305) 416-1925, Fax (305) 416-1922, agandarilla@miamigov.com                               |
| Orange County, FL    | Disaster Recovery and Debris Removal             | \$5,524,027.41 | 330,555 | September-December 2017 | Removal of debris resulting from Hurricane Irma | Carol Hewitt, Sr. Contract Administrator, 400 E. South Street, Second Floor, Orlando, FL 32801, Tel. (407) 836-5635, Fax (407) 836-5899, carol.hewitt@ocfl.net             |
| Palmetto Bay, FL     | Emergency Debris Removal and Management Services | \$1,451,620.42 | 253,155 | September-October 2017  | Removal of debris resulting from Hurricane Irma | Kristy Bada, Procurement Specialist, 9705 East Hibiscus Street, Palmetto Bay, FL 33157, (305) 259-1234, kbada@palmettobay-fl.gov   |
| Palm Bay, FL         | Disaster Recovery Debris Removal Services        | \$1,914,781.78 | 133,824 | September-November 2017 | Removal of debris resulting from Hurricane Irma | Barney Weiss, Asst. Public Works Director, 1050 Malabar Road SE; Palm Bay FL 32907-3009; (321) 953-8996; barney.weiss@palmbayflorida.org                                   |
| North Lauderdale, FL | Disaster and Debris Management Services          | \$1,418,512.32 | 215,574 | September-December 2017 | Removal of debris resulting from Hurricane Irma | Francine Sanner, Public Works, 701 SW 71st Avenue, North Lauderdale, FL 33068, Tel. (954) 724-7070, anner@nlauderdale.org  |
| Hollywood, FL        | Emergency Response and Recovery Services         | \$1,482,282.99 | 154,201 | September-November 2017 | Removal of debris resulting from Hurricane Irma | Sylvia Glazer, Public Works Director, 1600 South Park Road, Hollywood, FL 33020, Tel. 954-967-4526, sglazer@hollywoodfl.org  |
| Miami Beach, FL      | Disaster Recovery Services                       | \$2,093,174.73 | 152,648 | September-December 2017 | Removal of debris resulting from Hurricane Irma | Alberto Zamora, Sanitation Division Director, 1700 Convention Center Drive, Miami Beach, FL 33139; Tel. (305) 673-7616, Fax (305) 673-7627, albertozamora@miamibeachfl.gov |

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| Owner & Location                      | Title of Work  | Value          | CY           | Time Period                   | Description                                     | Contact  |
|---------------------------------------|--|----------------|--------------|-------------------------------|---|--|
| Melbourne, FL                         | Disaster Debris Removal Services                           | \$1,691,669.48 | 151,437      | September 2017 - January 2018 | Removal of debris resulting from Hurricane Irma | Jennifer Wilster - Environmental Community Outreach Manager, City of Melbourne ECO Division<br>2885 Harper Road, Melbourne, FL 32904, Tel: (321) 608-5080, Jennifer.Wilster@mlbfl.org              |
| Pasco County, FL                      | Disaster Recovery and Debris Removal Services              | \$2,511,064.45 | 150,734      | September-December 2017       | Removal of debris resulting from Hurricane Irma | Kim Altrui, Pasco County Utilities, Contract Specs Coordinator, 19420 Central Boulevard, Land O'Lakes, FL 34637 (727) 847-8145, ext. 6936  |
| Tampa, FL                             | Emergency Debris Management and Disaster Recovery Services | \$2,348,100.45 | 145,174      | September - December 2017     | Removal of debris resulting from Hurricane Irma | Kevin Frye, Procurement Manager; 306 E. Jackson Street, 2nd Floor, Tampa, FL 33602; Tel. (813) 274-8833<br>kevin.frye@tampagov.net   |
| Pinellas County, FL                   | Disaster Debris Collection & Removal Services              | \$3,204,060.97 | 123,916      | September-December 2017       | Removal of debris resulting from Hurricane Irma | Jeanne Armstrong, Procurement Analyst Coordinator; Pinellas County Purchasing Department, 400 S. Fort Harrison, 6th Floor, Clearwater FL 33756; Tel. 727-464-5323 E: jarmstrong@pinellascounty.org |
| Palm Beach County School District, FL | Debris (Cleanup) Services for Disaster Recovery Assistance | \$2,177,025.59 | 12,631 trees | September 2017 - January 2018 | Removal of debris resulting from Hurricane Irma | Ms. Helen Stokes, Construction Purchasing; 3300 Forest Hill Blvd.; West Palm Beach, FL 33406; (561) 882-1975; helen.rinkerstokes@palmbeachschools.org  |
| Indian River County, FL               | Disaster Debris Removal and Disposal                       | \$1,327,215.25 | 101,701      | September-December 2017       | Removal of debris resulting from Hurricane Irma | James Ennis, Assistant Public Works Director, 1801 27th Street, Vero Beach 32960, Tel: (772) 226-1221, jennis@ircgov.com   |

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| Owner & Location       | Title of Work  | Value          | CY        | Time Period               | Description                                     | Contact   |
|------------------------|--|----------------|-----------|---------------------------|---|---|
| City of Sarasota, FL   | Disaster Recovery Services                                   | \$943,134.45   | 79,661    | September-December 2017   | Removal of debris resulting from Hurricane Irma | Doug Jeffcoat, Public Works Director; 1761 12th Street, Sarasota, FL 34236; Tel. (941) 329-6101 ext 6101; douglas.jeffcoat@sarasotafl.gov                     |
| Palm Beach Gardens, FL | Emergency Debris and Disaster Recovery Services              | \$869,084.75   | 71,153    | September-November 2017   | Removal of debris resulting from Hurricane Irma | David Reyes, Director, Public Services and Emergency Management, 10500 North Military Trail, Palm Beach Gardens, FL 33410; (561) 804-7015, dreyes@pbgfl.com   |
| Jacksonville Beach, FL | Disaster Debris Management, Recovery & Response Services     | \$1,130,639.50 | 67,699    | September - October 2017  | Removal of debris resulting from Hurricane Irma | William T. Edwards, P.E, Public Works Director, (904) 247-6219; 1460-A Shetter Avenue, Jacksonville Beach, FL 32250; (904) 247-6219; purchasing@jaxbchfl.net. |
| Winter Park, FL        | Disaster Recovery and Debris Removal Services                | \$880,653.53   | 46,441    | September - November 2017 | Removal of debris resulting from Hurricane Irma | Michelle Neuner Assistant City Manager; 401 Park Ave. South Winter Park, FL. 32789 Tel (407) 599 – 3236 mneuner@cityofwinterpark.org                          |
| Broward County, FL     | Disaster Debris Clearing and Removal Services                | \$347,132.15   | 45,903.99 | September - October 2017  | Removal of debris resulting from Hurricane Irma | Richard Meyers, Program Manager; 1 N. University Dr., Suite 400, Plantation, FL 33324; (954) 474-1848, (954) 577-2392 fax; rmeyers@broward.org                |
| Atlantic Beach, FL     | Citywide Emergency Debris Management Services Hurricane Irma | \$302,517.97   | 44,810    | September-October 2017    | Removal of debris resulting from Hurricane Irma | Scott Williams., Interim Public Works Director; 1200 Sandpiper Lane, Atlantic Beach, FL 32233-4318; Tel (904) 247-5834, swilliams@coab.us                     |

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| Owner & Location                      | Title of Work   | Value        | CY     | Time Period                   | Description                                     | Contact   |
|---------------------------------------|---|--------------|--------|-------------------------------|---|---|
| Miramar, FL                           | Debris Management & Removal Services  | \$301,569.75 | 38,572 | September - October 2017      | Removal of debris resulting from Hurricane Irma | Ralph Trapani, Solid Waste Manager, 13900 Pembroke Road, Bldg. L, Miramar FL 33027 (954) 883-6832, (954) 602-3485 fax ratrapani@miramarfl.gov   |
| FDOT District 5                       | Emergency Cut & Toss/Debris Removal   | \$846,989.27 | 19,793 | September - October 2017      | Removal of debris resulting from Hurricane Irma | Jeanne Feeney Contract Analyst II, 719 S. Woodland Boulevard, DeLand FL 32720-6834; (386) 943-5525; jeanne.feeney@dot.state.fl.us   |
| Palm Beach County School District, FL | Debris (Haul) Services for Disaster Recovery Assistance   | \$883,957.36 | 17,948 | September 2017 - January 2018 | Removal of debris resulting from Hurricane Irma | David Reyes, Director, Public Services and Emergency Management, 10500 North Military Trail, Palm Beach Gardens, FL 33410; (561) 804-7015, dreyes@pbqfl.com   |
| Gulfport City, FL                     | Disaster Debris Collection & Removal Services, Hurricane Irma - (Participant Agreement with Pinellas County Govt) | \$164,179.56 | 10,241 | September - October 2017      | Removal of debris resulting from Hurricane Irma | Tom Nicholls, Public Works Superintendent, 2401 53rd Street South, Gulfport, FL 33707, (727) 893-1083, tnicholls@mygulfport.us  |
| FDOT District 1                       | Emergency Debris Removal  | \$402,649.05 | 7,719  | September - December 2017     | Removal of debris resulting from Hurricane Irma | Nakisha Johnson, Contracts Analyst III, Florida Department of Transportation, 801 N. Broadway Avenue, Bartow Florida 33830; Tel: (863) 519-2559; Fax (863) 519-2661 nakisha.johnson@dot.state.fl.us |
| Jupiter Island, FL                    | Disaster Recovery Debris Removal  | \$65,235.78  | 6,802  | September - October 2017      | Removal of debris resulting from Hurricane Irma | Stuart Trent, Dir. of Eng. Public Works; 2 Bridge Road; Hobe Sound, FL 33455; 727-545-0171; strent@tji.martin.fl.us   |
| Jupiter Island, FL                    | Emergency Disposal of Debris  | \$45,848.72  | 6,802  | September - October 2017      | Removal of debris resulting from Hurricane Irma | Stuart Trent, Dir. of Eng. Public Works; 2 Bridge Road; Hobe Sound, FL 33455; 727-545-0171; strent@tji.martin.fl.us   |

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| Owner & Location              | Title of Work                                     | Value        | CY             | Time Period              | Description  | Contact  |
|-------------------------------|---|--------------|----------------|--------------------------|--|--|
| Longboat Key, FL              | Disaster Recovery Services                        | \$54,060.41  | 3,194          | September-December 2017  | Removal of debris resulting from Hurricane Irma                | Mr. David R. Bullock, Town Manager; 501 Bay Isles Road, Longboat Key, FL 34228; (941) 316-1999; (941) 316-1656 (fax); tmoore@longboatkey.org             |
| Bal Harbor, FL                | Disaster Debris Management Services               | \$60,061.50  | 2,565          | September - October 2017 | Removal of debris resulting from Hurricane Irma                | John Oldenburg, Director Parks and Public Spaces Dept., 655 96th Street, Bal Harbour Village, FL 33154; (305) 866-4633; joldenburg@balharbourfl.gov      |
| Atlanta, GA                   | Emergency On-Call Services for Debris Removal     | \$322,631.25 | 2,363.25 hours | September-December 2017  | Removal of debris resulting from Hurricane Irma                | Teresa Slayton, Contracting Officer, 55 Trinity Ave. SW, Suite 1900, Atlanta, GA 30303; Tel: (404) 865-8757, Fax: (404) 979-7356; tslayton@atlantaga.gov |
| Miami-Dade County Schools, FL | Emergency Debris Clearing                         | \$86,497.53  | 2,356          | September - October 2017 | Removal of debris resulting from Hurricane Irma                | Claudette Vanwhervin, Buyer; (305) 995-2338 evanwhervin@dadeschools.net; 1450 NE 2nd Avenue, Suite 650; Miami, FL 33132                                  |
| New College, FL               | Debris Removal Services                           | \$33,966.63  | 1,231          | Sep-17                   | Removal of debris resulting from Hurricane Irma                | Alan L. Burr Director of Facilities & Construction; 5800 Bay Shore Road, Sarasota, FL 34243-2109; 941-487-4245 aburr@ncf.edu                             |
| Sweetwater, FL                | Hurricane Irma Emergency Cut, Toss Debris Removal | \$138,532.11 | 17,614         | October-December 2017    | Removal of debris resulting from Hurricane Irma                | Eric Gomez, 500 SW 109th Ave, Sweetwater FL 33174-1336; Tel. 305-221-0411 egomez@cityofsweetwater.fl.gov   |
| FDOT District 7               | Emergency Cut & Toss and Debris Removal           | \$16,594.00  |                | September-November 2017  | Removal of debris resulting from Hurricane Irma – Cut and Toss | Gladys Hunter, Contracts Specialist; 11201 N. McKinley Drive; Tampa FL 33612-6456; 813-975-6285; gladys.hunter@dot.states.fl.us                          |

**Louisiana Summer Flood – 1,135,695 CY**

| Owner & Location      | Title of Work   | Value           | CY      | Time Period               | Description   | Contact  |
|-----------------------|---|-----------------|---------|---------------------------|---|--|
| Livingston Parish, LA | Debris Removal & Site Management for Debris Reduction and Emergency Roadway Clearance | \$16,338,932.00 | 860,188 | August 2016 – August 2017 | Removal and disposal of debris from summer floods throughout the Parish. Ceres also removed 400,000 pounds of putrid food and 20,000 units of white goods ruined in the floods. | Mark Harrell, Director of Homeland Security Office, 20355 Government Blvd., Suite D, Livingston, LA 70754; Tel. (225) 686-3066; Fax (225) 686-7280; mh@lpgov.com |
| Denham Springs, LA    | Disaster Debris Removal   | \$4,070,506.96  | 275,507 | August 2016 – August 2017 | Removal and disposal of flood debris following heavy rains. Ceres also removed more than 1,500 units of electronic waste.   | Melvin Womack, Purchasing Agent, 941 Government Street, Denham Springs, LA 70727; Tel. (225) 667-8385; purchasing@cityofdenhamsprings.com                        |

**Hurricane Matthew – 3,093,074 CY**

| Owner & Location   | Title of Work  | Value           | CY        | Time Period               | Description   | Contact   |
|--|--|-----------------|-----------|---------------------------|---|---|
| Beaufort County, SC  | Storm Debris Removal, Debris Management Site Operations and Disposal | \$24,790,569.30 | 1,630,533 | October 2016 – April 2017 | Collection, removal and reduction of debris from public and private ROW following Hurricane Matthew   | Pamela Cobb, Public Works, 120 Shanklin Road, PO Drawer 1228, Beaufort, SC 29901; Tel. (843) 255-2721; pcobb@bcgov.net                |
| Savannah, GA   | Storm Debris Removal Services  | \$11,934,437.55 | 449,873   | October 2016 – June 2017  | Debris removal after Hurricane Matthew, removal and reduction of vegetative debris, trees and stumps. Ceres also removed almost 50,000 CY of waterway debris. | Molly Huhn, Purchasing Director, 2 East Bay Street, Savannah, GA 31402, Tel. (912) 651-6425, Fax (912) 651-6855, mhuhn@savannahga.gov |
| South Carolina DOT (Berkeley, Jasper and Hampton Counties) | Disaster Recovery Assistance following a Declared Disaster           | \$3,263,229.11  | 217,414   | October 2016 – April 2017 | Removal and disposal of vegetative debris from County ROW in three  | Scott Dobereiner, Procurement Officer, SC DOT, 955 Park Street, Room 101, Columbia, SC 29201; Tel. (803) 737-1484                     |

City of Port St. Lucie  
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| Owner & Location        | Title of Work                             | Value          | CY         | Time Period                  | Description  | Contact  |
|-------------------------|---|----------------|------------|------------------------------|--|--|
|                         |   |                |            |                              | counties 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.   | James Ennis, Assistant Public Works Director, 1801 27th Street, Vero Beach 32960, Tel: (772) 226-1221, jennis@ircgov.com   |
| Palm Bay, FL            | Debris Removal/Disaster Recovery Services | \$1,052,878.00 | 84,932     | October 2016 – January 2017  | Collection, reduction and disposal of vegetative and C&D debris resulting from Hurricane Matthew                                 | Gregg Lynk, City Manager, 120 Malabar Road SE, Palm Bay, FL 32907, Tel. (321) 952-3413, Fax (321) 953-8971, Gregg.Lynk@pbfl.org  |
| Jacksonville Beach, FL  | Standby Contract for Disaster Services    | \$745,594.00   | 49,308     | October 2016 – January 2017  | Removal and disposal of hurricane debris within the City, including more than 3,000 cubic yards of sand reclamation from beaches | Jason Phitides, Procurement, 1460-A Shetter Avenue, Jacksonville Beach, FL 32250, Tel. (904) 247-6226, Fax (904) 247-6117, jphitides@jaxbchfl.net                      |
| Brunswick, GA           | Debris Removal and Disposal               | \$352,224.04   | 46,890     | November 2016 – January 2017 | Removal and disposal of vegetative and C&D debris following Hurricane Matthew  | Rick Charnock, Assistant Public Works Director, 601 Gloucester Street, Brunswick, GA 31520, Tel. (912) 267-5572, rcharnock@cityofbrunswick-ga.gov                      |
| Glynn County, GA        | Debris Removal and Disposal Services      | \$7,945,091.78 | 441,127 CY | October 2016 – March 2017    | Removal of debris resulting from Hurricane Matthew   | Danny Smith, Public Works Director; 4145 Norwich Street Ext. Brunswick, GA 31520; Tel: 912-554-7746; Danny.Smith@glynncounty-ga.gov                                    |
| Lenoir County, NC       | Debris Management Services                | \$556,787.00   | 45,387     | October – December 2016      | Removal of vegetative and C&D debris resulting from Hurricane Matthew  | Roger Dail, Director, Emergency Services Department, 200 Rhodes Avenue, PO Box 3289, Kinston, NC 28502, Tel. (252) 559-1911, Fax (252) 559-6152, rdail@co.lenoir.nc.us |

City of Port St. Lucie  
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| Owner & Location                                     | Title of Work  | Value        | CY       | Time Period                  | Description  | Contact  |
|--|--|--------------|----------|------------------------------|--|--|
| Atlantic Beach, FL                                   | Emergency Debris Management Services                               | \$148,674.00 | 21,807   | October 2016 – January 2017  | Collection and hauling of vegetative debris within City limits following Hurricane Matthew                         | Don Jacobovitz, Public Works Director, 1200 Sandpiper Lane, Atlantic Beach, FL 32233; Tel. (904) 247-5834, Fax (904) 247-5843, djacobovitz@coab.us           |
| Palm Beach Gardens, FL                               | Emergency Debris and Disaster Recovery Services                    | \$31,507.78  | 3,936    | Nov-16                       | Clearing and removing vegetative debris from public ROW in the City following Hurricane Matthew.                   | David Reyes, Director, Public Services and Emergency Management, 10500 North Military Trail, Palm Beach Gardens, FL, 33410; (561) 804-7015, dreyes@pbgfl.com |
| Jupiter Island, FL                                   | Disaster Recovery Debris Removal                                   | \$49,088.80  | 3,548    | October - November 2016      | Pick up, haul and dispose of vegetative debris resulting from Hurricane Matthew.                                   | Stuart Trent, Director of Public Works; 2 Bridge Road, Hobe Sound, FL, 33455; (727) 545-0171; strent@tji.martin.fl.us  |
| Bald Head Island, NC                                 | Debris Removal and Disposal  | \$45,647.47  | 1,944    | Nov-16                       | Vegetative debris removal and disposal services as a result of Hurricane Matthew                                   | Chris McCall, Village Manager, 111 Lighthouse Wynd, Bald Head Island, NC 28461; Tel. (910) 457-9700  |
| Fernandina Beach, FL                                 | Hurricane & Other Disasters, Debris Removal Reduction and Disposal | \$406,166.00 | 1,792 CY | October – November 2016      | Collection, reduction and disposal of vegetative debris as well as hangers and leaners following Hurricane Matthew | Dale Martin, City Manager, 204 Ash Street, Fernandina Beach, FL 32034; Tel. (904) 277-7305, Fax (904) 491-2046, dmartin@fbfl.org                             |
| Charleston County Park and Recreation Commission, SC | Debris Removal and Disposal Services                               | \$38,592.00  | 1,106 CY | October – December 2016      | Clearing of hurricane debris from roads throughout the County, and damaged trees                                   | Erick Briles, Capital Project Manager, 861 Riverland Drive, Charleston, SC 29412, Tel. (843) 762-9952; ebriles@ccprc.com                                     |
| Cumberland County, NC                                | Disaster Debris Clearance & Removal                                | \$33,175.00  | 250      | December 2016 – January 2017 | Removal and disposal of debris from Hurricane Matthew  | Amanda Bullard, Purchasing Agent, 117 Dick Street, Fayetteville, NC 28302, Tel. 910-678-7746, Fax 910-323-6120, abullard@co.cumberland.nc.us                 |

**Alabama April Tornadoes – 1,362,352**

| Owner & Location  | Title of Work   | Value           | CY        | Time Period        | Description  | Contact   |
|---|---|-----------------|-----------|--------------------|--|---|
| City of Leeds, AL   | Debris Removal Services following the April 2011 tornadoes                                | \$83,040.00     | 2,694     | June - July 2011   | Removal and hauling of tornado debris from ROW in Leeds, AL. Removed 2,693 CY of debris and trimmed 51 trees.  | David Coyne, City of Leeds, Leeds City Hall, 1040 Park Drive, Leeds, AL 35094. Tel. (205) 669-2585. dcoyne@leedsalabama.gov   |
| 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   | June - August 2011 | Private Property Debris removal of vegetative, C&D, and stumps from properties in Lawrence and Limestone Counties, AL. Removed 108,000 CY of vegetative and C&D debris and 306 stumps.   | Dianne Allen, Contracting Officer, 7400 Leake Ave. New Orleans, LA 70118, (504) 862-1120, dianne.allen@mvn02.usace.army.mil   |
| Jefferson County, AL  | Tornado Debris Removal and Disposal Services  | \$11,245,998.00 | 1,191,554 | May - July 2011    | Removal and hauling of tornado debris from ROW in Jefferson County, Vestavia Hills, Warrior, Mountain Brook, and Pleasant Grove. Reduce debris at TDSRSs and haul to approved final disposal sites. Removed and processed 1,191,553 CY of debris. Employed 27 local and small-business subcontractors and vendors. | James A. (Jimmie) Stephens, County Commissioner, 716 Richard Arrington Jr. Blvd North, Birmingham, AL 35203, Tel. (205) 325-5555; Fax (205) 325-4860; stephensj@jccal.org |
| City of Jasper, AL  | Tornado Debris Removal and Disposal Services  | \$669,247.00    | 59,890    | April - July 2011  | Performed 70-hour push and vegetative debris removal from ROW in the City of Jasper, Alabama.  | Joe Matthews, Director of Public Works, City Hall Annex, 1814 4th Avenue, Jasper, AL 35501. Tel. (205) 221-8529. jmatthews@jaspercity.com                                 |













## 2.B General Operations Plan

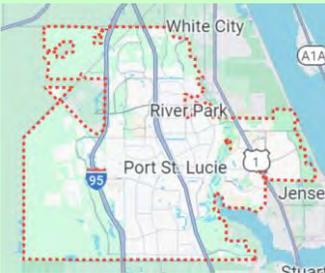
The following is a general discussion of Ceres Environmental Services, Inc.'s technical approach and understanding of the scope of work. It includes a timetable for response and recovery based on past Ceres experience and our standing disaster response plans. The overall plan for contract execution is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

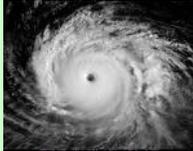
### Our Response to You

Our record demonstrates that we stand ready to perform tasks of any size. In order to keep that record intact our preplanning is already underway for Port St. Lucie. 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 Port St. Lucie 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 Port St. Lucie. 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 Port St. Lucie 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 Port St. Lucie 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.   |  |

|   |  |   |
|---|--|---|
| <p>Pre-Storm Mobilization</p>           | <p>When a storm in your area is imminent, Ceres acts quickly so that road clearance and debris removal operations can begin as soon as the storm subsides. At your request, if conditions permit, your Ceres Project Manager, or other Ceres professional, will join Port St. Lucie personnel in the EOC and help prepare for storm impact and recovery.</p> |    |
| <p>Landfall</p>                         | <p>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.</p>  |    |
| <p>Cut and Push</p>                     | <p>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.</p>   |    |
| <p>FEMA Records and Data Management</p> | <p>Ceres will assist Port St. Lucie on an as-requested, as-needed basis to ensure that records are kept and maintained to provide maximum allowable reimbursement to the City.</p>   |    |
| <p>Fully Operational</p>                | <p>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.</p>   |   |
| <p>First Pass Complete</p>              | <p>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.</p>                                 |  |
| <p>Second Pass Complete</p>             | <p>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.</p>   |  |
| <p>Final Pass Complete</p>              | <p>Debris removal operations would be 100% complete. The Ceres Project Manager would remain in constant contact with Port St. Lucie personnel, but daily presence may not be needed by this time.</p>  |  |
| <p>Site Reclamation</p>                 | <p>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.</p>   |  |

|                       |   |   |
|-----------------------|---|---|
| Ticket Reconciliation | Ceres performs ongoing ticket reconciliation with subcontractors and Port St. Lucie so that databases of debris hauled match as closely as possible. After all debris has been hauled, all truck ticket databases are reconciled to close out the financial records of the project. |  |
| Invoicing             | Following reconciliation of the truck records, a final invoice will be delivered.   |  |
| FEMA Reimbursement    | Ceres will work with the City following the completion of the field work, on an as-requested, as-needed basis to ensure maximum allowable reimbursement.  |  |

### Contract Performance Phases

In order to successfully respond to a disaster, natural or otherwise, planning and preparation are of the utmost importance. Ceres adheres to a series of carefully drawn plans for each step of its response beginning from the time we prepare our response to your RFP until planning begins for the event after next. The following information outlines a generic plan for responding to debris-generating emergencies. Please note that this general summary is not specific to a particular type of disaster event.

### Post Award Phase

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

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

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

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

### Planning and Training Phase

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

- How Many Jellybeans in the Jar: Estimating Debris
- The FEMA Paperwork Process: From IDA to PW and All Points In Between
- Continued Growth: Changes in FEMA Policy
- Recent Legislative Changes
- Know Where to Look: Additional Funding Mechanisms for Debris
- Keeping It Between the Lines: Working with Regulatory Agencies for Debris
- Tipping Point: Determining Your Force Account Capabilities or When Will I Need Help

- FEMA Eligibility: What a “Good” Contractor Will Tell You
- Behind the Curtain: Becoming a Ceres Project Manager
- Tricks of the Trade: Tough Lessons Learned from 45+ Years of Experience
- Document, Document, Document: Debris Monitoring

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

### Alert Phase

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

#### Alert 1: Category I & II Hurricanes

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

Alert 1 activity includes, but is not limited to:

- Calling the previously identified representatives of Port St. Lucie, 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.

#### 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 Port St. Lucie 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**

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

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

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

### FirstNet

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

### Life Support and Fuel Supplies

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

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

### Debris Management Sites (DMS)

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

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

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

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

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



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

### DMS Construction Timeline

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

### Emergency Roadway Clearance and Debris Removal Phase

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

### Emergency Road Clearing-Cutting and Pushing Public Right of Ways

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

Cut and Push Crew typical configuration is:

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

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

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

### Debris Collection

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



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

A typical crew will be comprised of:

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

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

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

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

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

### Hazardous Tree, Limb, and Stump Removal

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

### Flooding

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

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

Although some of the same types of debris are removed in flood and non-flood disaster recovery, typically storms with heavy rainfall increase the amount of construction and demolition debris when compared to vegetation. Also, the timeline is longer in flood situations because standing water takes time to recede. The debris removal may also be more complex as it can involve partial or full demolition of structures. For example, in a post flood situation, a house may



Flood debris from 2016 Louisiana Floods

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 barges, dredging, and water salvage companies on hand as subcontractors if the need arises.



Placarding a truck.

### **Certification of Maximum Volume Capacity of Hauling Trucks/Trailers**

Prior to initial use, authorized Ceres personnel and Port St. Lucie 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.

### **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 fieldwork, the Ceres team, from Site Managers up to the Project Manager, will meet on a daily basis. The Project Manager is responsible for coordinating the daily scheduling and dispatch of cleanup crews with the City and will meet with the designated representative on a daily basis. The Site Manager is responsible for management and operation of a reduction site, loading sites or any other work site. The Site Managers report directly to the Sector Manager, who reports to an Area Manager, who reports to a Project Superintendent, who reports to the Project Manager. Depending on the scale of a disaster, the number of managers assigned to the Ceres Team will vary depending on local conditions. Foremen at the reduction site(s) and for the collection and hauling activities are responsible for crew supervision and report to the Site Manager.

Each Site Manager ensures that their crew operates in an efficient manner and is responsible for documenting and inspecting work performed. Site Managers document safety meetings, equipment safety inspections, quantity and location of debris hauled, areas completed, and daily time sheets of personnel and equipment. Site Managers also monitor quality control issues such as completeness of cleanup and/or trimming and contract compliance.

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

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

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

### **Scheduling Control Debris Collection**

During post-award preparation the Project Manager obtains maps detailed enough to provide individual debris collection crews address block information. Maps will be divided and identified according to Districts, Sections, and Developments or Address Blocks. The Master Debris Management Map will be located in the Emergency Response Mobile Command Center. Individual developments or address block maps will be reproduced on 8.5" x 11" paper for use in

crew dispatching. Each Site Manager will be provided with a binder containing all the development/address block maps for the event's entire area.

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

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

### Project Manager

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

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



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

### Field Supervisors/Crew Leaders

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

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

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

- Cycle Times of Trucks
- Loads per Hour
- Production

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

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

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

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

### **Description of a Typical Workday**

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

Two flagmen will be placed on each end of the work perimeter to meter the flow of traffic into the work perimeter. If debris is to be moved across the roadway, the flagmen will stop all traffic. When the loading of a truck is completed, the flagmen will also stop traffic while the truck moves out of the controlled area. During the work, the flagmen will be equipped with two-way radios to coordinate the direction of traffic. Additional trucks staged for loading will all be stationed to the

side of the roadway from which they will be loaded so they will not obstruct incoming traffic to the work perimeter. When loading is completed, the truck will leave the work area.

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



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

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

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

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

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

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

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

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

### **Geographic Area Management**

Every area has its own unique geographic characteristics that define the parameters of the response. An urban area, smaller municipalities, and rural areas offers different challenges to the successful completion of a disaster recovery mission. Traffic is always an issue that must be addressed, especially when working in and around waterways. Bridges are natural bottlenecks, and our experience has taught us, the less they are used during the transportation of the debris, the better. Ceres is always aware that our disaster recovery work is not the only thing utilizing the transportation system. Through the selection of strategically located DMS, our haul trucks should have minimal impact on these areas, as the haul zones are designed to keep the trucks working close to each DMS. In the successful completion of our Hurricane Katrina disaster recovery operation in Louisiana, we worked with all 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 cleanup operations will be staged in this area. Such materials will be properly disposed of in a timely manner.

### Inspection

DMSs will be the point of inspection and load volume estimation by the City or their designated representative. Inspection towers will be used to observe and record all trucks entering and leaving the DMS and document their loads. The tower will be 10 feet above the existing ground elevation, with a wooden handrail and steps to provide access and constructed of pressure treated lumber. The floor area will be 8'x8', constructed of 2'x8' joists, 16" O.C. with 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 separation. The Monitor will instruct the driver regarding the appropriate dump location at the site and will verify the truck is completely empty following dumping. The Monitor will complete the load ticket presented for each load delivered to the site.

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

### **Load Tickets and Reporting**

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

### **Material Separation**

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

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

### **Volume Reduction by Grinding**

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

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



### Volume Reduction by Burning

The loader/rake will push clean debris in the direction of the burn pit, taking great care to keep the debris free of dirt. Once the debris is piled in the vicinity of the burn pit area, the backhoe with thumb will feed the Air Curtain Incinerator in such a manner as to promote complete combustion. The backhoe will also set aside any material that would process more efficiently in a chipper/grinder, such as large diameter logs or stumps.



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

### Final Disposition

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

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

### Work Hours

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

### Traffic Control

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

### Site Restoration

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

### Demobilization Phase

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

### Documentation – Field Operations Production Reporting

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

### Quality Control

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

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

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.

### Deployment of ArcGIS/Dropbox System

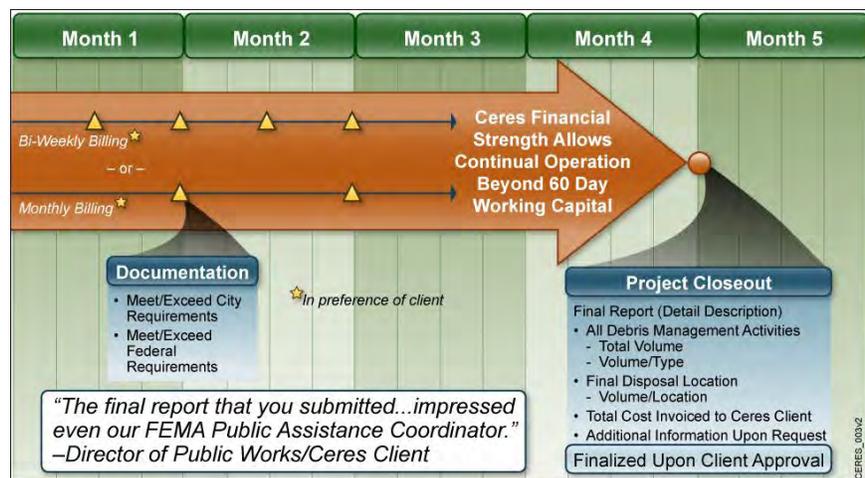
Ceres employs a customized ArcGIS/Dropbox system to assist project management in capturing initial site reconnaissance, develop situational awareness with the City, capture incidents/costs in the field and provide a valuable record to help City construct the administrative record. Field personnel are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

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

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

### Invoicing

Ceres can provide invoices to the City on a bi-weekly, semi-monthly, or monthly basis. With each invoice, appropriate documentation will be provided relating to the services provided during the invoice period. Documentation will meet the City requirements and the federal requirements for funding and reimbursement purposes. Ceres will provide technical assistance to the City in the completion of claims filed to FEMA or other agencies for funding and reimbursement. A



documentation team will be assembled from representatives of quality control and accounting. This team will assist the City throughout the invoicing and reimbursement process long after the work has been completed.

### Reimbursement Assistance

Ceres is trained and experienced in providing the necessary documentation and assistance toward the preparation of reimbursement claims (Project Worksheets) for the City. If needed, Ceres will provide the City with turnkey services or guidance and technical assistance to ensure proper preparation and submittal of claims for reimbursement and other available funding. Ceres' careful attention to documentation and strict quality control procedures will aid in the acceptance of a claim for reimbursement.

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

### Program Management Assistance

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

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

### Project Closeout

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

### Debris Training Program Description

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

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

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

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

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

### Initial Training Requirements

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

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

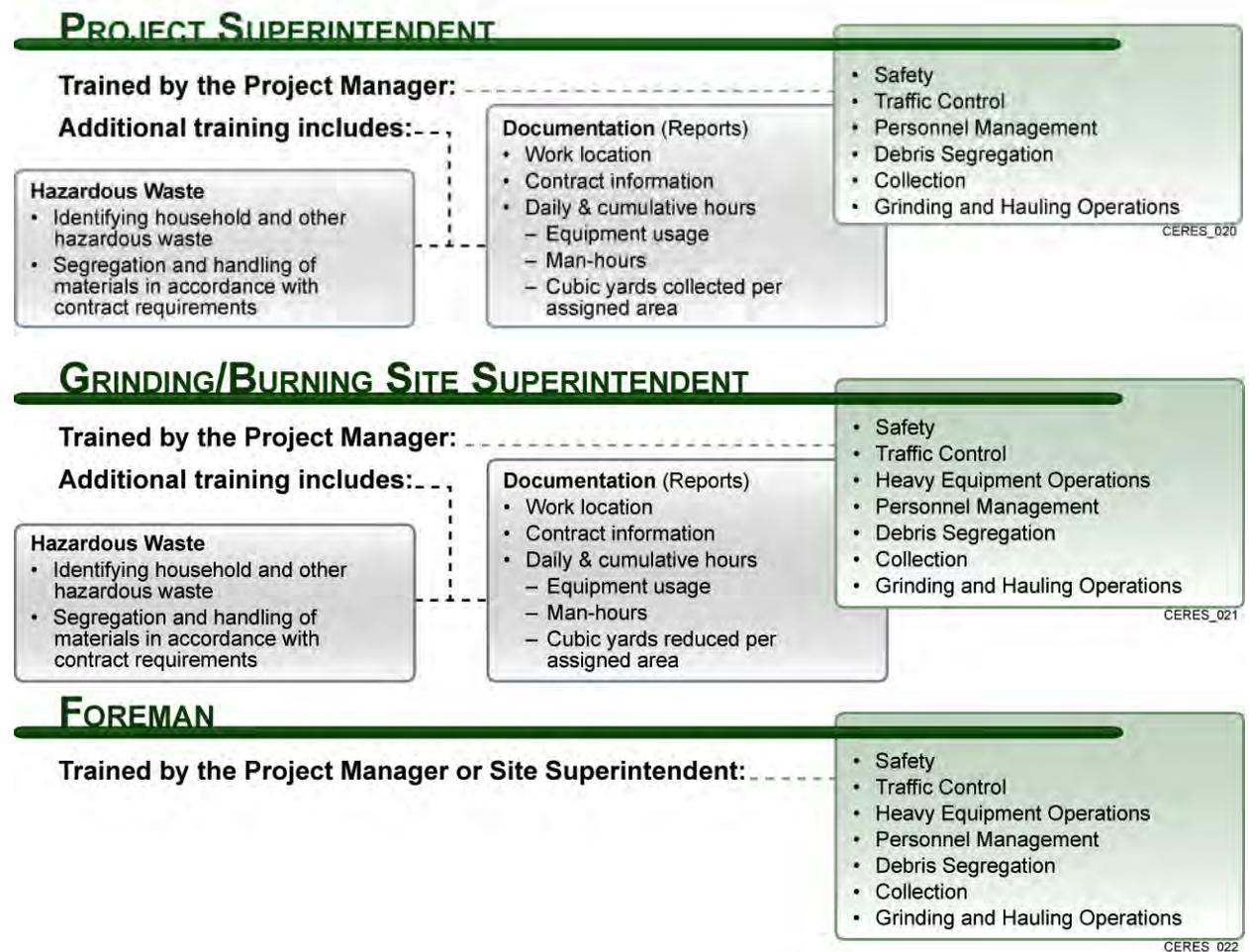
### Training Program Description

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

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

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

Job Descriptions that require specific training are as follows:



## **CREW LEADER, TRUCK DRIVER, OPERATOR, LABORER**

**Pre-skilled in functional areas, Separate training and evaluation**

**Additional project specific training includes:** -----

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

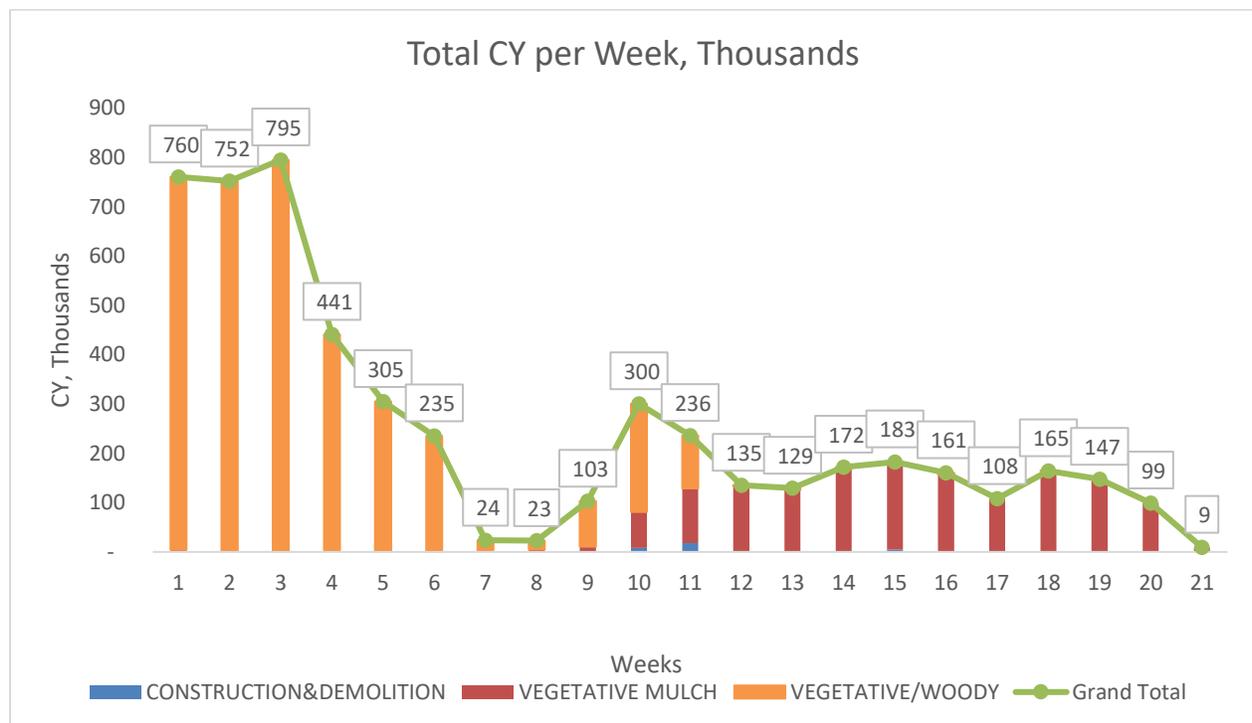
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### Potential Scenarios

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

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

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



**Ceres Production Curve: Total CY Average per Week**

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

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



large and small, as shown by our successful operations in each of the over 330 FEMA-reimbursed projects we have managed, whether Ceres handled over 13 million cubic yards of debris or less than 10,000 cubic yards of debris.

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

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

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

Production rates in an event in Port St. Lucie 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**

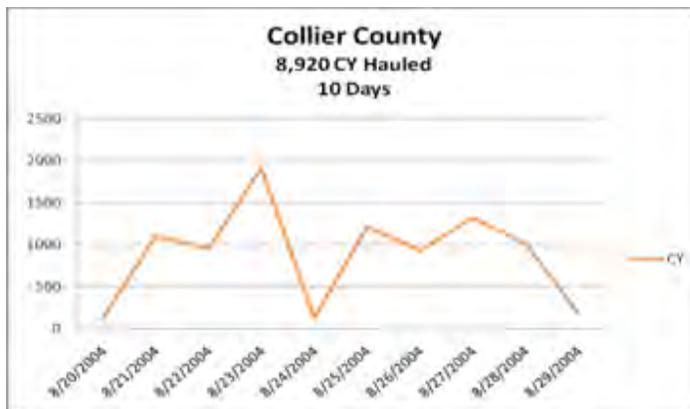
**Spot Jobs – Localized**

**Ceres Headquarters Office Location:** Sarasota, Florida permanent office with mobile Port St. Lucie 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 Port St. Lucie 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

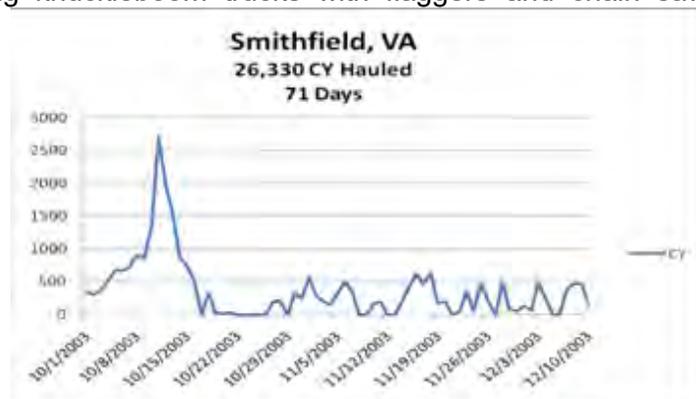
**Time elapsed from Notice to Proceed to first arrival onsite of equipment:** 1 hour

**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 Port St. Lucie office

**Number of TDSR Sites:** 2 or 3

**Location of TDSR Sites:** To be determined

**Size of TDSR Sites:** 5 to 15 acres

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

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

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

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

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

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

**Methodology for Scheduling and Routing the Removal of Debris:** Ceres would provide



several crews consisting of trucks, loaders, chain saw operators, and flaggers. Trucks and loading equipment would be provided with each crew, including self-loading knuckleboom trucks and other loading and hauling equipment. Bobcat type loaders would likely be used to forward material into larger piles for efficient pickup by self-loading knuckleboom trucks. Each crew would be supervised by a lead man, and each crew

would be supervised by a foreman who would report to the Ceres superintendent who would interface with the City field representative. A Ceres site manager will be installed who will manage the TDSR site operations, which would likely include a tub grinder or air curtain incinerator, a dozer, an excavator with grapple and dump trucks to load out. A Ceres project manager would supervise the superintendent and DMS site manager and will supervise site restoration. The Ceres project manager will also interface with the City administrators to assist with FEMA reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.

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

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

**Event Type: 4**

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

**Ceres Headquarters Office Location:** Sarasota, Florida permanent office with mobile Port St. Lucie office

**Number of TDSR Sites:** 3 to 5

**Location of TDSR Sites:** To be determined

**Size of TDSR Sites:** 5 to 20 acres

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

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

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

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

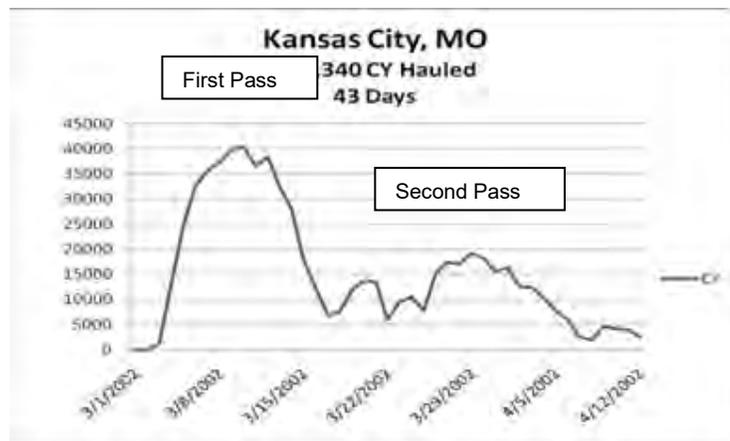
**Time elapsed from Notice to Proceed to complete mobilization:** 50% in 24 hours, 100% in 48 hours

**Expected Management and Supervision Staff: General Management:** 1 project manager, 1 site superintendent(s), 1 project superintendent, 3 zone managers, 5 foremen, 1 administrator, 1 accountant, 1 quality control officer, 1 clerk, 1 subcontracting officer, 1 safety and health officer, 1 public relations officer; **plus Expected Personnel per TDSR Site:** 1 TDSR Site Manager, 1 foreman with truck and cell phone, 1 assistant foreman, 5 to 8 heavy equipment operators, 2 to 4 flaggers for traffic control, 1 to 5 additional laborers for separation and other material handling

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

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

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



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

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

**Event Type: 5**

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

**Ceres Headquarters Office Location:** Sarasota, Florida permanent office with mobile Port St. Lucie office

**Number of TDSR Sites:** 4 to 6

**Location of TDSR Sites:** To be determined

**Size of TDSR Sites:** 5 to 20 acres

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

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

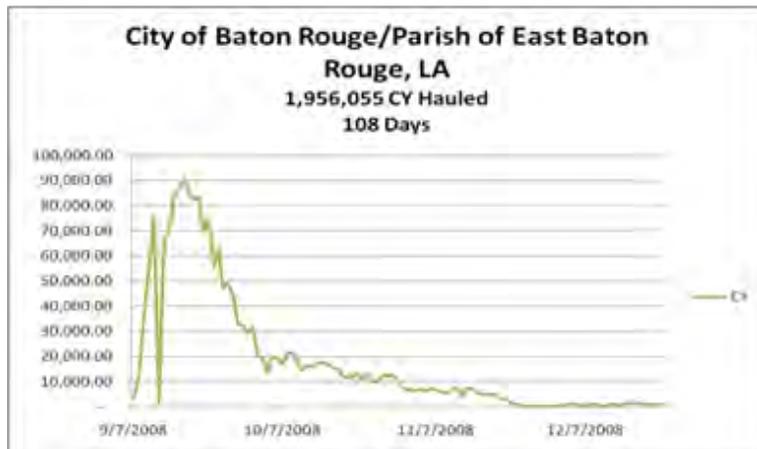
**Quantity of Hauling Equipment:** Self-loading knuckleboom trucks, dump trucks/trailers, approximately 32 crews with approximately 87 trucks

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

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

**Expected Management and Supervision Staff: General Management:** 1 project manager, 1 project superintendent, 4 site superintendents/zone managers, 10 foreman, 1 FEMA/City liaison, 1 quality control officer, 1 administrator with 3 clerks, 1 subcontracting officer, 1 safety and health officer, 1 accountant; **plus Expected Personnel per TDSR Site:** 1 TDSR Site Manager, 1 foreman with truck and cell phone, 1 assistant foreman, 5 to 8 heavy equipment operators, 2 to 4 flaggers for traffic control, 1 to 5 additional laborers for separation and other material handling

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



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

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

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

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

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

**Event Type: 6**

**Catastrophic Event – Site Management – City-wide**

**Ceres Headquarters Office Location:** Sarasota, Florida permanent office with mobile Port St. Lucie office

**Number of TDSR Sites:** 4 to 6

**Location of TDSR Sites:** To be determined

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

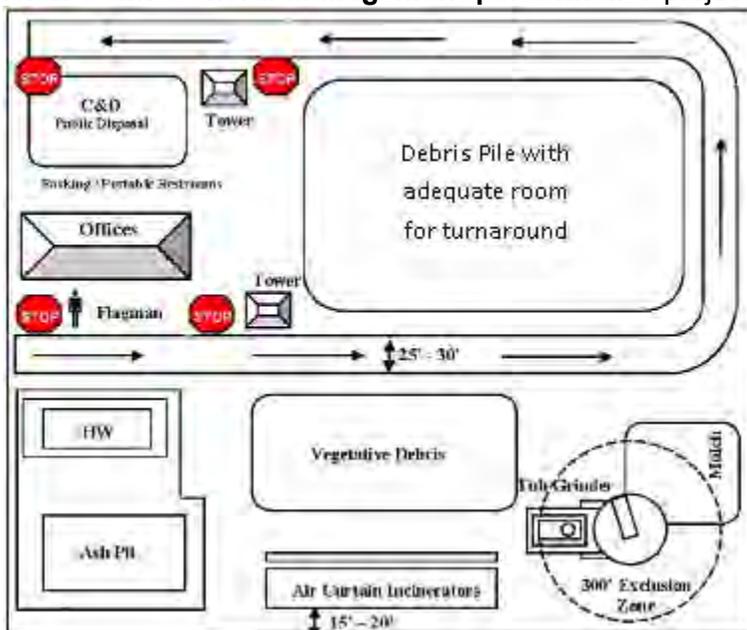
**Total expected cubic yards of debris to process and document:** up to 1,300,000

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

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

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

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



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

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

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

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

for forwarding any material that would process more efficiently in a chipper/grinder, such as large diameter logs or stumps. The Air Curtain will be operated at least 100 feet from any stockpile of debris and at least 1,000 feet from any occupied structure.

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

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

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

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

### **Event Type: 7**

#### **Catastrophic Event – Total Management – City-wide**

**Ceres Headquarters Office Location:** Sarasota, Florida permanent office with mobile Port St. Lucie office

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

**Number of TDSR Sites:** 6 to 8

**Location of TDSR Sites:** To be determined

**Size of TDSR Sites:** 5 to 20+ acres

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

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

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

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

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

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

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

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

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

## 2.B.1 Recycling and Beneficial Re-use of Mulch

As portrayed by our name, Ceres Environmental Services, Inc. is founded on the principle of seeking environmentally friendly solutions through all our fields of work. During a disaster response, these considerations must be balanced with ensuring safety and preventing further loss; however, through Ceres' 48 years of disaster response work, we have developed means and methods that are implemented immediately through our standard operating procedures. One of these means and methods is the way in which we address debris disposal.

Ceres has been involved in recycling vegetative and municipal waste for 35 years. It began with managing municipal vegetative waste and turning it into mulch for various cities and counties across the continental U.S. Ceres also ran an experimental program for several years that turned municipal mixed waste into compost, and a worm farm turning agricultural waste into soil enrichment products.

Ceres has operated grinding facilities and yard waste processing facilities for over 35 years and **owns the largest internal fleet of grinding equipment in the industry – with a capacity of over 120,000 CYs per day.**

### Ceres-Owned Grinders

| Category                            | Owned | Description   |
|-------------------------------------|-------|---|
| Vermeer HG6800TX Horizontal Grinder | 6     | Horizontal Grinder, 500-800 Yards of Veg Per Hour C27 950HP |
| Vermeer HG6000 Horizontal Grinder   | 2     | Horizontal Grinder, 400-600 Yards of Veg Per Hour C18 755HP |
| Vermeer TG7000 Tub Grinder          | 2     | Tub Grinder, 500-800 Yards of Veg Per Hour C27 950HP        |
| Diamond Z Tub Grinder               | 1     | Tub Grinder Model 1463 650HP                                |
| Diamond Z Tub Grinder               | 1     | Tub Grinder Model 1463 1230HP                               |
| Diamond Z Tub Grinder               | 1     | Tub Grinder Model 1463 Twin 1500 HP                         |
| Diamond Z Tub Grinder               | 1     | Tub Grinder Model 1463 1300 HP                              |
| Mobark Tub Grinder                  | 1     | Tub Grinder Model 1400 750 HP                               |
| CBI Horizontal Grinder              | 1     | Horizontal Grinder Model 8800 1200 HP                       |
| Doppstadt Horizontal Shredder       | 1     | Horizontal Shredder Model 3060K 430 HP                      |

Every year a large part of responding to natural disasters across the United States is reducing the vegetative material that results from these disasters. In 2022, from Hurricane Ian alone, Ceres reduced approximately **6.2 Million cubic yards** of vegetative debris by grinding

For the City of Port St. Lucie, Ceres can reduce over 1 million cubic yards of vegetative debris to beneficial re-usable mulch. We have identified and are working with three separate facilities in and around Port St. Lucie that can accept at least 1 million cubic yards of mulch and re-use it either for commercial mulch application or on agricultural land as a soil amendment / land application. This requires that mulch be clean and free of contamination, as well as properly sized mulch shreds. Clean, contamination-free mulch is a result of effective material separation crews at both curbside and at the TDSRS site. Effective separation is a result of experienced, capable quality control management. Ceres has the largest grinders made and experienced, capable quality control management, as evidenced by our successful beneficial use of our mulch on our projects.

At one of the final use facilities, Disposal operations will be at the approved and permitted final disposal site designated by Ceres, Brownie Company LLC. Mulch will be transported to Interstate Recycling Property located on Glades Cut Off Road, Port St. Lucie. St. Lucie County Property ID#4233-121-0001-000-7. At the facility, the mulch will be responsibly and beneficially recycled

for use as compost. Brownie Company LLC will employ environmentally sustainable practices in the composting process, ensuring minimal impact on the surrounding ecosystem.

We have also identified Mike's Organic Topsoil in Port St. Lucie as an end-use facility for mulch. They have committed to accepting over 1 million cubic yards of mulch and will re-use it as part of their beneficial organic topsoil business. The third facility for mulch end-use is American Mulch Manufacturing & Logistics Corp. They also have agreed to accept in excess of 1 million CY of mulch and will beneficially re-use it.

**We have included the letters of intent with the end-use mulch facilities following this section.**

### **Vegetative Debris**

Ceres has decades of experience in waste wood reduction, mulch production and composting. Storm-generated vegetative debris that cannot be fed into waste-to-energy streams can be recycled and re-used in many ways. Ceres removes millions of cubic yards of debris following every major event worked in Florida. As mentioned earlier, after Hurricane Ian Ceres mulched approximately **6.2 million cubic yards** of vegetative debris by grinding and .

Ceres has incredible experience identifying alternative disposal methods for vegetative debris. Taking vegetative debris and turning it into mulch is what we do everyday at our facilities throughout the country. With clients following disasters, Ceres has ground debris to a specific chip size for beneficial re-use around a jurisdiction or offered directly to the general public. Some examples include:

- Sending mulch to co-gen facilities
- Animal bedding at a local zoo
- Placement on trails
- Landscape and nursery mulches
- Enhance flower beds and other landscaping
- Erosion control
- Working with local farmers impacted by the disaster to either land apply or windrow material on farmland for future use
- Composting for garden soils and blending with manure(s) for potting soil mixes

In Florida, following Hurricane Irma, many local governments were trying to dispose of mulch, so was Ceres. Historically, Ceres has had great success working with various State agricultural departments and land applying mulch. Additionally, Ceres' employee Ricky Morales previously worked in the orchard business throughout Florida and remained engaged in the industry. Ceres was able to engage the farming community to identify orchards and landowners willing to accept the material for land application. Ceres identified one such location for Seminole County and Winter Park -- Lake Jem Farms. That same contact yielded disposal locations in Sarasota for clients on the western coast of Florida and in Indian River County for clients on the eastern coast of Florida.

In 2018-2019, Ceres helped pecan farmers in southwest Georgia following Hurricane Michael after farmers lost most pecan producing trees. Paying a reduced tipping fee to the pecan farmers resulted in a lower cost to the client, instead of taking to final disposal, and helped the pecan farmer continue to pay notes on their property as they worked to bring production back. Lastly, one of the most unique recycling solutions ever implemented by Ceres happened in South Carolina in Beaufort County following Hurricane Matthew in 2016. Working with DHEC and a local gun club, Maltese Arms Shooting Club in Yemassee SC, Ceres hauled and piled mulch on the gun range to create a two dedicated 800-yard rifle range, separate area for pistol targets, and another range for shotguns.

Privately at Ceres owned and operated facilities in Texas and Minnesota, **in excess of 10 million cubic yards** of municipal solid waste, green waste, construction and demolition debris, and vegetative material have been processed for 100% reuse. Our experience has included the production of worm castings using vegetative feedstocks. Ceres has over decades of experience in the manufacturing and marketing of its products to the Nursery and Landscape industry as well as the retail consumer.

Both facilities offer public and private customers options to divert vegetative waste into valuable products instead of filling landfills. 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.**



### Waste Separation

For large-scale Right-of-Way debris removal, Ceres has developed sophisticated routing protocols and procedures using state-of-the-art scheduling, segregation, tracking and ticketing technologies. Appropriately trained Quality Control personnel help to ensure that materials are managed safely and in accordance with protocols and with state and local requirements and regulations.

Waste segregation crews have the training appropriate to detect hazards and to perform waste identifications. Segregation is best accomplished at curbside where accessibility to the debris piles is achieved. Precision extraction can be accomplished with skilled operators of specialized mechanical equipment resulting in safe and efficient collection.

Ceres will use the Temporary Debris Reduction Sites (TDRS) identified by the City. If 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.

### A Systems Approach for the Recycling and Re-Use of Storm-Generated Waste

A Category 3 hurricane striking a heavily forested coastline can generate millions of cubic yards of vegetative debris. After such a storm, hundreds – sometimes thousands – of pieces of heavy machinery will be operating in the affected area for weeks, clearing, hauling and disposing of veritable mountains of storm debris—and burning primarily non-renewable fossil motor fuels.

Ceres is committed to recycling and repurposing disaster debris to the greatest extent possible. The response to Hurricane Isaac provided an exemplary model of this commitment. Even though the State of Louisiana (LA R.S. 30:2413.1) only requires a reduction of disaster vegetative debris 50 percent by weight and 50 percent volume prior to disposal in a landfill, Ceres utilized a variety of beneficial use disposal options to eliminate the need to dispose any vegetative debris in a landfill. In total, over 200,000 cubic yards of vegetative debris was diverted to a beneficial use application.

Ceres believes that a vital element of disaster recovery is a strong waste recycling strategy that maximizes beneficial reuse of storm-generated waste. New waste-to-energy technologies, such

as electricity generation and cellulosic ethanol fuel production, present the prospect of wiser, more carbon-neutral uses of storm-generated debris. Efficient debris collection and management techniques not only speed recovery and lower costs, but also reduce the greenhouse gas emissions that large fleets of hard-working commercial vehicles can produce.

### **Recycling of C&D and other Debris Types**

Please refer to the next section, **2.B.2 TDMS Plan with C&D Recycling and Reduction** for our TDMS operations and safety plans as well as our plans for recycling, reuse and reduction of all non-vegetative debris.

Date: June 5, 2024

From: Jed Brownie – Owner, Interstate Recycling - 824 SW Palm City Rd. Stuart, FL 34994

Phone: (772) 260-4270 email: [interstaterecycling@gmail.com](mailto:interstaterecycling@gmail.com)

To: Ceres Environmental Services, Inc. 6371 Business Blvd. Suite 100 Sarasota, FL 34240

**RE: Letter of Intent and Agreement for MULCH FINAL DISPOSAL SITE**

To whom it may concern,

I, Jed Brownie representing Interstate Recycling, hereby state our intent to engage in negotiations with Ceres Environmental Services, Inc. regarding the utilization of our property, identified by: St. Lucie County Property Appraiser's Office as Property ID# 4233-121-0001-000-7. Located on Glades Cut Off Road, to which I previously partnered with Ceres Environmental Services, Inc. for Final Disposal in 2017 during the Hurricane Irma recovery program.

This letter serves to confirm discussions between representatives of Ceres Environmental Services, Inc. and Interstate Recycling regarding the potential provision of storm debris waste disposal services to Ceres Environmental Services, Inc., and the likelihood of utilizing our site as a MULCH FINAL DISPOSAL SITE . In the event that Ceres Environmental Services, Inc. secures a contract from the City of Port St. Lucie for storm-generated debris removal and related activities, we express our intent to enter into negotiations with Ceres Environmental Services, Inc. to finalize an agreement allowing our property to be utilized as a FINAL DISPOSAL SITE in the event of a hurricane or other natural disaster. We believe that this collaboration presents an opportunity for both parties to contribute positively to disaster response efforts and environmental stewardship in our community. We are committed to ensuring that our property is efficiently and responsibly utilized for the management of storm-generated debris, in alignment with regulatory standards and best practices in waste management.

We look forward to further discussions and the opportunity to formalize our partnership in the near future. Should you require any additional information or clarification, please do not hesitate to contact me at (772) 260-4270 or via email at [interstaterecycling@gmail.com](mailto:interstaterecycling@gmail.com)

Thank you for considering this letter of intent. We anticipate a mutually beneficial partnership and remain available for further discussions at your convenience.

Sincerely,



06/06/2024

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Jed Brownie – Owner, Interstate Recycling

**SIGNATURE CERTIFICATE**



**REFERENCE NUMBER**  
8A1932C2-98C2-432A-8848-67D9EEB2E745

| TRANSACTION DETAILS  | DOCUMENT DETAILS   |
|--|--|
| <p><b>Reference Number</b><br/>8A1932C2-98C2-432A-8848-67D9EEB2E745</p> <p><b>Transaction Type</b><br/>Signature Request</p> <p><b>Sent At</b><br/>06/06/2024 16:17 EDT</p> <p><b>Executed At</b><br/>06/06/2024 16:19 EDT</p> <p><b>Identity Method</b><br/>email</p> <p><b>Distribution Method</b><br/>email</p> <p><b>Signed Checksum</b><br/>67071c899b0756ef6729ed5b5f3b68f474540c695a7c26acdffd77291727fbc</p> <p><b>Signer Sequencing</b><br/>Disabled</p> <p><b>Document Passcode</b><br/>Disabled</p> | <p><b>Document Name</b><br/>Letter of Intent for Mulch Final Disposal Site-Draft</p> <p><b>Filename</b><br/>Letter_of_Intent_for_Mulch_Final_Disposal_Site-Draft.docx</p> <p><b>Pages</b><br/>1 page</p> <p><b>Content Type</b><br/>application/vnd.openxmlformats-officedocument.wordprocessingml.document</p> <p><b>File Size</b><br/>15.8 KB</p> <p><b>Original Checksum</b><br/>51d259cf281dd95fd28c05512d21f12a7753aa0b383423da240331e51641b397</p> |

**SIGNERS**

| SIGNER  | E-SIGNATURE   | EVENTS   |
|---|---|--|
| <p><b>Name</b><br/>Jed Brownie</p> <p><b>Email</b><br/>interstaterecycling@gmail.com</p> <p><b>Components</b><br/>2</p> | <p><b>Status</b><br/>signed</p> <p><b>Multi-factor Digital Fingerprint Checksum</b><br/>ea7d0d11aa9e0ce3f661e3d934de30e4b37d15f01e7a39b7ce0f1ca5a523888e</p> <p><b>IP Address</b><br/>75.57.42.248</p> <p><b>Device</b><br/>Mobile Safari via iOS</p> <p><b>Drawn Signature</b><br/></p> <p><b>Signature Reference ID</b><br/>F8D33C2B</p> <p><b>Signature Biometric Count</b><br/>2</p> | <p><b>Viewed At</b><br/>06/06/2024 16:19 EDT</p> <p><b>Identity Authenticated At</b><br/>06/06/2024 16:19 EDT</p> <p><b>Signed At</b><br/>06/06/2024 16:19 EDT</p> |

**AUDITS**

| TIMESTAMP            | AUDIT   |
|----------------------|---|
| 06/06/2024 16:17 EDT | Tracey Mancini (tracey.mancini@ceresenv.com) created document 'Letter_of_Intent_for_Mulch_Final_Disposal_Site-Draft.docx' on Chrome via Windows from 52.45.54.47. |
| 06/06/2024 16:17 EDT | Jed Brownie (interstaterecycling@gmail.com) was emailed a link to sign.   |
| 06/06/2024 16:18 EDT | Jed Brownie (interstaterecycling@gmail.com) viewed the document on Mobile Safari via iOS from 75.57.42.248.   |
| 06/06/2024 16:19 EDT | Jed Brownie (interstaterecycling@gmail.com) viewed the document on Mobile Safari via iOS from 75.57.42.248.   |
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| 06/06/2024 16:19 EDT | Jed Brownie (interstaterecycling@gmail.com) signed the document on Mobile Safari via iOS from 75.57.42.248.   |

Mike's Organic Topsoil  
2117 NW Settle Ave.  
Port St Lucie, FL 34986

*Subject: Interest in Providing Services for 20230046 Disaster Debris Removal Services for the City of Port St. Lucie, FL*

Dear Ms. Tia Laurie:

Mike's Organic Topsoil is interested in participating with Ceres Environmental Services, Inc. to support Port St. Lucie on the above referenced Solicitation. We hereby confirm that in the event of a contract award to Ceres Environmental Services, Inc. we will provide services as described below for the duration of the contract.

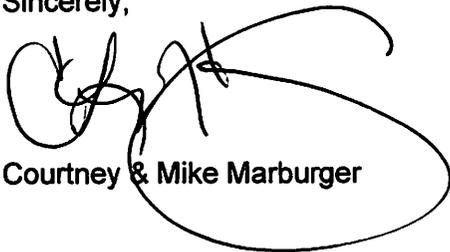
Mike's Organic Topsoil intends to perform the following roles and responsibilities:

- Accept in excess of 1 million cubic yards of mulch brought by Ceres Environmental Services, Inc. following a disaster event in Port St. Lucie, FL.

The execution of any agreement is conditional upon Ceres Environmental Services, Inc. being awarded this contract.

We look forward to providing services and expertise to Ceres Environmental Services, Inc. under this contract. Please contact Courtney Marburger @ 772-775-7645, if you have any questions or need additional information.

Sincerely,

A handwritten signature in black ink, appearing to be 'Courtney & Mike Marburger', written over a large, hand-drawn oval. The signature is stylized and cursive.

Courtney & Mike Marburger

American Mulch Manufacturing & Logistics Corp

Subject: *Interest in Providing Services for 20230046 Disaster Debris Removal Services for the following Counties St Lucie County*

Dear Ms. Tia Laurie:

American Mulch Manufacturing & Logistic Corp is interested in working with Ceres Environmental Services, Inc. to support Counties on the above referenced Solicitation. We hereby confirm that in the event of a contract award to Ceres Environmental Services, Inc. we will provide services as described below for the duration of the contract.

American Mulch Manufacturing & Logistics Corp intends to perform the following roles and responsibilities:

- Accept in excess of 1 million cubic yards of mulch brought by Ceres Environmental Services, Inc. following a disaster event in Provided Counties

The execution of any agreement is conditional upon Ceres Environmental Services, Inc. being awarded this contract.

We look forward to providing services and expertise to Ceres Environmental Services, Inc. under this contract. Please contact Rodney Stanley if you have any questions or need information.

Sincerely,

Rodney Stanley CEO

DATE

6/6/2024

772-631-0819

Mulchguy2008@gmail.com

American Mulch Manufacturing and Logistics Corp

1208 Nw 10<sup>th</sup> Ave

Okeechobee Fl 34972

888-814-5908

863-763-0075

## 2.B.2 TDMS Plan with C&D Recycling and Reduction

### TDMS Safety and Operational Plan

#### Site Safety Plan Description

Ceres Environmental Services, Inc. is committed to a safe healthful workplace for its employees. Our purpose is to help reduce injuries and illnesses within the organization, conduct business operations in a safe manner without injury to persons, interruption of production, or damage to property. Everyone is expected to comply with the established work practices, to assume responsibility for their own safety, and to actively participate in the safety programs of this company.

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

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

DMSs will be inspected daily to:

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

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

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

- Backing up of trucks not permitted without operator instruction and use of flaggers. Back-up alarms must be functional and appropriate for the site conditions.
- Post speed limits -5 mph on haul road in site, and 10 mph for access roads
- All drivers must obey haul road plan
- All personnel must use required Personal Protective Equipment (PPE) (hard hat, steel toe boots, long work pants, eye protection, reflective vest (number 2 or 3), shirts with sleeves at least 4" in length, hearing protection and gloves as needed.
- Maintain a safe distance around all the equipment of at least 20 feet.
- Do not walk behind equipment, drivers to remain inside the vehicles, exit only with the acknowledgment of equipment operator and required PPE.
- All equipment will have a fire extinguisher present.

- Equipment will only work inside of an established work zone with the proper traffic control devices in place.
- Trucks will be separated by at least 20' when dumping loads in the dump area.
- Drivers will wear seatbelts and otherwise comply with federal and state commercial vehicle driving requirements.
- An exclusion zone of 100 feet MUST be around the burn pit with regard to material staging areas. The burn area must be located at least 1,100 feet from the nearest structure.

### **Management Responsibilities**

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

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

### **Personal Protective Equipment Requirements**

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

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

### **DMS Operational Plan Description**

Ceres will utilize the DMSs identified by the City. If 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 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)
- Two Backhoes with grapples
- One Wheel Loader with rake
- One Wheel Loader with a light materials bucket for loading mulch
- One Maintenance Truck
- One Water Truck
- One Road Grader (optional)
- One Inspection Tower
- One Hazardous Materials Containment Area
- One Foreman with cell phone
- Four walking floor trucks (120 cubic yards) for hauling mulch
- Additional Equipment as determined by the Contract and Site Manager

#### **Equipment Inspections/Certifications**

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

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

#### **Load Tickets and Reporting**

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



### Material Separation

Due to the nature of these operations, material separation is required 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 separation of loads containing contaminants or non-grindables. Those loads, which may contain debris ranging from white goods, household hazardous waste (HHW), e-waste, and other materials, will be 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.

### Configuration

#### DMS Traffic Control

Traffic control will be provided near the entrance to the staging area of this site. Traffic control personnel will be trained in the hazards and requirements of their duties and safety requirements and precautions. Compliance with the safety requirements of Ceres Accident Prevention Plan and EM 385-1-1 is mandatory; Personal protective equipment must be worn, and traffic control (Stop/Slow) paddles used. Signage (per DOT and Uniform Traffic Control Devices) will be posted at distances of 500 and 1000 feet from the entrance to the site to warn other traffic in the presence of trucks and traffic control personnel. The speed limit on the approach road to this site will be 10 mph, with a speed limit on the site haul road of 5 mph. Traffic control personnel will be responsible for directing traffic into and out of the site and for assisting haulers as needed to safely back trucks in for dumping in the debris staging area. Trucks WILL NOT back up to dump until so instructed by an assisting flag person and will not otherwise back up unless SPECIFICALLY instructed to do so by an operator. Trucks will space themselves at the dump location to allow sufficient space between trucks to facilitate safe dumping and maintain a safe zone around the truck of at least 20 feet. All equipment will be equipped with an operating backup alarm; equipment that does not have a functional alarm will be decommissioned until the necessary repairs are completed.



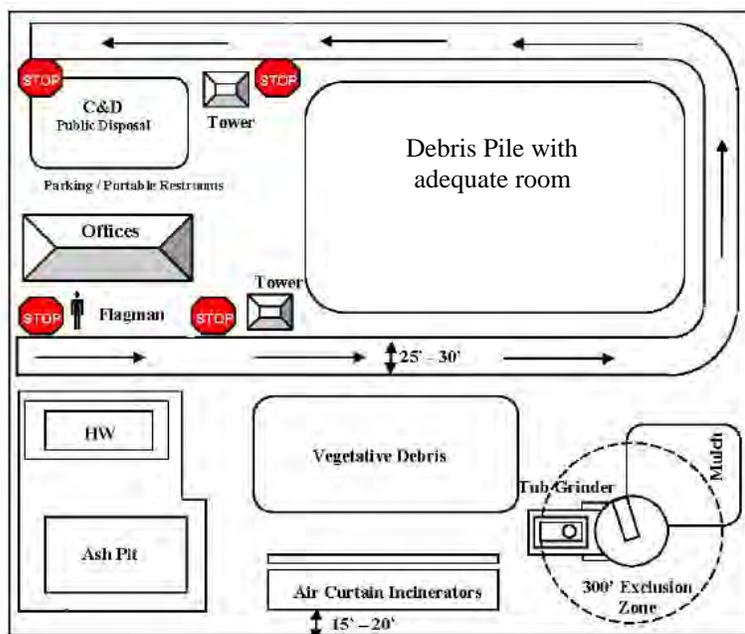
An Aerial view of a DMS used by Ceres in the past and its site layout plan.

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

### Collection and Reduction of Debris

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

- Ceres will collect, load and haul all debris from the municipalities and transport it to the reduction site. There will be a minimum of two passes through each of the collection sites. Collection routes will be the same as the routes that were utilized before household collections.
- Ceres will separate the debris at the reduction sites, to the extent that is feasible, into recyclables, non-recyclables, non-hazardous and hazardous household waste.
- Ceres will reduce, recycle and/or dispose of all debris according to all local and federal regulations.
- Ceres will be responsible for the control and management of the reduction site, working in accordance with regulations of the Environmental Quality Board as well as any other local or federal applicable regulation.
- At some reduction sites there will be debris disposed for processing by trucks other than those under Ceres contract.



*Typical setup of a DMS used by Ceres.*

### Method of Debris Disposal

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

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

## Recycling and Reduction of C&D and other Non-Vegetative Debris

### Recycling Centers

Our recycling program starts with early identification of potential recycling center sites. Working with local authorities and within environmental regulations, we begin the permitting process required for these sites within the first few days of response. By beginning this process before it's needed, we can ensure that permits are obtained, and sites are selected before debris is ready to be hauled.

Once permitted, Ceres establishes the site with company-owned recycling equipment. Our company possesses the expertise and experience to process any and all debris generated by a natural disaster. These processes allow Ceres to minimize the amount of debris ultimately sent to the landfill, reducing the demands on local landfill resources and allowing them to continue to operate efficiently. In order to facilitate onsite recycling, Ceres owns a wide variety of specialized equipment, such as:

- Concrete pulverizers and shears
- Crushers for C&D debris
- C&D Shredders
- Density Separators
- Screening equipment: vibrating and rotary, disc screens, etc.
- Metal baler
- Pick line conveyor system

These processes allow Ceres to minimize the amount of debris ultimately sent to the landfill, reducing demand on local landfill resources and allowing them to continue to operate efficiently.

Ceres provides expertise in a variety of waste management services, including waste prevention. As good stewards of the environment, Ceres employs several waste prevention techniques. These techniques are commonly summarized as: Reduction, Reuse, Recycling and Recovery. Waste prevention is emphasized throughout Ceres' organization with goals set and charted to measure performance against targets tied to industry benchmarks.

### Waste Separation

For large-scale Right-of-Way debris removal, Ceres has developed sophisticated routing protocols and procedures using state-of-the-art scheduling, separation, tracking and ticketing technologies. Appropriately trained Quality Control personnel help to ensure that materials are managed safely and in accordance with protocols and with state and local requirements and regulations.

Waste separation crews have the training appropriate to detect hazards and to perform waste identifications. Separation is best accomplished at curbside where accessibility to the debris piles is achieved. Precision extraction can be accomplished with skilled operators of specialized mechanical equipment resulting in safe and efficient collection.

Waste separation is also performed during decommissioning of structures prior to demolition. The separation team is deployed to the house or other structure scheduled for demolition. For structures which are considered safe to enter, the team will carefully walk through, survey the structure and remove all accessible decommissioning products. These products are segregated into similar group types. White goods, e-Wastes, SMEs, Tires and Household Hazardous Waste (HHWs) are the common group types. Documentation is created per structure which identifies all materials removed, as well as those materials which are not accessible. These items are removed during the demolition process. Of primary concern is the safety of the workers. Respiratory protection is available and plastic totes are used to provide separation for potentially incompatible waste streams. Worker exposures are minimized with adequate Personal Protective Equipment

including respirators, impermeable suits, rubber gloves, and face shields. Industrial Hygiene monitoring is also tailored to suit the task and the potential exposures of concern.

Temporary Site Disposal and Reduction sites (TSDR) are strategically placed and are designed and managed based on the end use of the products received. For recyclable materials, Ceres is skilled at designing mission compatible Material Recovery Facilities within the TSDR framework to enhance the receipt, processing and shipment of all types of recyclable products.

### Alternative Uses for Reduced Material

While vegetative debris is the most common debris type, other debris types have alternative disposal options that help mitigate the unavailability of disposal sites, as shown in the following table.

| Alternative Disposal Options for Common Types of Debris |  |
|---|--|
| Debris Type   | Use  |
| <b>Unprocessed Woody Debris</b>                         | Unprocessed Woody Debris can be used as marine habitat enhancements in parks and wildlife refuges in addition to developing large debris into crib walling for wetlands restoration and protection.  |
| <b>Metals</b>   | Metals shall be separated into ferrous and non-ferrous metals using electromagnets, metal maulers and shredders and sold to metal recycling firms. During the Lake, Mendocino and Napa Debris Mission following the NorCal wildfires, Ceres segregated metals out from the debris stream and transported to a recycling facility. Similarly, Ceres is recycling all metals from the current Camp Fire debris removal project in Paradise, CA.  |
| <b>Rubble</b>   | Rubble identified as concrete, bricks, cinder blocks and certain types of tile; rubble can be crushed and sieved for use as aggregate. Often utilized as a substitute for concrete aggregate in nonstructural applications, the rubble aggregate can be reformed into concrete for riprap erosion control. Ceres recycled rubble in Haiti following the 2010 earthquake and again in Christchurch, New Zealand, following the 2011 earthquake. |
| <b>Glass</b>  | Glass can be directly recycled into fiberglass or used in place of sand in paving material.  |
| <b>Asphalt Shingles</b>                                 | Asphalt shingles can be recycled and given to varying local government for asphalt paving and pothole repair.  |
| <b>White Goods and Gasoline Powered Tools</b>           | White Goods and gasoline-powered tools communities oftentimes have not-for-profit, Goodwill, or State-owned organizations which employ workers to repair and recycle goods. In many states, following the removal of CFC refrigerants and oil/gas, the white goods and powered tools can be recycled for scrap metal.  |
| <b>e-Waste</b>  | e-Waste OEM manufacturer supported programs and other local recyclers that recycle e-Waste focusing on the electronic circuits, metals and plastics.   |
| <b>Tires</b>  | Tires can be recycled for use in asphalt, floor tiles, hoses, landscaping material, playground material and school tracks.   |
| <b>Soil</b>   | Utilizing screens while grinding vegetative debris, soil can be removed from vegetation and stored onsite for backfilling stump holes and ruts generated by mechanized equipment. Any remaining soil can be used in the TDSRS restoration.   |

### Concrete

Concrete is generated during nearly all debris collection tasks. During wind events, efforts are made to keep concrete on grade intact during demolitions. Crushers or hammer mills can be used to reduce the concrete into useful products to sell back to cement providers. Larger pieces can be saved and used for sea walls or erosion inhibitors of lakes and streams. Any steel can be removed and baled for scrap.

Ceres operated a temporary debris reduction site in Christchurch with the purpose of recycling “dirty demolition” debris from Christchurch Central Business District buildings, creating crushed concrete that can be used as aggregate. This process involves the use of a jaw crusher, screen, water separator and picking station. The equipment has been procured from the US and Europe and has been adapted to the local environment to process **up to 3,600 tons of mixed concrete debris per day**. This has been a unique, and one-of-a-kind operation in New Zealand, and has proven to significantly reduce waste disposal costs for our clients.

The recycled concrete which has many uses, including clean fill, flood banks, gabion baskets and aggregate for roading projects. Ceres’ unique ability to convert concrete removed during the process to useable recycled products will reduce the environmental impact in many ways. Recycling will reduce the volume of materials that would normally be placed into landfills, as well as the costs of hauling heavy materials such as fuel and road wear and tear. In addition, utilizing recycled materials has a compounding effect, lowering the cost of other finished construction materials such as stone and asphalt. These products will be recycled and put into use in our aggregate plant and asphalt manufacturing facilities to create products for road base, rip rap, and hot mix asphalt paving. Additional information regarding our abilities in this area may be found by reviewing our recent recycling grant application.

### **Abandoned Vessels and C&D Debris**

Ceres uses portable horizontal shredders as a cost effective means to manage and reduce C&D and fiberglass debris generated by natural disasters. Portable reduction shredders, in addition to mechanical compaction with an excavator or dozer, are options for managing/reducing construction and demolition debris shredders reduce materials as much as 75%, lowering the cost of transportation and conserving valuable landfill space. Ceres used shredders in response to Hurricanes Irma and Maria in the U.S. Virgin Islands to process over 160,000 CY of C&D debris and 396 marine abandoned vessels under a U.S. Army Corps of Engineers contract.

The management and processing of the C&D and fiberglass debris was approved by the USDA and APHIS as a permitted means of materials treatment prior to transportation and disposal off the islands, thus providing a disposal solution where none previously existed.

Environmental protection planning, dust abatement and exposure monitoring programs are integral to C&D and fiberglass reduction efficacy, addressing fugitive nuisance, silica, and fiberglass dusts and emissions is paramount to proper management. Potential emissions are controlled by a wetting procedure using proprietary ewetting and encapsulation agents developed by Ceres and appropriate for the materials being reduced. Ceres’ horizontal shredders are retrofitted with mill box dust suppression systems and operated in such a manner to prevent air, land, water pollution, safety/health hazards, or nuisances. Factors that impact dust control measures include wind speed, wind direction, proximity to other operations, site personnel and general public, weather conditions and type of material must be considered. Dust suppression has also been accomplished by the use of turbofans and water atomization sprayers.

Ceres was tasked with off island disposal of marine vessels and debris and all C&D debris due to limited landfill capacity in the USVI. Disposal on the continental United States involved the participation of various private, state, and federal agencies, primarily focused in Texas. The criteria used to evaluate stateside disposal options included disposal requirements, permitting restrictions, proximity of disposal facility to the receiving port, unloading times, and land

transportation. Ceres obtained a full set of APHIS requirements (permit conditions) for continental disposal of C&D debris in less than six (6) months and effected final disposal of three (3) barge loads (32,367 CY) in six (6) months.



**Ceres Off-Island Disposal of Shredded C&D Debris Shipment Headed for Texas**

#### **Other Construction and Demolition (C&D) Debris**

C&D debris may contain hazardous substances such as HHW, Medical Wastes, Guns & Ammo, Oxygen cylinders, and industrial quantities of chemicals. Primary recyclables include scrap steel, tires, metals, glass, wood, concrete and plastics. In a wind-based event, mobile homes comprise a large quantity of overall demolition C&D waste stream.

Commercial buildings that must be demolished in an emergency may contain various chemical or biological hazards. These buildings may be damaged to such an extent that they cannot be re-entered. In this case, the C&D waste will contain everything that was in the building at the time of the event, resulting in the need for material separation at the dump site. Recyclable materials include steel frames, tin siding, axels and rubber tires. Efforts can be made to recover these items of value during the demolition process.

#### **A Systems Approach for the Recycling and Re-Use of Storm-Generated Waste**

A Category 3 hurricane striking a heavily forested coastline can generate millions of cubic yards of vegetative debris. After such a storm, hundreds – sometimes thousands – of pieces of heavy machinery will be operating in the affected area for weeks, clearing, hauling and disposing of veritable mountains of storm debris—and burning primarily non-renewable fossil motor fuels.

Ceres is committed to recycling and repurposing disaster debris to the greatest extent possible. The response to Hurricane Isaac provided an exemplary model of this commitment. Even though the State of Louisiana (LA R.S. 30:2413.1) only requires a reduction of disaster vegetative debris 50 percent by weight and 50 percent volume prior to disposal in a landfill, Ceres utilized a variety of beneficial use disposal options to eliminate the need to dispose any vegetative debris in a landfill. In total, over 200,000 cubic yards of vegetative debris was diverted to a beneficial use application.

Major storms also generate enormous quantities of household wastes that must be segregated, recycled or disposed outside the MSW stream—computers, refrigerators with putrescent contents, paints, solvents and other potentially hazardous materials.

Ceres believes that a vital element of disaster recovery is a strong waste recycling strategy that maximizes beneficial reuse of storm-generated waste. New waste-to-energy technologies, such as electricity generation and cellulosic ethanol fuel production, present the prospect of wiser, more carbon-neutral uses of storm-generated debris. Efficient debris collection and management techniques not only speed recovery and lower costs, but also reduce the greenhouse gas emissions that large fleets of hard-working commercial vehicles can produce.

### White Goods

White goods include refrigerant containing appliances such as freezers, refrigerators, and air conditioners; and other large appliances such as washers and dryers and small appliances like microwaves, depending on the recycler. White Goods are segregated at the curb and during demolition decommissioning activities. When tasked, Ceres implements staging, cleaning and recycling operations of white goods. Recyclables include Refrigerant Freon, compressor oils and scrap steel.

White goods containing putrescible wastes are routed through a cleaning area to remove the biological/vegetative debris. This debris is captured into bags or other suitable containers and shipped to an appropriate landfill or composter. Volumes are tracked and counted.

**Freon** is a regulated substance requiring extraction and recycling by an EPA registered provider. The extraction procedure is written documented on EPA authorized forms. It is important to thoroughly understand the regulatory aspects of this operation.

Under Section 608 of the CAA, EPA has established regulations (40 CFR Part 82, Subpart F) that:

- Require service practices that maximize recycling of ozone-depleting compounds (both chlorofluorocarbons [CFCs] and hydrochlorofluorocarbons [HCFCs] and their blends) during the servicing and disposal of air-conditioning and refrigeration equipment.
- Set certification requirements for recycling and recovery equipment, technicians, and reclaimers.
- Restrict the sale of refrigerants to certified technicians.
- Require persons servicing or disposing of air-conditioning and refrigeration equipment to certify to EPA that they have acquired recycling or recovery equipment and are complying with the requirements of the rule.
- Establish safe disposal requirements to ensure removal of refrigerants from goods that enter the waste stream with the charge intact (e.g., motor vehicle air conditioners, home refrigerators, and room air conditioners).

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

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

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

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

### **Electronic Waste**

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

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

### **Household Hazardous Waste**

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

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

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

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

### **Tires**

Waste tires are managed independently of all other debris types. Tires are generally regulated by local or state ordinances requiring tracking and penalties for mismanagement. Ceres makes every attempt to track the location and source of the tires and works within the established structure of the community recycling programs. However, during a Debris Recovery Mission, tires are very

prolific as indicated by the numbers, variety and wide distribution and can very easily overwhelm the community programs. When this is the case, Ceres has alternatives in which to assist community managers. Responsible reduction options include collection, grinding, shredding, palletizing, and transporting to company authorized commercial recyclers.

### **Liquefied Petroleum Gas Tanks**

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

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

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

In concentrated amounts and in uncontrolled conditions, LPH has the potential to create a fire or an explosion.

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

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

### **Small Motorized Engines (SMEs)**

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

Special precautions need to be taken due to the gasoline and oils. Drip pans providing secondary containment are in place where waste extractions are performed, and bulk consolidation is made.

The oils and fuels are routed to the Fuels program and the steel is crushed, bailed, banded to pallets and shipped to an area scrap recycler.

### **Abandoned Vehicles**

Abandoned cars make up a large percentage of recyclable scrap steel. Vehicles brought in for processing will be tagged, inventoried in by license plate, make, model, color and VIN. Vehicles will be staged, and site tagged for easy retrieval. Site operators will forward vehicle data to the Department of Insurance for dissemination to insurers. Local governments will be responsible for the proper notification of vehicle owners. Vehicles will remain at the staging area until inspected

by appropriate authorities. Any unclaimed abandoned vehicles will be considered for recycling. Scrap vehicles will be dismantled and recycled after proper recovery of gasoline, diesel fuels, refrigerants, lubricating oils, mercury ABS switches, mercury convenience switches, lead acid batteries, brake and transmission fluids, antifreeze and tires. Propane tanks and large appliances in recreational vehicles should be removed.

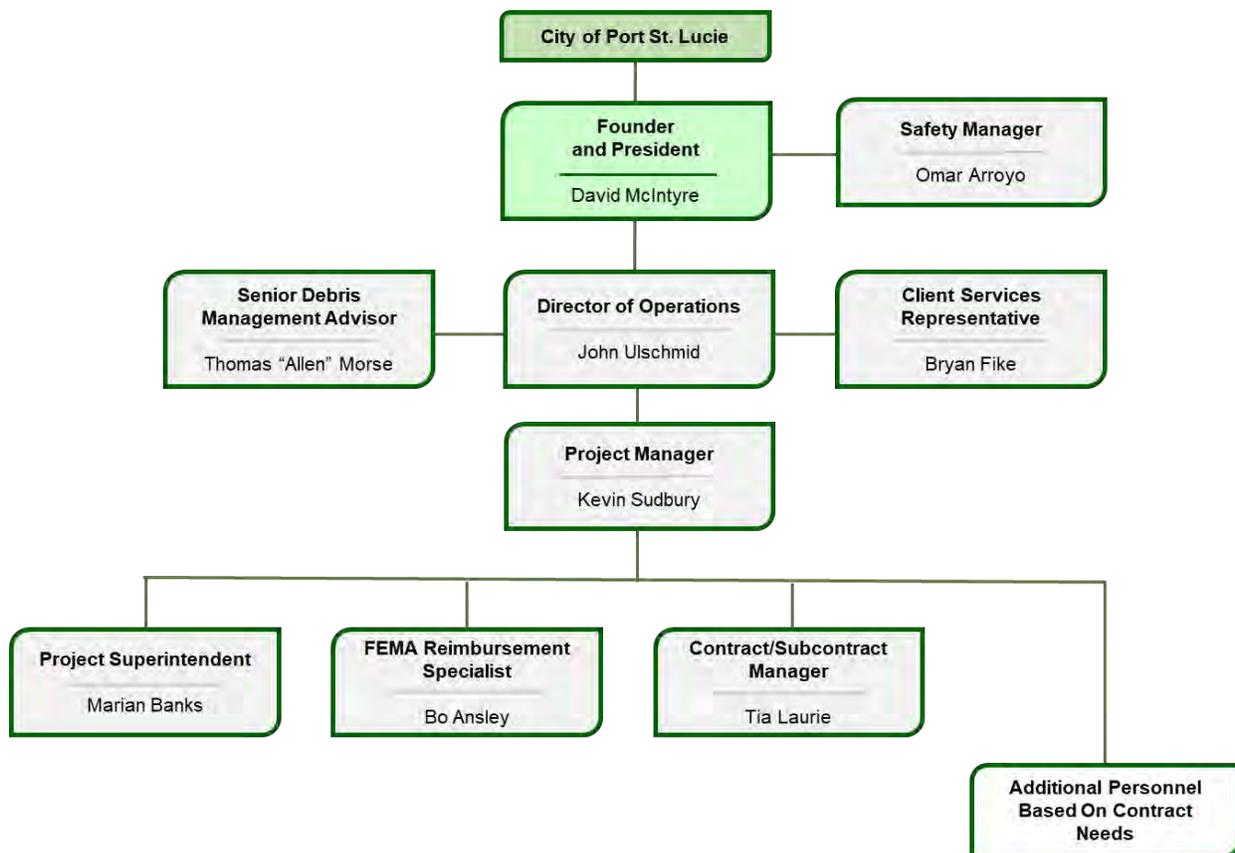
Similar procedures will be employed for boats and vessels. Boats brought to the storage areas should be site tagged, inventoried in by Department of Wildlife and Fisheries registration or other appropriate state agency. The make, model, color and serial number will be recorded and provided to the agency.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

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

### 2.B.3 Management Team Qualifications

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

For the City of Port St. Lucie, 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 Bradenton Beach for the life of the contract. Additional personnel will be assigned based on the size and severity of an event affecting Bradenton Beach.



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

debris management projects; and the Hurricane Georges USACE response in 1998. Mr. McIntyre has been Project Manager of many of the debris projects for Ceres and has been Operations Manager of many of them as outlined below. He has also presided over the performance of over 95 additional contracts with branches of the U.S. federal government regarding demolition, grinding, abatement, clearing, and other work. These government branches include the U.S. Army Corps of Engineers; U.S. Navy, Army, and Air Force; U.S. Department of the Interior; and the U.S. Department of Agriculture.

**Mr. John Ulschmid** is our **Director of Operations**. Mr. Ulschmid has more than 35 years of experience with Ceres Environmental Services, Inc. including project management of multiple FEMA-reimbursed contracts. Mr. Ulschmid manages the company's Construction and Demolition Division as well as various operational aspects of the Emergency Management Services Division, concurrently with the company's Public Affairs and Logistics Management. Mr. Ulschmid has also worked on a variety of other emergency response projects including emergency building demolitions due to floods, Emergency Bank Stabilization of the Mississippi River Lock and Dam 8, and multiple floodway and water control and mitigation construction projects. He has provided project management, supervision, and administration to several federal government clients including the U.S. Army Corps of Engineers, U.S. Air Force, U.S. Navy, U.S. Army, CAL OES, LA DOTD, and TX DOT along with multiple projects with cities, counties, municipalities, and other public agencies with revenues totaling in excess of \$1 Billion. Mr. Ulschmid attended the University of Minnesota, Carlson School of Management where he holds a bachelor's degree in management information systems.

**Mr. Thomas "Allen" Morse** is our **Senior Debris Management Advisor**. Mr. Morse has worked for Ceres for 10 years providing technical, political, and professional advice at all operational levels of debris management operations. He has over 35 years of experience in damage assessment and debris management. Mr. Morse is retired from the U.S. Army Corps of Engineers (USACE), where he served for 15 years as the National Program Manager for all debris management programs. In this role, Mr. Morse was responsible for training USACE debris teams, as well as training FEMA's FCO cadre on debris management. During his career at the USACE, Mr. Morse provided his knowledge and management skills to some of our nation's most challenging responses. Mr. Morse worked with the USACE in the aftermath of the attack on the Twin towers on September 11. The USACE was tasked by FEMA to perform a forensic analysis of all ground zero debris and identify human remains and personal effects. This was the first time for the USACE to handle a large-scale debris operation as an evidence stream requiring extreme security. Mr. Morse also was the lead debris program manager for Hurricane Katrina in Alabama, Mississippi, and Louisiana. This was one of the nation's largest debris management responses requiring \$2.2 billion in FEMA funds allocated for debris removal operations. Mr. Morse is the author of the USACE Hurricane Debris Forecasting Model and the Points of Distribution Commodities planning model.

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

**Mr. Kevin Sudbury** is the **Project Manager** assigned to the City of Port St. Lucie. Mr. Sudbury has a 25-year career that includes a far-reaching understanding of operations and finance as well as cross-functional experience in planning, project management, business administration, public speaking, and client support. He thrives in fast-paced, high-pressure environments. He has a reputation for applying advanced problem-solving techniques that lead to the restoration of smooth-flowing procedures and systems, turning around failing projects and developing innovative solutions to any challenge. Mr. Sudbury possesses a demonstrated capability to analyze and translate complex customer requirements, plan for as well as execute simultaneous projects. He is an articulate communicator who can fluently speak the languages of both people and industry-specific terminology, blending technical expertise with exceptional interpersonal skills to reach the desired outcome. These skills ensure project engagement and cohesion across diverse groups of staff, management, and clients.

**Mr. Marian Banks** is the **Project Superintendent** assigned to the City. Mr. Banks has over 5 years' experience in disaster debris management, all with Ceres. He has experience managing large, complicated projects including fires, winter storms, tornados, and hurricanes. His responsibilities include but are not limited to maintaining contract schedules, dispatching subcontractors, and liaising with clients and monitoring agencies. Prior to working at Ceres, Mr. Banks was a reliable police officer dedicated to saving lives, increasing community safety, and decreasing crime rates for more than 18 years. He proudly served in Desert Storm, Gulf War, and Operations Iraqi Freedom.

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

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

**Mr. Omar Arroyo** is the **Safety Manager** assigned to Port St. Lucie. Mr. Arroyo has more than 22 years of professional experience in safety management. He has worked in various fields including debris management, civil construction, new construction, and oil, dealing with all aspects of Environmental Health and Safety Management and Training. His experience includes the Oregon Wildfire, The U.S. Army Corps of Engineer projects in the U.S. Virgin Islands following

Hurricanes Irma and Maria and the Camp Fire project following the California Wildfire in Butte County.

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

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

If for any reason key personnel named in this proposal are not available for a City of Port St. Lucie 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.

## Resumes

### Management Oversight

#### David A. McIntyre, Founder and President

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

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

#### PROFESSIONAL EXPERIENCE

- **Hurricane Idalia 2023.** Management oversight for debris removal in Florida and Georgia following a Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **California Floods 2023.** Management oversight for flood debris removal services in Tulare County, CA and Merced, CA.
- **Texas Winter Storm Mara 2023.** Management oversight for debris removal in two Texas jurisdictions following a winter storm. 330,846 cubic yards of debris were removed.
- **State of Vermont Summer Flood 2023.** Management oversight for debris removal in sixteen (16) jurisdictions across the State of Vermont
- **Hurricanes Ian and Nicole 2022.** Management oversight for 27 contract activations in Florida. Two of these projects surpassed 2 million cubic yards of debris each.
- **Hurricane Ida 2021.** Management oversight for debris removal in 14 Louisiana jurisdictions.
- **Oregon Wildfire Recovery 2020-2022.** Management Oversight for Oregon Department of Transportation providing Hazard Tree Removal Services for Operational Branch 1: Archie Creek Fire, Douglas County, Operational Branch 5: Thielson Fire, Douglas County and Operational Branch 6: Two Four Two Fire, Klamath County. 22,311 trees were removed.
- **Oklahoma Ice Storm 2020.** Management oversight for debris removal in 5 cities following an ice storm. Over 200,000 cubic yards of debris were removed.
- **Hurricanes Laura, Hanna, Sally, Delta, and Zeta 2020.** Provided management oversight for 13 individual contract activations across Louisiana, Texas, and Florida.
- **Linn County, IA Derecho 2020.** Management oversight for removal, reduction, and disposal of 681,998 cubic yards of derecho generated debris.
- **California Wildfires – Camp Fire, Butte County 2020 – 2021.** Project Manager for the CalRecycle removal of hazardous trees generated by the Camp Fire wildfire in North-Central California in 2017.
- **Hamilton County, TN Tornado 2020.** Provided management oversight for removal and disposal of tornado generated debris in Hamilton County. Over 409,500 cubic yards of debris were removed.

- **Jones County, MS Tornado 2020.** Provided management oversight for removal and disposal of over 240,000 cubic yards of tornado generated debris in Jones County.
- **California Wildfires – Camp Fire, Butte County 2019.** Project Manager for the CalRecycle clean-up project for hauling and disposal of debris generated by the Camp Fire wildfire in North-Central California in 2019, which is the largest debris mission in California in more than 100 years. 768,558 tons of debris were removed.
- **Northern California Wildfire Debris Removal 2018.** Provided management oversight for the USACE debris removal project in Lake, Mendocino and Napa Counties, CA following the fires between October and December of 2017.
- **Hurricane Michael USACE Response 2019.** Project Manager/Operations Manager for work in 13 Georgia Counties.
- **Hurricanes Michael and Florence 2018 – 2019.** Provided management oversight for 13 individual contract activations in jurisdictions across North Carolina, South Carolina, Florida and Georgia
- **Hurricanes Irma and Harvey 2017.** Provided management oversight for more than 45 disaster recovery projects in Florida and Texas.
- **Southeast Tornadoes 2017.** Provided management oversight for disaster recovery projects in Georgia and Louisiana following early tornadoes.
- **Hurricanes Hermine and Matthew 2016.** Provided management oversight for over 20 individual projects following Hurricane Hermine in September and Hurricane Matthew in October.
- **Louisiana Flooding 2016.** Provided management oversight for Ceres response to Louisiana floods in August following heavy rains.
- **Oklahoma Storms 2015.** Provided management oversight to Ceres response to Winter Storms Cara and Goliath. Ceres responded to six different jurisdictions in Oklahoma.
- **Livingston Parish Waterway Cleanup 2015.** Management oversight for Ceres response during the removal of vegetative, C&D and white goods debris removal in Louisiana.
- **Alabama Tornadoes 2014.** Management oversight for Ceres response in several Alabama cities damaged by May tornadoes. Ceres provided removal and disposal services for eligible debris.
- **Winter Storm Pax 2014.** Management oversight for Ceres response in Georgia and North Carolina. Ceres provided removal and disposal of storm-related debris in both states.
- **Winter Storm 2013.** Management oversight for early winter storm in October 2013. Ceres provided removal and disposal of disaster-related vegetative debris in South Dakota.
- **Upper Midwest Ice Storm 2013.** Management oversight for Ceres' response to spring ice storms in South Dakota and Minnesota, including work in rights of way, parks and waterways.
- **Hurricane Sandy 2012-2013.** Management oversight for Ceres response in New York and New Jersey. Ceres performed multiple projects in New York and New Jersey.
- **Hurricane Isaac 2012.** Management oversight of five separate contracts in response to Hurricane Isaac. Ceres provided recovery services to Jefferson Parish, Kenner, Livingston Parish, Denham Springs and St. Bernard Parish.
- **Winter Storm Alfred 2011.** Provided management oversight for response to unseasonal snowstorm in the Northeast. Ceres managed over 320,000 CY of debris in two locations.
- **North Dakota Flooding 2011.** Provided management oversight for emergency levee removal and repair projects after historic flooding in spring of 2011 near Minot, North Dakota. Ceres removed emergency levees and repaired damage to existing levees.
- **Hurricane Irene 2011.** Provided management oversight for response to Hurricane Irene's impact on the Atlantic coast. Ceres managed 120,000 CY of debris in two locations.

- **Alabama Tornadoes 2011.** Provided management oversight for response to record-setting tornadoes that hit the Southeast. Presided over four contracts in Alabama, including management of over 1 million CY of debris in Jefferson County.
- **New Zealand Earthquake 2011.** Oversight of response to Christchurch earthquake. Established a New Zealand branch office of Ceres to work in conjunction with the Canterbury Earthquake Recovery Authority (CERA) to provide extensive disaster response services including debris management, design-build seismic stabilization, demolition/deconstruction/implosion services and large-scale materials recycling operations. Working as a capital partner, developer and construction manager in the country to help salvage and repair damaged buildings.
- **Haiti 2010-2013.** Oversight of response to the devastating earthquake that hit Haiti in January 2010. Provided management oversight of a survey contract for the International Office on Migration, an \$11M landfill management and debris reduction site contract for the Haitian Ministry of Public Works and Communications (MTPTC) and The World Bank, environmental remediation projects for World Vision and new construction in the country.
- **Hurricane Ike 2008.** Presided over debris collection, transportation, and disposal on 11 different contract locations in Texas and Louisiana
- **Hurricane Gustav 2008.** Oversight of collection, transportation, processing, and disposal of over 1.9 million cubic yards of debris; Trimming and removal of hazardous trees in Louisiana
- **Hurricane Dolly 2008.** Provided oversight and management guidance in debris collection, transportation, recycling, and disposal in Texas
- **Hurricane Wilma & Rita 2005.** Directed debris collection, transportation, and disposal, Emergency temporary roofing installation in Florida
- **Hurricane Katrina 2005.** Lead Project Manager for collection, transportation, processing, and disposal of over 13 million cubic yards of debris; Trimming and removal of over 165,000 hazardous trees; Asbestos abatement and demolition of 916 buildings; Decontamination and disposal of over 315,000 white goods in 11 Louisiana Parishes; Emergency temporary roofing installation of over 21,000 buildings in 32 Mississippi counties
- **Hurricane Ivan 2004.** Project Manager in collection, transportation, and disposal of over 680,000 cubic yards of debris including the processing of over 505,000 cubic yards of debris in Florida
- **Hurricane Jeanne & Frances 2004.** Managed the collection, transportation, and disposal of over 404,000 cubic yards of debris in 13 Florida counties
- **Hurricane Charley 2004.** Directed Debris collection, transportation, and disposal; Emergency temporary roofing installation in 4 Florida counties
- **Hurricane Isabel 2003.** Project Management to debris removal and disposal in Virginia
- **Hurricane Floyd 1999.** Lead Project Manager to debris removal and disposal in North Carolina
- **Oklahoma City Tornadoes 1999.** Lead project manager for USACE contract providing debris removal, managing multiple debris sites, and demolishing damaged residential structures.
- **Hurricane Georges 1998.** Presided over collection and disposal of over 2.3 million cubic yards of debris; Management of 17 TDSR sites; Emergency temporary roofing installation on over 3,000 buildings in Puerto Rico.
- **Hurricane Fran 1996.** Project management for USACE contract providing debris removal, reduction and site management.
- **Hurricane Andrew 1992.** Lead Project Manager to debris collection, transportation, and disposal; Provided USACE with 25 new chippers/grinders with 48 hours in Florida

## EDUCATION/CERTIFICATIONS

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

## Key Project Team

### John Ulschmid, Senior Vice President and Director of Operations

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

### PROFESSIONAL EXPERIENCE

- **Hurricane Idalia 2023.** Management oversight for Ceres' response to Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **Archie Creek Fire Tree Removal 2020 – 2022.** Senior Director for the Oregon Department of Transportation hazardous tree removal project following the Archie Creek Fire in Oregon.
- **California Wildfires – Camp Fire, Butte County 2019-2020.** Senior Director for the CalRecycle clean-up project for hauling and disposal of debris generated by the Camp Fire wildfire in North-Central California in 2018, which is the largest debris mission in California in more than 100 years. 768,558 tons of debris were removed.
- **Hurricane Michael- SW Georgia 2018.** Deputy Operations Manager for USACE debris removal operation in 13 SW Georgia counties.
- **U. S. Virgin Islands Hurricane Recovery 2017-2019.** Project Manager for response to Hurricanes Irma and Maria on St. Croix, St. Thomas and St. John for debris removal and processing, marine vessel processing, and off-island disposal of 600K CY. C&D Debris was disposed of in CONUS requiring federal and state approvals and permitting.
- **Alabama Tornadoes 2011.** Management oversight for response to record-setting tornadoes that hit the Southeast, including management of over 1 million CY of debris in Jefferson County.
- **Emergency Levee Removal- Minot ND 2011.** Project Manager for emergency levee removal post Souris River flooding (a greater than 100-year flood event).
- **Hurricane Ike 2008.** Project management, logistics management, and contract administration of operations in Texas.
- **Hurricane Gustav 2008.** Supervision and contract administration of company operations for debris removal and disposal; Project Manager of HVAC project and LA DOTD roadway drainage repairs and improvements project in Louisiana
- **Hurricane Rita 2005.** Project management for debris removal and disposal of over 4.5 million cubic yards; Reduction of over 1.1 million cubic yards of debris; Removal and disposal of e-waste; demolition of approximately 253 storm damaged buildings in Terrebonne and Calcasieu Parishes, Louisiana
- **Hurricane Katrina 2005.** Project Manager for debris removal operations including 13 million cubic yards of hurricane debris in 11 Louisiana parishes; trimming and removal of over 165,000 hazardous trees; supervised over 12 miles of emergency levee repair & stabilization projects in St. Bernard and Plaquemines Parishes, Louisiana

- **Hurricanes Jeanne & Frances 2004.** Operations Manager in the collection and disposal of over 404,000 cubic yards of debris in Florida
- **Ice Storm 2002.** Safety Officer and Contract Administrator for operations which hauled more than 510,000 cubic yards of debris in Kansas City, Missouri

**CERTIFICATIONS/TRAINING**

- USACE CQM certified
- First Aid/CPR certified

### Thomas “Allen” Morse, Senior Debris Management Advisor

Mr. Morse has worked for Ceres for 10 years providing technical, political, and professional advice at all operational levels of debris management operations. He has over 35 years of experience in damage assessment and debris management. Mr. Morse is retired from the U.S. Army Corps of Engineers (USACE), where he served for 15 years as the National Program Manager for all debris management programs. In this role, Mr. Morse was responsible for training USACE debris teams, as well as training FEMA’s FCO cadre on debris management. During his career at the USACE, Mr. Morse provided his knowledge and management skills to some of our nation’s most challenging responses. Mr. Morse worked with the USACE in the aftermath of the attack on the Twin towers on September 11. The USACE was tasked by FEMA to perform a forensic analysis of all ground zero debris and identify human remains and personal effects. This was the first time for the USACE to handle a large-scale debris operation as an evidence stream requiring extreme security. Mr. Morse also was the lead debris program manager for Hurricane Katrina in Alabama, Mississippi, and Louisiana. This was one of the nation’s largest debris management responses requiring \$2.2 billion in FEMA funds allocated for debris removal operations. Mr. Morse is the author of the USACE Hurricane Debris Forecasting Model and the Points of Distribution Commodities planning model.

#### PROFESSIONAL EXPERIENCE

- **Hurricane Idalia 2023.** Provided support to operations in Florida and Georgia following Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **Hurricane Ian 2022.** Project Consultant interfacing with the USACE during Ceres performance on 27 debris removal contracts in Florida.
- **Hurricane Ida 2021.** Project Consultant interfacing with the USACE during Ceres performance on 14 debris removal contracts in Louisiana
- **Hurricane Sally 2020.** Project Consultant interfacing with the USACE during Ceres performance in Texas following Hurricane Sally.
- **Hurricane Michael 2018.** Project Consultant to USACE for the USACE ACI Restricted SAD Region activation in 13 Georgia counties for the clean-up of debris generated by Hurricane Michael in October 2018.
- **Northern California Wildfire Debris Removal 2018.** Project Consultant for the USACE debris removal project in Lake, Mendocino and Napa Counties, CA following the fires between October and December of 2017. Over 84,000 tons of debris were removed.
- **Fire Island 2014.** Provided technical assistance to USACE for the highly specialized debris removal mission off the coast of Long Island, NY.
- **Alabama Tornadoes 2011.** Special advisor and liaison to state and Federal partners for the tornado clean up in Alabama and Joplin, MO.
- **Haiti Earthquake 2010.** Consultant to the World Bank on debris management, environmental assessments, and bidding documents for a World Bank sponsored debris project.
- **Eagle, Alaska 2009.** Authored plans and specifications for specialized debris clean up following ice flow damage. Acted as legal advisor for the city.
- **Hurricane Rita 2007.** USACE Debris Task Force Leader.
- **Hurricane Katrina 2005.** USACE Senior debris manager/coordinator for \$2.5 billion in debris contracts in Alabama, Mississippi, and Louisiana
- **Florida Hurricanes 2004.** Lead ESF#3 representing USACE
- **Weapons of Mass Destruction Debris Management Guide 2001-2004.** Project Manager and contributing author of the FEMA-sponsored “Weapons of Mass Destruction Debris Management Guide.”
- **World Trade Center 2001.** Senior Project Manager over disposal operations for USACE following a terrorist attack.

- **Suriname South America 1993.** Managed the design and construction of a base camp for 2,500 occupants.
- **Hurricane Andrew 1992.** Debris team leader for USACE
- **Kuwait 1991.** Reconstruction team for rebuilding infrastructure.

#### **EDUCATION/CERTIFICATIONS**

- B.S. degree in Civil Engineering from University of South Alabama
- FEMA/ICS certified 100, 200, 700 and 800

### **Bryan S. Fike, Regional Client Services Director**

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

#### **PROFESSIONAL EXPERIENCE**

- **Hurricane Idalia 2023.** Provided senior oversight/administration over debris removal in Florida and Georgia following Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **Hurricane Ian 2022.** Provided senior oversight/administration over multiple jurisdiction debris removal and disaster recovery activations in Southwest and South-Central Florida.
- **Hurricane Sally 2020.** Provided senior oversight/administration over disaster recovery programs in Northwest Florida and Southeast Alabama
- **Hurricanes Irma, Harvey, Maria 2017-2018.** Served in client services/senior operations oversight role, taking part in every facet of these historic response and recovery programs, which spanned multiple states, and the Caribbean Islands.
- **Hurricanes Matthew and Hermine 2016-2017** - Managed multiple jurisdiction debris removal contract activations on the eastern and western coasts of Florida.
- **South Carolina Ice Storms 2014** - Debris removal program leadership and guidance provided.
- **Hurricane Isaac 2012** – Provided senior project management and leadership in jurisdictions in and around New Orleans and the Louisiana Gulf Coast
- **Winter Storm Alfred 2011** – Provided management and leadership on a 22 City debris removal activation throughout the State of Connecticut
- **Hurricane Irene 2011** - Provided management and leadership on a multi-jurisdictional debris removal activation throughout the States of Virginia and North Carolina
- **Gulf Coast BP Oil Spill Recovery Programs 2010** – Program leadership and development.
- **State of Arkansas 2010** – Senior debris removal/recovery management and leadership following historic ice event statewide.
- **Washington Floods, 2009.** Program Management. Designed one of a kind local resident disposal program.
- **Oklahoma Ice Storms 2008** – Led debris removal recovery programs as operational lead in east central Oklahoma.
- **Georgia Tornado 2008** – Provided debris removal and leadership in Macon, GA
- **Iowa Flooding 2008** – Provided debris removal management in the wake of this historic event. 4,000 homes/3,000 businesses destroyed.
- **Hurricane Ike 2008-2009.** Houston- Galveston Theatre of Operations – Provided senior leadership and client services to 37 Cities & Counties in the wake of this historic hurricane.
- **Hurricane Gustav 2008** – Led disaster debris recovery mission in southeast Louisiana in the wake of this large-scale event.
- **Missouri/Oklahoma Ice Storms 2007** – Managed debris programs in Springfield, MO/Tulsa, Muskogee, and Checotah, OK.

- **Hurricane Katrina 2005/2006** – Served as senior project manager for debris removal operations on the Mississippi gulf coast for more than a year in the wake of this catastrophic event.
- **Hurricane Wilma 2005** – Served as debris recovery operations lead in Southwest Florida
- **Hurricanes Charley, Frances, Ivan, Jean 2004** – Served in a variety of roles from entry level to operations lead throughout this year of unprecedented storm activity.

#### **EDUCATION/CERTIFICATIONS**

- Bachelor of Science – Political Science, University of North Florida 1990
- State of Florida Certified – Law Enforcement Officer / Firefighter / EMT
- State of Florida, Incident Command Center Operations and Communication
- IS630 - Introduction to the Public Assistance Process
- IS631 - Public Assistance I & II
- IS632 - Debris Operations in FEMA's PA Program
- IS393 - Introduction to Hazard Mitigation
- IS547 - Continuity of Operations
- IS325 - Earthquake Basics: Science, Risk, and Mitigation
- IS0253 - Environment & Historic Preservation
- IS0022 - Citizen Preparedness
- NIMS IS-700 - National Incident Management System
- NIMS IS-800 - National Response Framework
- Asbestos Disposal Training: Type 1, 2, 3

#### **AWARDED MEDALS FOR:**

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

### Kevin Sudbury, Project Manager

Kevin Sudbury has a 25-year career that includes a far-reaching understanding of operations and finance as well as cross-functional experience in planning, project management, business administration, public speaking, and client support. He thrives in fast-paced, high-pressure environments. Mr. Sudbury has a reputation for applying advanced problem-solving techniques that lead to the restoration of smooth-flowing procedures and systems, turning around failing projects and developing innovative solutions to any challenge. He possesses demonstrated capability to analyze and translate complex customer requirements, plan for as well as execute simultaneous projects. Mr. Sudbury is an articulate communicator who can fluently speak the languages of both people and industry-specific terminology, blending technical expertise with exceptional interpersonal skills to reach the desired outcome. These skills ensure project engagement and cohesion across diverse groups of staff, management, and clients.

#### PROFESSIONAL EXPERIENCE

- **Rockdale County, GA April 2024.** Project Oversight for collection, removal, reduction, and disposal of debris following an EF-2 Tornado.
- **Hurricane Idalia 2023.** Project Manager. Responsible for the management of Hurricane Idalia generated debris in Glynn County, GA. 25,440 cubic yards of debris were removed.
- **Red Tide Cleanup 2023.** Project Manager. Responsible for managing all aspects of Red Tide Cleanup in Sarasota, FL.
- **State of Vermont Summer Flood 2023.** State Manager. Responsible for managing sixteen (16) debris removal projects across the State. Services included ROW C&D debris haul in, ROW vegetation debris haul in, site restoration and hazardous materials handling. Localities served include cities, towns and villages. 5920 tons of debris were removed.
- **Central Texas Winter Storm Mara Debris 2023.** Area Manager. Responsible for managing four (4) debris removal projects across two (2) counties. Services provided to clients included ROW debris haul in, park facilities clean-up, reduction, debris haul-out, and site restoration. Clients served include cities, counties, and municipal utility districts. 330,846 cubic yards of debris were removed.
- **West Central Florida Hurricane Ian Debris 2022.** Area Manager. Responsible for managing eleven (11) debris removal projects across five (5) counties. Services provided to clients included cut/push, ROW debris haul in, specialized debris removal, reduction, debris haul-out, site restoration, street sweeping, and catch basin cleanout. Clients served include cities, counties and FDOT.
- **Terrebonne Parish School District, LA Hurricane Ida Debris 2022.** Project Manager. Responsible for managing all aspects of debris removal across forty-five (45) facilities heavily impacted by Hurricane Ida. Developed a specialized operations plan that accounted for working on active campuses to protect all children, staff, visitors, and facilities.
- **City of Covington, LA Hurricane Ida 2021.** Project Manager. Responsible for all recovery components including push, debris collection and final disposal. Started push on Day 1 after the event and completed it in less than 4 days which was the quickest completion of a significantly impacted City on the North Shore. According to the electric company this allowed them to refocus assets from other areas to Covington resulting in the restoration of 84% of the City's grid in 6 days. Debris collection and disposal was completed ahead of the projected schedule.
- **Sabine River Authority, LA Hurricane Laura/Delta Debris 2021.** Project Manager. Responsible for managing all aspects of debris removal along forty (40) miles of canal including eighty (80) miles of levee and over thirty-five (35) entrance ways/ramps in ninety-two (92) working days. Debris streams included vegetative, C&D and leaners/hangers.

- **Vermilion Parish, LA Hurricane Delta Debris 2020.** Project Superintendent. Responsible for managing all aspects of debris removal across a 1,200 sq mile parish divided into fourteen (14) districts. Debris streams included vegetative, C&D, marsh grass, leaners/hangers and stumps entering three (3) separate DMSs.
- **Escambia County School District Hurricane Sally Debris 2020.** Project Superintendent. Responsible for scheduling, managing, and ensuring quality control for the removal debris and hangers/leaners from sixty (60) facilities. Brought the twenty-eight (28) facilities initially assigned to a safe and operationally ready status in four (4) days so that the District could reopen the entire school system. All operations were completed in less than four (4) weeks.
- **City of Edinburg, TX Hurricane Hanna Debris 2020.** Project Superintendent. Responsible for scheduling, managing, and ensuring quality control for both subcontractor and self-performing debris removal trucks. Performed debris assessments. Provided timely responses to communications from the client to ensure satisfaction.
- **Hamilton County Tennessee Tornado Debris 2020.** Subcontractor Manager. Responsible for the acquisition, scheduling and management of multiple subcontractors executing ROW Vegetative and C&D Haul-in and Mulch Haul-out. Interacted with client POC on a regular basis providing updates, explanations of operations and addressing any client concerns. Provided DMS support services, basic equipment operation and conducted daily safety meetings. Over 409,500 cubic yards of debris were removed.
- **Butte County California Fire Debris 2019.** Logistics Chief/Subcontractor Manager. Responsible for project-wide and self-performing crew logistics support including resource forecasting, equipment acquisition, materials selection, competitive pricing evaluation, personnel housing, and asset management. Secured required local permits for laydown yard. Refocused subcontractor haul-out operations including a review of the existing haul-out operations, vetting, and negotiating with new subcontractors, and provided subsequent operational oversight which led to a project savings of over \$426K. Interfaced with the Project Owner's team during bi-weekly planning meetings and provided daily as well as weekly reporting to the Incident Commander that drove decision-making activities. Coordinated alternative staff housing during PG&E power outages. Actively involved in project closeout planning and responsible for the successful demobilization of all Ceres-owned assets.
- **SW Georgia Hurricane Michael Debris 2018.** Operations Manager/ Subcontractor Manager. Responsible for the direct management of over 120 ROW debris haulers and haul-out subcontractors (1,000+ containers) across 13 counties. Duties include operational planning, subcontractor management, overall project management and daily coordination with USACE. Developed a tracking and reporting system that provided internal decision makers and USACE with vital statistics which drove planning and operations decisions. Elevated to Operations Manager with USACE-approval and led successful leaner/hanger mission, oversize stump removal, C&D collection, mulch haul-out and closeout of the project.
- **City of Coral Gables Hurricane Mitigation Grant Program 2018.** Senior Project Manager/Funding Specialist. Developed 4 HMGP successfully funded applications for disaster mitigation projects in response to Hurricane Irma. Application process included project planning, addressing environmental concerns, weekly interactions with local government staff and gaining the approval of the City Commission.
- **Apex Oil Terminal Improvements 2017.** Senior Project Manager. Responsible for developing procurement policies, ensuring 6 Good Faith Efforts were followed and documented to maximize DBE participation, pre-construction planning, project management, federal compliance (Davis Bacon, American Iron and Steel, EEO), financial reconciliation and close-out of a 7-month, FEMA funded \$1,500,000 fuel terminal

improvements project which spanned 3 sites each in a different state with concurrent procurement and construction activities.

- **City of Miami Wagner Creek/Seybold Canal Stormwater Improvements 2017.** Senior Project Manager. Responsible for funding, project management, federal compliance (Davis Bacon, American Iron and Steel, EEO), financial reconciliation and close-out of an 18-month, \$21,000,000 sediment removal project that included 1 prime contractor and 4 subcontractors. Project was awarded the 2018 WEDA Environmental Excellence Award.
- **US Virgin Islands Gordon A. Finch Marine Terminal 2016.** Senior Project Manager. Responsible for preparing a federal TIGER grant application, award acceptance, procurement, and project management of a \$13,000,000 project to demolish and replace the existing Roll-On/Roll-Off pier as well as construction of horizontal and vertical site improvements. Developed Benefit-Cost Analysis that was used in part as a planning model/guide for future TIGER projects by USDOT.
- **City of Marco Island Septic Tank Replacement Program 2015.** Senior Project Manager. Responsible for the planning, funding, procurement, project management, federal compliance (MBE/WBE participation, Davis Bacon, Buy American, EEO), financial reconciliation and close-out of a 6-year, FDEP/EPA funded \$63,000,000 program that included 8 prime contractors and over 24 subcontractors. Project was highly complex with politicians and residents in opposition of the project at the beginning in addition to being in an environmentally sensitive region. Required frequent attendance and speaking at City Council meetings, addressing both Council and public concerns verbally and in writing as well as maintaining a public presence via direct outreach and media throughout the project. Worked hand-in-hand as an extension of City staff to ensure financial forecasting, environmental planning, project phasing and construction were properly aligned.
- **Collier County Wastewater System Improvements Program 2014.** Senior Project Manager. Responsible for the planning, funding, procurement, project management, federal compliance (Davis Bacon, EEO), financial reconciliation and close-out of a 8-year, FDEP funded \$140,000,000 program that included the construction and/upgrade of 3 wastewater treatment facilities with a combined capacity of over 55 MGD and 16 miles of collection mains. During the program, it was common for multiple large projects to proceed simultaneously requiring detailed planning and frequent coordination with County staff, County Commission, and contractors.

#### **EDUCATION/CERTIFICATIONS**

- BA, Business Administration-Finance, Keiser University, Sarasota, FL
- AS, Computer Network Administration, Keiser University, Sarasota, FL
- OSHA 30/HAZWOPER
- US Army Corps of Engineers (USACE) – CQM-C
- FEMA IS20, IS21, IS33, IS102, IS559, IS632, IS 633, IS634, IS700, IS702, ICS100
- FDOT Resident Compliance Specialist – Local Agency Program

#### **SPEAKING ENGAGEMENTS/PROFESSIONAL ACKNOWLEDGEMENTS**

- Florida Department of Transportation – “Simplifying Davis Bacon”
- American Water Works Association – “SRF: A Local Government Perspective”
- Florida Department of Transportation – Disadvantaged Business Enterprise SME
- Florida Department of Environmental Protection – Davis

### **Marian Banks, Project Superintendent**

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

#### **PROFESSIONAL EXPERIENCE**

- **Rockdale County, GA April 2024.** Project Superintendent overseeing operations for collection, removal, reduction, and disposal of debris following an EF-2 Tornado.
- **FDOT, Taylor County, FL Sept. 2023 – February 2024.** Project Superintendent overseeing operations for collection, removal, reduction, and disposal of debris following Hurricane Idalia. Over 1,703,000 cubic yards of debris have been removed.
- **Shreveport, LA Wind Event 2023.** Project Superintendent overseeing operations for collection, removal, and disposal of debris. 195,220 cubic yards of debris were removed.
- **Cameron Parish, LA PPDR 2023.** Project Superintendent for Cameron Parish, LA for the private property debris removal and disposal program following Hurricanes Laura and Delta.
- **Hurricane Ian 2022.** Project Superintendent overseeing debris management and removal in Palmetto, FL, Bradenton, FL and North Port, FL. Over 2,500,000 CY of debris were removed.
- **Cedar Rapids, IA Derecho 2022.** Project Superintendent overseeing operations for collection, reduction, and disposal of debris. 52 acres of debris were removed.
- **Hurricane Ida 2021.** Project Superintendent in Westwego, LA and New Orleans, LA for removal and disposal of hurricane debris. Over 300,000 cubic yards of debris were removed.
- **Winter Storm Uri 2021.** Project Superintendent overseeing and managing removal and disposal of debris in response to Winter Storm Uri.
- **California Wildfires - Camp Fire, Butte County 2020 – 2021.** Division Supervisor for the CalRecycle removal of hazardous trees generated by the Camp Fire wildfire in North-Central California in 2017. Over 3000 properties were cleaned up during this project. This was the largest debris mission in California in more than 100 years.
- **Hurricane Laura and Delta 2020.** Project Superintendent for Cameron Parish, LA for the collection, reduction, and disposal of Hurricane Laura generated debris. Over 1,150,000 cubic yards of debris were removed.
- **Hamilton County, TN 2020.** Project Superintendent for collection, reduction, and disposal of tornado generated debris in Hamilton County, TN. Over 500,000 cubic yards of debris were hauled as part of this project.
- **Camp Fire, Butte County 2019.** Divisional Supervisor for the campfire project in Paradise, CA for wildfire structure and debris removal.
- **Hurricane Michael 2018.** Quality Control Technician following Hurricane Michael in Marianna, FL.
- **2005-2115. Lead Detective Cornelia Police Department – Cornelia, GA.** Promoted from patrol to lead detective. Responded quickly to dispatch and took appropriate action at crime and disaster scenes. Gathered preliminary investigation information as a first

responder to crime scenes. Organized and recorded facts to prepare incident reports. Assisted in conducting traffic surveys to determine problem areas.

- **2000-2005 Deputy & Jailer Habersham County Sheriff Department – Clarkesville, GA.** Gathered preliminary investigation information as a first responder to crime scenes. Monitored and investigated suspicious persons and situations and unusual activities. Conducted undercover investigations to uncover ongoing crimes. Prepared cases for trial and appeared and testified in court as a witness.

#### **EDUCATION/CERTIFICATIONS**

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

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

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

#### **PROFESSIONAL EXPERIENCE**

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

- **Hurricane Katrina 2005-2006.** Debris SME for Alabama recovery. ESF Lead for Louisiana in support of private property debris removal and demolition.

#### **EDUCATION/CERTIFICATIONS**

- Bachelor of Landscape Architecture, University of Georgia
- Graduate Certificate, Homeland Security and Emergency Management, George Washington University
- FEMA ICS 100, 200, 300, 400, 700, 800

### **Tia Laurie, Contract/Subcontract Manager, Corporate Secretary**

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

#### **PROFESSIONAL EXPERIENCE**

- **Hurricane Idalia 2023.** Director of Administration including subcontracting and contract management for debris removal in Florida and Georgia following Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **California Floods 2023.** Director of Administration including subcontracting and contract management for flood debris removal services in Tulare County, CA and Merced, CA. 54,645 cubic yards of debris have been removed.
- **Texas Winter Storm Mara 2023.** Director of Administration including subcontracting and contract management for debris removal in 2 Texas jurisdictions following a winter storm. 330,846 cubic yards of debris were removed.
- **State of Vermont Summer Flood 2023.** Director of Administration including subcontracting and contract management for 5920 tons of debris removal in (sixteen) 16 jurisdictions across the State of Vermont
- **Hurricanes Ian and Nicole 2022.** Director of Administration including subcontracting and contract management for 27 contract activations in Florida. Two of these contract surpassed 2 million cubic yards of debris each.
- **Hurricane Ida 2021.** Director of Administration including subcontracting and contract management for Ceres projects in Louisiana.
- **Oregon Wildfire Recovery 2020 – 2022.** Director of Administration including subcontracting and contract management for Oregon Department of Transportation Hazard Tree Removal Project. 22,311 trees were removed.
- **Oklahoma Ice Storm 2020.** Director of Administration including subcontracting, and management of 5 contract activations as a result of the Oklahoma Ice Storm. Over 200,000 cubic yards of debris were removed.
- **Hurricanes Hanna, Laura, Sally, Delta and Zeta 2020.** Director of Administration including subcontracting. Managed over 30 subcontractors providing debris collection, reduction, and disposal. While working contract administration on over 13 contract activations.
- **Linn County, IA 2020.** Director of Administration including subcontracting and managing 4 subcontractors and working contract administration. 681,998 cubic yards of debris were removed.
- **Hamilton County, TN and Jones County, MS Tornadoes 2020.** Director of Administration including subcontracting. Managed 6 subcontractors providing debris collection, reduction, and disposal. Over 600,000 cubic yards of debris were removed.
- **Bulk Waste Removal 2020.** Director of Administration including subcontracting. Managed 6 subcontractors providing bulk waste removal to the City of Atlanta and Macon-Bibb County, GA as a result of limited staff due to COVID-19. 5,966 tons of waste were removed.

- **Paradise and Butte County, CA Fire 2019.** Director of Administration including subcontracting and managing over 23 subcontractors and working contract administration with CalRecycle. 768,558 tons of debris were removed.
- **Hurricanes Florence and Michael 2018.** Director of Administration for storm operations in a wide geographic area.
- **North Carolina Department of Agriculture 2018.** Director of Administration and Subcontracting Manager for hauling vegetative material for NC farms after Hurricane Florence.
- **Northern California Wildfire Debris Removal 2018.** Subcontractor Manager responsible for hiring all subcontractors for the USACE debris removal project in Lake, Mendocino and Napa Counties, CA following the fires between October and December of 2017.
- **Hurricanes Harvey, Irma, and Matthew 2017.** Director of Administration and Subcontracting Manager for over 50 storm and civil construction projects.
- **Hurricanes Hermine and Matthew 2016.** Subcontractor Manager for over 20 contracts in Florida, Georgia, South Carolina, and North Carolina following two hurricanes in September and October.
- **Louisiana Floods 2016.** Subcontractor Manager for Ceres response to August floods in Louisiana.
- **Winter Storm Cara and Goliath 2015.** Subcontractor Manager for debris removal and disposal projects in Oklahoma following winter storms.
- **Alabama and Mississippi Tornados 2014.** Subcontractor Manager for four separate tornado recovery projects in Kimberly, Adamsville, and Graysville, Alabama as well as Lee County, MS. 185,758 cubic yards of debris were removed.
- **Winter Storm Pax and Ulysses 2014.** Subcontractor Manager for Columbia County, GA and NC DOT ice storm recovery; Recruited and subcontracted companies for hauling, tree work, and grinding.
- **Hurricane Sandy 2012-2013.** Subcontractor Manager recruiting local subcontractors and vendors for Ceres response in New York and New Jersey.
- **Hurricane Isaac 2012.** Subcontractor manager for five separate contracts in response to Hurricane Isaac. Ceres provided recovery services to Jefferson Parish, Kenner, Livingston Parish, Denham Springs and St. Bernard Parish.
- **Winter Storm Alfred 2011.** Subcontractor Manager for response to unseasonal snowstorm in the Northeast. Ceres managed over 320,000 CY of debris in two locations.
- **Hurricane Irene 2011:** Subcontractor Manager for Greenville, NC response and recovery efforts. Recruited local and specialty subcontractors for hurricane debris cleanup.
- **Alabama Tornadoes 2011.** Subcontractor Liaison: recruited local and specialty subcontractors and vendors to provide services for tornado cleanup.
- **Haiti Earthquake 2010.** Subcontractor Liaison identifying specialist organizations & sea transport.
- **Ice Storms 2009.** Subcontractor Liaison identifying and coordinating qualified subcontractors for debris removal from county rights-of-ways in Kentucky.
- **Hurricanes Dolly, Gustav and Ike 2008.** Subcontractor Liaison screening and coordinating qualified subcontractors for debris removal, processing, and disposal operations.
- **Floods 2008.** Subcontractor Liaison identifying and coordinating qualified subcontractors for debris removal due to Cedar River flooding in Iowa.
- **Military Stars, Orion International 2007-2008.** Account Executive researching, identifying, and capturing of new clients providing opportunity for hiring of transitioning military personnel.

- **Centex Homes 2005-2007.** Purchasing Agent managing contract negotiations for residential communities; Management of land developers, architects, and general contractors.
- **U.S. Army Corps of Engineers, Captain 1999-2005.** Battalion Logistics/Supply Officer, Detachment Commander, Company Executive Officer, and Topographic Platoon; awarded Bronze Star Medal for her bravery and meritorious service with USACE.

#### **EDUCATION/CERTIFICATIONS**

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

## Omar Arroyo, Safety Manager

Mr. Arroyo has more than 22 years of professional experience in safety management. He has worked in various fields including debris management, civil construction, new construction, and oil, dealing with all aspects of Environmental Health and Safety Management and Training.

### PROFESSIONAL EXPERIENCE

- **Ceres Environmental Services 2017 – Present.**
  - Safety and Health Officer for NMDOT Hermits Peak/Calf Canyon Flood, Straight Line Wind and Wildfire Recovery in 2022-Current.
  - Safety and Health Officer for Taylor County, FDOT following Hurricane Idalia. Over 1,703,000 cubic yards of debris have been removed.
  - Safety and Health Officer for the Luma Vegetation Clearing Service Contract in 2022 and 2023 in Puerto Rico.
  - Safety Officer for Wildfire recovery for the Oregon Department of Transportation in 2020-2022. 22,311 trees were removed.
  - Safety Officer for the Wildfire clean up and logging operations for California, Colorado, and Oregon.
  - Safety and Health Officer. Vegetative, construction and demolition, and metal debris removal from local municipality Rights-of-Way (ROW) and other eligible public property in the U.S Virgin Islands for the USACE ACI project following Hurricanes Irma and Maria. Work also included site preparation, debris reduction - chipping/mulching/grinding, and debris disposal.
- **PES Performance Energy Services 2015-2016.** HHSE Site Safety Supervisor in Beaumont, Texas conducting daily equipment inspections, confine space audits, air sampling for confined space, confined space rescue procedures, daily mass safety toolbox meetings, Air Liquide safety and production meetings, safety record keeping, first aid, incident investigations, daily safety audits, inspection and control of safety equipment, fire watch training, confine space training, lockout/tag-out training and new hire orientations.
- **Saxon Constructions PES 2015.** HSSE Site Safety Manager for Williams Station 520 Pipeline project in Jersey Shore, Pennsylvania and Devon/E-Link Terminal project in Cuero, Texas. Responsible for daily audits of work being performed, daily field equipment inspections, equipment training, PRE-TASK ANALYSIS (PTA) audit and training, held the daily all employee's safety meeting, met with the client HSSE for any concerns and correction, job specific overview, employee orientation, incident reporting, near miss reporting, record keeping, and continue to strive for a zero incident and accident free workplace for all employees.
- **Titan 360 Industrial Services 2014-2015.** HSSE Site Safety Manager coordinating a project at Trunk line in Lake Charles, Louisiana overseeing 85 employees. My duty and responsibility was to conduct daily safety meetings within the company and the client, daily safety audits on employee behavior, permits, and company (JSA), daily equipment inspection, record keeping, first aid case management, attend and participate in client turnaround safety progress, monitor and conduct SCBA breathing air equipment inspection and proper function prior to job task, and incident reporting/investigation.
- **Total Safety 2014.** HSSE in Busan, Korea working as a third-party safety representative for Nobel and Shell at a shipyard reconstructing the Nobel Discoverer ship oil driller. Duties and responsibilities were to be part of the Shell and Nobel safety HSE team to contribute as a third-party safety representative in the daily work activities such as safety daily audits and inspections on hot work activities, confine space, permit and JSA audits, evacuation drills. Conducted safety meetings, record keeping, and daily inspection on equipment, tools, and safety equipment.

- **KBR Kellogg Brown & Root 2012-2013.** HSSE Site Safety Manager. Conducted safety audits and meetings, performed daily equipment and apparatus inspections, first aid case management and related record-keeping.
- **BP 2010-2012 HSSE Site Safety Turnaround Manager.** Managed and oversaw safety field turnaround for several units. Conducted weekly mass safety meetings, daily audits, and inspections, reporting for near miss and first aid, and performed relevant recordkeeping.
- **STARCON International, Inc. 2001-2010 HSE Safety Supervisor.** Performed daily audits and inspections, permit training, oil rig basket training, SCBA training and fire watch training. Maintained company and refinery compliance and recordkeeping, supervising various units for turnaround work and implementing company site standards. Performed unit orientations for new hired team members for the turnaround, equipment inspection and purchasing, daily toolbox team safety meetings. Conducted daily permit and JHA audits for compliance, JHA training, recordkeeping, and conducted near miss and incident investigations.

### EDUCATION/CERTIFICATIONS

- San Jacinto College Central Campus Two Years, Courses Studied:
  - EPCT- Introduction to Environmental/Health
  - EPCT- Principals of Industrial Hygiene
  - OSHT- Safety Program Management
  - OSHT- Physical Hazards Control
  - OSHT- Accident Prevention, Inspection, and Investigation
  - OSHT- OSHA Regulation General Industry
- College of the Mainland (Conducting Safety Audits)
- OSHA 30 Hour Construction
- OSHA 500
- OSHA 502
- BASIC Arborist Training Certification
- Construction Site Safety Technician CSST Certification
- Construction Site Safety Technology CSST Certification
- Construction Site Field Safety CSST Certification
- Construction Site Safety Supervisor CSST Certification
- Industrial Toxicology Certification
- GHS and OSHA Hazardous Communications Certificate
- Introduction to Safety Accountability-OSHA Academy
- Emergency Action and Fire Prevention-OSHA Academy
- Conducting a Job Hazard Analysis (JHA)- OSHA Academy
- Personal Protective Equipment-OSHA Academy
- Introduction to Safety Recognition- OSHA Academy
- Introduction to OSHA-OSHA Academy
- Introduction to Hazard Control- OSHA Academy
- Electrical Safety for Employees- OSHA Academy
- Introduction to Safety Training- OSHA Academy
- Personal Protective Equipment- OSHA Academy
- Introduction to Safety Supervision- OSHA Academy
- Hazard Communication- OSHA Academy
- Effective Accident Investigation- OSHA Academy
- Introduction to Safety Leadership- OSHA Academy
- Walking-Working Surfaces and Fall Protection-OSHA Academy
- Introduction to Job Hazard Analysis- OSHA Academy

- Supervisor 201 Training-LEAD Leadership, Excellence, and Development-Houston Area Safety Council
- EM 385-1-1 8 Hour Awareness- US Army Core of Engineers
- First Aid-CPR-AED Certification 1377463
- American Red Cross (CPR-Adult)
- AMERICAN Red Cross (Standard First Aid)
- TWIC Transportation Worker Identification Credential
- Houston Area Safety Council (Basic Plus)
- Baytown, TX Safety Council
- HAZWHOPER, OSHA 30 FR, OSHA 500,

## Personnel (Alphabetically by Last Name)

### Mike L. Beevers, Project Manager

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

#### PROFESSIONAL EXPERIENCE

- **Hurricane Idalia, 2023.** Project Manager for debris removal operations following Hurricane Idalia in Columbia County, FL, Taylor County, FL, and Perry, FL. 91,972 cubic yards of debris were removed.
- **Louisiana Windstorm 2023.** Project Manager for Shreveport, LA. Just under 200,000 cubic yards of debris was removed following a windstorm in July.
- **Hurricanes Ian and Nicole 2022.** Operations Manager providing oversight for debris removal in 5 Florida jurisdictions.
- **Hurricane Ida 2021.** Operations Manager for debris removal in 7 Louisiana jurisdictions.
- **Winter Storm Uri 2021.** Project Manager for debris removal operations in response to an ice storm for Pearland, TX, Nacogdoches, TX, and Harris County, TX.
- **Hurricanes Laura, Delta, and Zeta 2020.** Project Manager for Vermilion Parish, LA and Cameron Parish, LA as a result of Hurricane Laura. Project Manager for St. Martin Parish, LA, Nederland, LA and Scott, LA as a result of Hurricane Delta. Project Manager for Lafourche Parish, LA and New Orleans, LA as a result of Hurricane Zeta.
- **Linn County, IA Derecho 2020.** Project Manager for Linn County, IA. Over 1 million cubic yards of debris were hauled as part of this project.
- **Jones County, MS Tornado 2020.** Project Manager for Jones County for the cleanup after a tornado in April 2020. Over 200,000 cubic yards of debris were hauled as part of this project.
- **Santa Rosa County, FL Wind Event 2020.** Project Manager for Santa Rosa County, FL debris removal project after a severe storm and wind event. 595,746 cubic yards of debris were removed.
- **Bahamas September 2019 – 2020.** Project Manager for debris removal on public and private property in response to category five Hurricane Dorian.
- **Hurricane Michael 2018.** Project Manager for Jackson County, FL for the cleanup of debris in October of 2018.
- **Hurricane Maria 2017 – 2018.** Project Manager for central zones in Puerto Rico roofing projects.
- **Hurricane Irma 2017.** Project Manager for Seminole County, FL. Over 1 million cubic yards of debris were hauled as part of this project.
- **Hurricane Harvey 2017.** Project Manager for the City of Pearland, TX debris removal project. Over 50,000 cubic yards of debris were removed.
- **Hurricane Matthew 2016.** Project Manager for debris removal project in Beaufort County, South Carolina. Oversaw debris collection and removal from County-wide public and private roads and rights-of-way, resulting in over 1,000,000 cubic yards of debris collected.
- **Hurricane Hermine 2016.** Project Manager for debris removal project in Taylor County, Florida following a September hurricane. Oversaw collection of vegetative and C&D debris, as well as white goods and household hazardous waste. 238 white good units were removed.
- **Louisiana Floods 2016.** Project Manager for Ceres response to the City of Zachary following August flooding.
- **Louisiana Levee Construction 2014 – 2015.** Fleet Logistics Manager for USACE levee

- construction projects in LA.
- **Winter Storm Pax 2014.** Truck Boss for ice storm clean up in Guilford County, North Carolina. Over 417,000 cubic yards of debris were removed.
- **Black Forest Fire 2013.** Superintendent for debris removal following forest fire in El Paso County, Colorado. Over 100,000 cubic yards of debris were removed.
- **Upper Midwest Ice Storm 2013.** Project Manager/Truck Boss in Rapid City, SD debris removal project as well as mulch haul superintendent. Knuckleboom operator in Minneapolis for stump removal project.
- **Hurricane Isaac 2012.** Project Manager for debris clean up in LaFourche Parish, LA.
- **2011–2013: Superintendent, Mobile Recycling U.S.A. Gallup New Mexico.** Managed a recycling company with 22 locations within three (3) states: New Mexico, Arizona, and Colorado. Tasks included: Hiring and managing of 40-50 employees, seeking out properties to place mobile recycling units, daily inventory of all goods purchased from all locations, scheduling pick up of all goods brought to the processing plant where materials were separated, processed, and packaged to be sold to brokers.
- **Hurricane Ike 2008.** Project Manager for Harris County for Galveston Island Beach reclamation project.
- **2008 – 2010: North Valley Dirt Work and Contracting.** Started a Disaster Relief Division through North Valley Dirt Work and Contracting. Responded to Hurricane Ike in 2008, followed by the Kentucky ice storms in 2009, and the 2011 Alabama tornadoes. Equipment included two (2) grapple trucks, three (3) dump trailers. Tasks included: Managing of employees, scouting of areas for cleanup, and operating grapple trucks.
- **2006 – 2008 North Valley Dirt Work and Contracting.** Opened a commercial development division. Tasks included: 150-200 acres subdivisions, permitting, bidding of projects and managing from start to finish. Managing 25-30 of our own employees along with hiring, scheduling and managing subcontractors to construct the sub-divisions.
- **2005 – 2007: Beevers Construction.** Founded company and began building custom homes as well. I continued to supervise both companies. Custom Home building tasks consist of: Permitting, construction of the house pads, roadwork, and underground utilities, supervising all subcontractors for the concrete, framing, roofing, and interior design of homes until completion.
- **2001 – 2007: North Valley Dirt Work and Contracting.** Originally supervised 15-20 employees during preliminary dirt work of constructing custom homes and small businesses. Preliminary work consisting of house pads, septic systems, underground utilities, roads and drainage. Tasks included: bidding of jobs, ordering of materials, scheduling, and completing jobs on time.

#### **EDUCATION/CERTIFICATIONS**

- OSHA 10-hour safety training
- OSHA 40 HAZWOPER

## Everett Bond, Project Superintendent

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

### PROFESSIONAL EXPERIENCE

- **Mississippi Tornado 2023.** Project Superintendent overseeing the cleanup of 32,500 cubic yards of tornado generated debris in Carroll County, MS.
- **Hurricane Ian 2022.** Project Superintendent overseeing debris management and removal in Longwood, FL.
- **Hurricane Ida 2021.** Quality Control Manager and Supervisor in New Orleans, LA for the clean-up of storm debris. Over 280,000 cubic yards of debris were hauled during this project.
- **Hurricanes Laura and Delta – 2020.** Quality Control Manager and Supervisor for Allen Parish, LA for the clean-up of over 550,000 cubic yards of storm debris.
- **California Wildfires – Camp Fire, Butte County 2020 – 2021.** Project Superintendent for the CalRecycle removal of hazardous trees generated by the Camp Fire wildfire in North-Central California in 2017.
- **Deatrick Engineering Associates, Orlando, FL 2019 – 2020.** Inspector responsible for performing various asphalt, earthwork, concrete, masonry, cement, and aggregate testing, both in the field and the laboratory. Ensure jobsite tests and inspections are performed as required or requested by a contractor, architect or engineer as well as being performed per AASHTO, ASTM, ACI, FDOT or other required methods and specifications while working closely with the Laboratory Manager in supervising lab technicians and lab testing.
- **Camp Fire, Butte County 2019.** Divisional Supervisor for the campfire project in Paradise, CA leading 45 individuals during wildfire debris cleanup effort.
- **Hurricane Michael 2018.** Senior Quality Control Manager and Supervisor in Georgia for the cleanup of debris in October of 2018.
- **Hurricane Florence 2018.** Senior Quality Control Manager and Supervisor for North and South Carolina, managing multiple city and county contracts for clean-up of storm and flood debris in September 2018.
- **Kablelink 2016 – 2018.** Cable Installation Technician installing entertainment, networking, and security systems and responding to repair calls while keeping customer satisfaction.
- **Broadband Interactive 2001 – 2016.** Disconnection Technician communicating with customers and companies to resolve and uninstall cables.

### EDUCATION

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

### CERTIFICATIONS

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

### Huey Deville, Quality Control Manager

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

#### PROFESSIONAL EXPERIENCE

- **New Mexico DOT Fire and Flood Recovery 2023.** Project Manager for New Mexico Department of Transportation providing Hazardous Debris Removal and Remediation oversight. Over 18,000 Hazardous trees were removed, and 101,210 tons of debris was managed Ceres.
- **Oregon Wildfire Recovery 2021 – 2022.** Quality Control for Oregon Department of Transportation providing Hazard Tree Removal Services for Operational Branch 1: Archie Creek Fire, Douglas County, Operational Branch 5: Thielson Fire, Douglas County and Operational Branch 6: Two Four Two Fire, Klamath County. 22,311 trees were removed.
- **California Wildfires – Camp Fire, Butte County 2020.** Quality Control for the CalRecycle removal of hazardous trees generated by the Camp Fire wildfire in North-Central California in 2017.
- **Houston, TX 2019 – 2020.** General Superintendent/Manager overseeing the construction of multiple detention/retention ponds. Responsible for coordinating and managing subs, ordering materials, tracking cost, scheduling equipment and keeping good relations with clients.
- **Louisiana Civil Construction 2017 – 2019.** General Superintendent/Manager overseeing multiple projects ranging from DOTD work installing median cable barriers, new streets, pedestrian bridges, street improvements, highway improvements, new building sites and parking lots for the cities within LA.
- **Miami-Dade County, FL C-111 Detention Pond 2016 – 2017.** General Superintendent/Manager responsible for coordinating and managing subs, ordering materials, tracking cost, scheduling equipment and keeping good relations with clients.
- **Louisiana Levee Construction 2013 – 2016.** General Superintendent for Terrebonne levee projects, overseeing five levee projects over \$45 million – responsible for coordinating managing subs, ordering materials, tracking cost, scheduling equipment and quality control.
- **Hurricane Isaac 2012.** Area Manager for ROE and PPDR projects in St. Bernard Parish, LA.
- **Mountrail County, ND April – October 2012.** Project Manager for Palermo Road grading, aggregate surfacing, signing and incidentals.
- **Minot, North Dakota Flood Recovery 2011.** Project Superintendent/Manager: supervised Levee breach repair - responsible for coordinating with USACE, scheduling work, resourcing labor and equipment.
- **Minot, North Dakota Flood Recovery 2011.** Project Superintendent/Manager: supervised Emergency levee removal in Minot, Sawyer, and Burlington - responsible for lining sub-contractors up, made sure they complied. Finished job ahead of schedule.
- **Alabama Tornadoes 2011.** Quality Control for USACE ROE Debris Removal project in

Lawrence and Limestone Counties, Alabama.

- **Alabama Tornadoes 2011.** Project Superintendent for Jefferson County, Alabama. Assisted with management of removal and reduction of over 1 million cubic yards of tornado debris.
- **Birdland Park Levee Improvements.** Surveyor, Des Moines Iowa, Survey site, built 3D tin surfaces for the Project, set up GPS equipment
- **Little Calumet River Flood Prevention Project.** Surveyor/Superintendent, Indiana, Survey site, set up GPS equipment, built 3D tin surfaces for project and supervised the construction of the concrete retaining wall
- **Puerto Rico Rio Fajardo Flood Control Project.** Surveyor. Responsible for layouts, constructing job from data input, building 3D surface tins, designing a 60-acre Mitigation flood plain for Mangrove Trees, and Cross section with quantity reports.
- **Nassau Drive Subdivision and Drainage Work.** Supervised layout and grade control.
- **Hurricane Katrina 2005 – 2007.** Private Property Debris Removal project, New Orleans LA: Field Supervisor. Responsibilities included crew supervision, production and quality, scheduling and crew assignments, PPDR site inspections, enforcement of safety and quality standards, and documentation and record keeping. Levee reconstruction projects in Plaquemines Parish, LA: Site Superintendent. Responsible for crew supervision, compliance with project and USACE safety requirements, production quality, and equipment operations and maintenance, daily reports and inspections, and oversight of survey teams. Emergency levee repair project, St. Bernard Parish, LA: Site Superintendent. Site Superintendent, Lafreniere Park Restoration project, Metairie, LA Site Superintendent, Caminada Restoration Project, Grand Isle LA. Restoration included proper capping of the entire site to meet local landfill requirements. Demolition Project, Hurricane Katrina response mission: Field Supervisor. Responsible for management of demolition crews, including subcontract crews, and conformance to strict company and USACE protocol specific to emergency demolition operations.

#### **EDUCATION/CERTIFICATIONS**

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

### Patricia Deville, Project Superintendent

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

#### PROFESSIONAL EXPERIENCE

- **New Mexico DOT Fire and Flood Recovery 2023.** Superintendent for New Mexico Department of Transportation providing Hazardous Debris Removal and Remediation oversight. Over 18,000 Hazardous trees were removed, and 101,210 tons of debris was managed by Ceres.
- **Hurricane Laura 2020 – 2021.** Project Manager in Cameron Parish, LA for the collection, reduction, and disposal of Hurricane Laura generated debris. Over 1,150,000 cubic yards of debris were removed.
- **HCFCD Aldine-Westfield Stormwater Detention Basin 2019.** Project Superintendent and QC for building substantial drainage systems and excavating a flood control basin in Harris County, TX.
- **Hurricane Maria St. Croix, VI- 2018 – 2019.** Project Superintendent for Debris Management Site segregating debris for proper recycling and removal.
- **USACE - Central Everglades Reservoir Project 2017 – 2018.** Project Superintendent and QC building reservoir levees in the Everglades of Florida.
- **Hurricane Matthew 2016.** Project Superintendent for Indian River County, FL for contract activation. Ceres removed nearly 100,000 CY of vegetative debris from the County rights-of-way. Worked with local officials and managed all debris removal and recycling of storm related debris.
- **Morganza to the Gulf Levee System 2013 – 2017.** Project Superintendent and QC for Levee's Reach F, Reach E, and Supervised 5 Excavation Pits for 5 Levees total excavating roughly 4 million CY dirt between all projects.
- **Hurricane Isaac 2012.** Project Superintendent for the City of Kenner. Ceres removed almost 54,000 CY of vegetative and C&D debris, including bagged mixed debris, from the City rights-of-way in three weeks.
- **Haiti Earthquake 2010 – 2012.** Acting as Project Superintendent for Truitier Landfill Debris Site Management Project in Port-au-Prince, Haiti for the Haitian Ministry of Public Works.
- **Ice Storms 2009.** Debris Removal Project Superintendent - worked with local officials and managed subcontractors for the 2009 Ice Storm in Hardin County, KY.
- **Hurricane Gustav 2008.** Debris Removal Project Superintendent - worked with local officials and managed subcontractors in East Baton Rouge, LA.
- **Hurricane Ike 2008.** Debris Removal Project Superintendent - worked in coordination with the USACE for TXDOT Emergency Road Clearance in the City of Kemah and Chambers County, TX.
- **Hurricane Katrina 2005 – 2007.** Field Supervisor in coordination with the U.S. Army Corps of Engineers in Livingston and Jefferson Parish, LA.
- **Hurricanes Frances and Jeanne 2004 – 2005.** Field Supervisor for SWA debris removal in Palm Beach County, FL.

- **Site Supervisor 2002 – 2006.** Supervision of receipt of recyclable materials, heavy equipment operations, grinder operation, researching and allocating future revenues, soil testing and compliance with outside agencies, maintaining product quality and overseeing proper ratios of soil mix recipe's, contaminant identification and segregation, and supervision of production and sales. Duties also included scheduling and completion of preventative maintenance for equipment; managing site personnel and scheduling work tasks; provision of weekly safety training for site personnel and enforcement of site safety requirements; and daily production reporting.
- **Assistant Manager 1999 – 2002.** Supervision of receipt of recyclable materials, contaminant identification and segregation, heavy equipment operator, scheduling and dispatching outgoing mulch sales, inventory and ordering supplies, documentation of equipment maintenance, parts, fuel usage, and daily sales. Performed land-clearing operations including operation of CAT 330 and 320 excavators, D6 dozer, IT-38-wheel loader/grapple with root rake, and log skidder equipment. Responsible for operating various equipment to clear sites in preparation for dirt construction, reading blueprints and determining which trees were to be felled and burned, chipped, or logged based on contract and print requirements, assisted heavy hauler driver in loading and unloading various types of heavy equipment onto a low boy. Responsible for the operation and maintenance of a horizontal grinder at a grinding site. Maintained and operated equipment, managed quality of material receipts and identified/removed contaminants, managed production rates and finished product quality.

#### **CERTIFICATIONS/TRAINING**

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

### **John Gallicchio, Project Superintendent**

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

#### **PROFESSIONAL EXPERIENCE**

- **Hurricane Ian 2023.** Project Superintendent responsible for overseeing the clearing of vegetative debris generated from 2022 Hurricane Ian on vacant lots in Cape Coral, FL.
- **Oregon Wildfire Response 2021-2022** Oversight of multiple Debris Management Sites in remote locations, managing traffic control and segregation of debris.
- **Hurricane Sally 2020.** Project Superintendent for Ceres response in Santa Rosa County, FL. 595,746 cubic yards of debris were removed.
- **Hurricanes Michael and Florence 2018 – 2019.** Provided management oversight for 13 individual contract activations in jurisdictions across North Carolina, South Carolina, Florida, and Georgia
- **Hurricanes Irma and Harvey 2017.** Provided management oversight for disaster recovery projects in Florida and Texas.
- **Southeast Tornadoes 2017.** Project Superintendent for disaster recovery projects in Georgia and Louisiana following early tornadoes.
- **Louisiana Levee Construction 2013 – 2016.** Project Superintendent for Terrebonne levee projects.
- **Moore, OK Tornado 2013.** Senior Project Superintendent responding to the City of Moore, Oklahoma following an EF5 tornado.
- **Hurricane Sandy 2012 – 2013.** Project Superintendent for Ceres response in Point Pleasant Beach, NJ.
- **Hurricane Isaac 2012.** Project Superintendent for five separate contracts in response to Hurricane Isaac.
- **North Dakota Flooding 2011.** Operator for emergency levee removal and repair projects after historic flooding in spring of 2011 near Minot, North Dakota.
- **Hurricane Ike 2008.** Project Superintendent debris removal in Texas and Louisiana.
- **Hurricane Gustav 2008.** Project Superintendent for the debris removal and disposal and trimming and removal of hazardous trees in Louisiana.
- **Hurricane Katrina 2005 – 2007.** Project Manager/Operator for the cleanup and Restoration of Lafreniere Park damaged by hurricane and storm surge in Grand Isle, Louisiana and demolition of approximately 50 damaged homes in Metairie, Louisiana.
- **Hurricane Katrina 2005 – 2006.** Project Manager for debris removal in the City of Biloxi, MS.
- **U.S. Army Corps of Engineers; Louisiana 2005 – 2007.** Superintendent Oversight of crews operating directly with Parish presidents, FEMA personnel and Representatives with USACE
- **Hurricane Jeanne and Frances 2004.** Superintendent overseeing the debris removal and disposal in Palm Beach, FL.
- **Fort Knox Building Demolition.** Superintendent involved in the demolition of a variety of buildings in Fort Knox, Kentucky.
- **Hurricane Isabel 2003.** Project Superintendent for the debris removal and disposal in Virginia.
- **Hurricane Floyd 1999.** Project Superintendent for debris removal in North Carolina.

#### **EDUCATION/CERTIFICATIONS**

- First Responder
- First Aid CPR, AED, BLS

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

### **Millie Gonzalez, Finance Chief**

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

#### **PROFESSIONAL EXPERIENCE**

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

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

#### **EDUCATION/CERTIFICATIONS**

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

#### **AWARDS**

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

### **Rick Good, Project Manager**

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

#### **PROFESSIONAL EXPERIENCE**

- **Hurricane Idalia 2023.** Project Superintendent in Columbia County, FL and Perry, FL for debris removal following Hurricane Idalia. Over 68,000 cubic yards of debris were removed.
- **Hurricane Ian 2022.** Project Superintendent for the removal of over 100,000 cubic yards of debris in Sarasota, FL following Hurricane Ian.
- **Hurricane Ida 2021.** Project Manager for debris removal in Kenner, LA. 239,906 cubic yards of debris were removed.
- **Oklahoma Ice Storm 2020.** Senior Project Manager in Oklahoma City, El Reno, and Piedmont for collection, reduction, and disposal of ice storm generated debris. Over 140,000 cubic yards of debris were removed.
- **Hurricanes Laura and Delta 2020.** Senior Project Manager in Scott, LA and Houston, TX for hurricane debris removal and disposal.
- **Tornado: El Reno, OK 2019.** Project Manager with one Ceres' self-loading truck debris removal and disposal. Just under 100,000 cubic yards of debris were removed.
- **Hurricane: Michael – USACE Southwest GA 2018.** Operations Planner assisting in the debris removal cleanup after Hurricane Michael in the southwest Georgia area.
- **Hurricane: Florence (NC Dept of Ag) 2018.** Project planning and management for confidential project for supply of carbon material to facilitate composting. Role included responsibility for meeting with agricultural department officials and state senators, official planning, managing acquisition of carbon source material, transportation, and logistics in southeastern NC.
- **Hurricane: Irma, (Miami, South Florida.) 2017.** Area Manager for South Florida until Puerto Rico deployment; role entailed planning, acquisition, set-up, management, and supervision of multiple DMS sites, coordinating with multiple municipalities, planning, coordinating assets and resources
- **Hurricane: Maria (Puerto Rico) 2017.** Blue Roof Operations Planner; GM Ceres Caribe; Role included planning and coordinating with both USACE senior and field management multiple times per day on operations as well as safety and environmental compliance.
- **Hurricane: Matthew, Savannah, GA 2016.** Project Manager, role included meeting with Head of Sanitation/DPW disposal facility/landfill management, coordinating and planning collection operations and personnel, third-party haul out planning and coordination, coordination with sub-contractors for curbside pickup, haul, DMS coordination vis a vis the grinding function,
- **Flood: City of Denham Springs, LA 2016;** Start-up PM; role included the planning and coordination with city and subcontractors of all curbside collection, transport via direct haul to final disposal landfill. No reduction of waste prior to disposal at Waste Management landfill.
- **Rubicon Global, LLC. Atlanta, GA. 2015 - 2016,** Regional subcontractor relationship manager responsible for prospecting, bidding, planning, contracting and managing services provided to client base. Direct management of approx. 7,000 haulers servicing over 16,000 customers.

- **ECO Systems, Inc. Atlanta, GA 2012 – 2015.** Professional Consultant, International and domestic environmental consulting in the field of hazardous and non-hazardous waste management, as well as Emergency Management Services in Disaster Response. Service areas included the Continental US, Venezuela, Dominican Republic, Mexico and the island of Guam.
- **Asplundh Environmental Services, Inc. Atlanta, GA 2003 – 2012.** Senior manager responsible for overall project management for all emergency response efforts supplied by the company to state, federal, municipal and private sector clients. These services include but are not limited to logistical and infrastructure support for remediation, transportation, disposal and recovery. These project missions, focusing primarily on disaster response generated revenues of \$100+ million per year.

#### **EDUCATION/CERTIFICATIONS**

- Bilingual in English and Spanish

### Michael Hansen, Resources Manager

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

#### PROFESSIONAL EXPERIENCE

- **Hurricane Idalia 2023.** Operations and Logistics Manager for shipping supplies and equipment for debris removal in Florida and Georgia following Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **Hurricanes Ian and Nicole 2022.** Operations and Logistics Manager for shipping supplies and equipment over 20 Florida jurisdictions.
- **Hurricane Ida 2021** Operations and Logistics Manager for shipping supplies and equipment to 14 Louisiana jurisdictions.
- **Bahamas 2020.** Operations and Logistics Manager for shipping supplies and equipment for debris removal from public and private property.
- **California Wildfires and Camp Fire, Butte County 2018-2019,** Operations and Logistics Manager for CalRecycle clean-up project for hauling and disposal of debris generated by the Camp Fire in 2018 and the USACE Northern California Wildfires project in 2017.
- **Hurricanes Michael and Florence 2018 – 2019,** Operations and Logistics Manager for shipping supplies and equipment for disaster recovery in over 13 Georgia Counties, North and South Carolina and Florida.
- **Hurricane Harvey, Irma, and Maria 2017.** Operations and Logistics Manager for shipping supplies and equipment for three project recovery projects.
- **Sink Hole, Land O Lakes, FL 2017,** Operations and Logistics Manager for shipping supplies and equipment for Pasco County. 150,734 cubic yards of debris were removed.
- **Hurricanes Hermine and Matthew 2016.** Operations and Logistics Manager for shipping supplies and equipment.
- **Livingston Parish Waterway Cleanup 2015,** Operations and Logistics Manager for response during the removal of vegetative, C&D and white goods debris removal in Louisiana.
- **Hurricane Sandy, Isaac; Winter Storm Pax and Alfred 2011 — 2014,** Operations and Logistics Manager for shipping supplies and equipment for major disaster recovery projects.
- **North Dakota Flood Recovery 2011,** Operations and Logistics Manager for shipping supplies and equipment for three flood recovery projects.
- **Hurricane Irene 2011,** Operations and Logistics Manager for shipping supplies and equipment for two hurricane recovery projects.
- **Alabama and Mississippi Tornadoes April 2011,** Operations and Logistics Manager for shipping supplies and equipment to and between four projects.
- **New Zealand Earthquake 2011 – 2012,** Logistics Manager in charge for shipping supplies and equipment for operations in New Zealand.
- **Haiti Earthquake 2010 - 2013,** Logistics Manager in charge of shipping supplies and equipment for operations in Haiti.
- **Ice Storm 2009,** Operations and Logistics Management and support for debris removal and disposal from county rights-of-ways in Kentucky
- **Hurricane Ike 2008,** Operations and Resources Management for debris removal and disposal for 11 different locations; Logistics management of positioning, establishing and set up of field offices in Texas

- **Hurricane Gustav 2008, Resources and Operations Management** for debris removal and disposal in Louisiana; Positioned, located, and set up of field offices including maintenance
- **Hurricane Dolly 2008**, Operations, Logistics, and Resources Management and support providing critical resources such as equipment, personnel, office equipment, and networks to debris removal and disposal in Texas
- **Iowa Flood 2008**, Project Administrative and Operations support for debris removal due to Cedar River flooding in Iowa
- **Flood Control, Rio Puerto Nuevo, Rio Fajardo 2007**, Operations, Logistics and Resources management to Floodway Control project in Puerto Rico including shipping and receiving equipment
- **Ice Storm 2007**, Operations and Resources Management to debris removal in response to Winter Ice Storm in Oklahoma
- **Hurricane Katrina 2005**, Operations and Logistics Management support to debris removal, processing, and disposal operations of over 13 million cubic yards of storm debris in Louisiana
- **U.S. Coast Guard**, Auxiliary Service Engineer, EMT, Fuel/Oil & Water Engineer, and Machinery Technician. Responsibility of mechanical engineer on station and watercraft providing oversight to engines, boilers, generators, propulsion units, HVAC units, watercraft and aircraft refueling

#### **EDUCATION/CERTIFICATIONS**

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

### **Randy Hardy, Quality Control Manager**

Mr. Hardy is a resourceful Civil Engineer, Certified Traffic Control Manager, ATSSA-ODOT Traffic Control Flagger Instructor, USACE Construction Quality Manager, EPA Certified Lead/Asbestos Abatement Supervisor with approximately 40 years of CQC Heavy Civil Construction and Disaster Project Management in addition to extensive CQC Planning experience. He has expertise in guiding a wide range of Heavy Civil Project Operations, including Roads/Bridges Construction/Reconstruction, Drainage, Erosion Control, Laboratory Material Testing, CQC Material Sampling, CQC Field Inspection Management and Traffic Control Plans/Management. Mr. Hardy is proficient in construction project layout, concrete/asphalt roadway operations, concrete construction management, elevation management, and electronic milestone tracking and filing systems/document control. He has a proven record of establishing productive relations with jurisdiction owners, engineering management, subcontractors, and regulatory officials, to drive a strong team with multiple trades. He maintains a professional acquaintance towards CSLB with Classifications in reference to Class A General Engineering, C-31 Traffic Control, California Business & Law, and Hazardous Substance Removal in respect to several licenses.

#### **PROFESSIONAL EXPERIENCE**

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

documentation and eligibility requirements. Provided FDOT - ATSSA traffic control flagger training in a classroom setting to Ceres flaggers, operations personnel and sub-contractor operation crews.

- **Oregon \_ Wildfire Recovery 2021 – 2022.** Quality Control Manager (CQCM) for Oregon Department of Transportation Hazard Tree Removal and Disposal Project for Archie Creek, Thielsen Fire, Two Four Two and South Obenchain Fires. Removed 22,318 hazard trees using conventional logging and specialized tree removal methods to include Heli-logging, low ground pressure and low impact mechanical and hand techniques in culturally and ecological sensitive riparian and wetland environments along ODOT Hwy Corridors. Processed merchantable timber and slash in USFS, BLM, OR Department of Parks and private properties. Generated traffic control plans and ATSSA traffic control flagger training for all Ceres and Subcontractor personnel. Daily Management of QC inspection and addressing Quality Control Plan (QC Plan) issues.
- **California Wildfires – Camp Fire, Butte County 2020 – 2021.** Contractor Quality Control Manager (CQCM) for the Cal Recycle Hazardous Tree Removal and Disposal Project resulting from the Camp Fire in California in 2017. Removed 59,000 hazard trees along 2,500 rights-of-way (ROW) and rights of entry (ROE) properties to include steep slope terrain operations and sensitive areas. Monitored the multidisciplinary execution to ensure that biological and archaeological resources were protected. Extensive cultural and environmental resources in Concow and Honey Run required intensive coordination and specialized operations. Generated traffic control plans and ATSSA traffic control flagger training for all Ceres and Subcontractor personnel.
- **Kuykendahl, Glen Forest and Aldine Westfield Detention Basin 2015 – 2019.** Contractor Quality Control Manager (CQCM) managing QC inspection in reference to complex features conflicting with engineering designs, for Kuykendahl, Glen Forest and Aldine Westfield stormwater detention basins in Houston, TX. Performing submittals and permitting in support to the \$39 million Kuykendahl Detention Basin Project incorporated 4500 CY Concrete, 3.6 million CY Soil Excavation, 5060 Lin Ft Concrete Pipe and 100 Acres Tree Removal. The \$25 million Glen Forest Project entailed 2500 CY Concrete, 2.2 million CY Soil Excavation, 2400 Lin Ft Concrete Pipe and 130 Acres Tree Removal. The \$7.1 million Aldine Westfield Detention Basin utilized 1850 CY Concrete, 700,000 CY Soil Excavation, 10,000 Lin Ft Concrete Pipe, and 38 Acres Tree Removal. In addition to maintaining monthly pay request, performing daily management of QC inspection, CQC construction material submitting/environmental permitting, generating traffic control plans, ATSSA traffic control flagger training was achieved, to assure Quality Assurance (QA).
- **California Wildfires-Camp Fire, Butte County 2018 - 2019** Wildfire Structure and Debris removal in Butte County, CA Camp Fire. Quality Control Manager for the 1.4 million CY Cal Recycle/Cal OES clean-up project for removal, transportation, and disposal of asbestos and structural debris on 3,100 properties generated by Camp Fire in 2018.
- **Hurricane Michael 2018 - 2019.** Quality Control Manager for work provided on the 4.9 million CY USACE Disaster Debris Response (SAD) in 13 Southwest Georgia counties to include hurricane generated vegetative debris collection, transportation and disposal services and hazard (leaner and hanger) tree removal and trimming. Ensured quality control personnel and subcontractors met the required qualifications of the project contract. Trained all Ceres Area, Sector and QC management and operations personnel, sub-contractors in the debris mission operational, documentation and eligibility requirements. Provided ATSSA traffic control flagger training in a classroom setting to

Ceres flaggers, operations personnel and sub-contractor operation crews. Developed project-specific quality control plans; ensuring all quality control inspections are performed and documented in accordance with the testing plan and making sure all results are being reviewed for conformance with requirements with all documentation including records, photographs, and logbooks for the USACE project closeout requirements.

- **Morganza Hurricane Levee Project 2015.** Quality Control Manager (CQCM) responsible for the planning, scheduling, conducting, and coordinating detailed phases of the engineering for a \$58 million Hurricane Coastal Levee Protection Project in Terrebonne Parish, LA. Supervised and coordinated the work with engineers, draft persons, plan reviews, as-built, specifications and CQC material testing frequencies in addition to Quality Assurance (QA) Testing.
- **Glendo Wyoming Reservoir Rehabilitation 2015.** Operations Planner – Responsible for the continuation of production and maintenance of quality. Reviewed project traffic control plans in reference to field operation. Created and assisted in weekly meeting agenda. Assisted in managing environmental permits and regulations. Managed underground utility notifications. Quality Control Manager – responsible for the planning, scheduling, conducting, and coordinating detailed phases of the engineering for a \$10 million Concrete Reservoir. Supervised and coordinated the work with engineers, draft persons, plan reviews, as-built, specifications and QC material testing frequencies to develop an accurate cost proposal.

#### **EDUCATION/CERTIFICATIONS**

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

- Louisiana DEQ Lead Supervisor Certificate
- New Mexico EPA Lead Supervisor Certificate
- California Lead Supervisor Initial Course Completion
- Texas Lead Supervisor Refresher Certificate
- Puerto Rico Asbestos Supervisor Certificate
- Florida Asbestos Respiratory Protection Certificate
- Florida Asbestos Supervisor Initial Certificate
- California Asbestos Supervisor Initial Certificate
- Texas Asbestos Supervisor Initial Certificate
- Louisiana Arborist/Utility Arborist License

## **Bobby Harrell, EHS Manager**

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

### **PROFESSIONAL EXPERIENCE**

- **Ceres Environmental Services, Inc. 2022 – Current.**
  - **Hurricane Idalia 2023.** Project Safety Manager for emergency debris operations in Taylor County. 23,614 cubic yards of debris were removed.
  - **Hurricane Ian 2022.** Project Safety Manager for emergency debris operations for FDOT in Charlotte County, Collier County, Hendry County, Lee County, Manatee County, and Sarasota County. Over 138,000 cubic yards of debris were removed.
- **Department of Homeland Security 2021 – 2022.** Transportation Security Officer.
- **Compliance Solutions 2019 – 2021.** Instructor providing accredited safety training such as: HAZWOPER 40, 24, & 8; OSHA 10, 30; Confined Space; DOT Hazardous Materials; EPA Hazardous Waste Management; Emergency Response 1, 2, & 3; and Emergency Incident Commander.
- **Ceres Environmental Services, Inc. 2018 – 2019.** Chief Safety Manager for 13 counties in Georgia on the Hurricane Michael USACE ACI Debris Project.
- **Liberty Lift Solutions.** Corporate Safety Manager- administered OSHA and DOT compliance programs, conducted safety audits, incident investigation and drug & alcohol testing, conducted all safety training across the organization, Managed EHS data for ISNetwork, Avetta, PEC SSQ Systems.
- **InnoSpec Oil Field Services 2017 – 2018.** Frac Assistant/Safety Collection and management of all chemical data and safety audits.
- **Transwood Inc. 2017.** Safety/Sand Coordinator- Ensured safety & DOT compliance, all employee safety training. Incident investigation and drug and alcohol testing.
- **Lehoski Welding 2015 – 2016.** Safety Manager / PEC Instructor-Conducted all new hire orientation, PEC and field safety training, composed safety policies and procedures, Conducted safety audits, incident investigation and drug & alcohol testing, Managed EHS data for ISNetwork.
- **L&P Pipeline and Construction 2014 – 2015.** Safety Coordinator /Safety & PEC Instructor-In charge of all new hire orientation including drug testing, DOT, field safety audits, Incident investigation.
- **Big Star Crude 2013 – 2014.** Safety Adviser / Asst. Terminal Manager- All new hire orientation, drug testing, DOT, field safety audits, managed all billing of the clients and drivers, all DOT inspections, Performed accident, injury investigations and safety audits.
- **Safety Medics 2012 – 2013.** Safety Inspector-Safety audits of large oil field construction sites, pipeline construction and drilling rigs. Performed accident, injury investigations.
- **Sierra Industries 2011 – 2012.** Fire Chief / Safety / Training-Army UC-35 project in charge of DCMA audits airport safety and training including all fire calls and emergency issues, New hire orientations training for employee, drug testing; safety policy and procedures for company-wide programs.
- **Pinkerton Government Services 2010 – 2011.** Shift Fire Captain- In charge of all fire and medical calls on shift at Sikorsky Helicopter Facility.
- **Smirfit Stone Paper Mill 2007-2010.** Safety and Medic Cared for all employees' injuries, Performed safety audits in the mill.
- **Gulf Coast State College 2004-2008.** Adjunct Instructor Courses for Fire, Paramedic, Emergency Medical Technicians and Hazardous Materials.
- **Bay Medical Center 2001-2009.** EMT, Paramedic – Took emergency calls county wide transported to hospital.

### **EDUCATION/CERTIFICATIONS**

- **Certified Occupational Safety and Health Officer (CSHO I & II) – TEEEX**
- **NWCG** qualified S-131, S-190, S-205, S-215
- **FEMA** certified ICS-100, ICS-200, ICS-300, IS-00005.a, IS-00035.18, IS-100, IS-200, IS-244, IS-315, IS-317, IS-340, IS-346, IS-700, IS-800, IS-804, IS-907, IS-1900
- **OSHA-** 501,511, 2055, 2225, 3015, 3115, 7205, 7505
- OSHA Outreach Instructor
- Medic First Aid CPT Instructor

## Tammy Hunt, Superintendent

Tammy Hunt comes from a diverse background with experience in multiple fields, including health, safety and environmental management, quality control, logistics, hazardous material remediation management, training management, resource procurement, risk management, technical writing, EPA/Coast Guard/DOT/OSHA compliance management, disaster debris monitoring, and disaster debris response management. Ms. Hunt has experience in multiple disaster debris disposal projects. Her responsibilities included but were not limited to scheduling, dispatch of subcontractors, and liaising with clients and monitoring agencies.

### PROFESSIONAL EXPERIENCE

- **Cameron Parish PPDR Program 2022.** Project Superintendent for private property debris removal.
- **Hurricane Ida 2021.** Superintendent for New Orleans disaster debris removal as well as the removal of municipal solid waste resulting from Hurricane Ida. Identified opportunities and resources required to meet project goals and deadlines. Achieved project deadlines by coordinating with subcontractors and the monitoring firm. Scheduled daily work for each subcontractor and communicated that work to all required parties to ensure a smooth and efficient workflow. Drove team success through shared vision and recognition of quality performance.
- **California Wildfires – Camp Fire, Butte County 2020 – 2021.** Division Supervisor for the CalRecycle removal of hazardous trees generated by the Camp Fire wildfire in North-Central California in 2017. Duties included coordinating with CALFire, CalRecycle, multiple subcontractors and the monitoring firm to successfully locate, cut and dispose of hazardous trees that were damaged in the Paradise fire. Worked within the Incident Command System to communicate goals, achievements and opportunities for improvement. Conducted safe operations in highly hazardous terrain and conditions.
- **Hurricane Zeta 2020.** Assistant Superintendent for the disaster debris removal for the City of New Orleans following Hurricane Zeta. Over 60,000 cubic yards of debris were removed.
- **Hurricanes Laura and Delta 2020.** Debris monitoring technician in Allen Parish, LA. Duties included monitoring and documenting the cutting, collection, and disposal of debris according to FEMA guidelines. Over 550,000 cubic yards of debris were removed.
- **Safety Manager of Central Crude, LA Tank and CC-Utica 2014-2020.** Responsible for all aspects of safety, training, DOT, EPA, Coast Guard and OSHA compliance for these companies whose services included the drilling, storage, gathering, and transportation of crude oil and natural gas across the southern united states. Created and implemented Health and Safety Plan as well as DOT required equipment maintenance plans. Participated in annual and unannounced Coast Guard drills, as well as OSHA, Workforce Commission and EPA audits. Maintained Class A CDL with HAZMAT license as well as TWIC Certification.
- **Safety, Health, Environmental and Security (SHES) Manager of Aqua Drill International 2013-2014.** Assigned to the Barzan Onshore Project in Ras Laffan, Qatar during the pre-planning and project initiation stages for the new GTL plant. Duties included composing safety plan and procedures for the 12-month,10-million-dollar project, developing and implementing a comprehensive training plan for all incoming international employees and communicated with a multi-national site management team regarding all health and safety issues. Successes included a completed Readiness Review Audit and the closing of all gaps from the resulting Gap Analysis review, as well as 12 months with no lost time injuries. Ms. Hunt received a Letter of Commendation from JGC site management for creating an incident and injury free safety culture.
- **Project Manager of Conco Industrial Services 2010-2013.** Provided operations leadership for the organization, managing job planning, field supervision, equipment

procurement and maintenance as well as quality control. Analyzed future job sites to identify and mitigate areas of concern for employee safety. Supervised crews at large-scale turnarounds in chemical and oil plants, completing critical path units ahead of schedule to satisfy customer requirements. Successes included reorganizing pre-job planning and equipment preparation and maintenance resulting in a significant increase in job success and customer satisfaction and retention, as well as organizing on the job training and safety meetings to promote a shift in the safety culture, resulting in zero lost time injuries for two straight years.

- **Operator/Emergency Response/Industrial Firefighter/ESH Specialist for Solutia Chemical Plant 1999-2009.** Served as the Operator/Safety Specialist in methionine and acrylonitrile production units. Responsibilities of this job included maintenance, job safety analysis, permitting (lockout-tagout, hot work, confined space, excavation and working from heights), leak detection and repair, and hazardous materials prevention and control. Job duties also included being a Certified Industrial Firefighter with annual training at the CERTC training facility at Texas A&M University in College Station, Texas as well as maintaining certifications as a Nationally Registered EMT-Intermediate, HAZMAT Technician, high angle and confined space rescue and CPR/First Aid certifications.

#### **EDUCATION/CERTIFICATIONS**

- Emergency Management Institute
  - FEMA IS -0230.d Fundamentals of Emergency Management
  - FEMA IS -00632.a Introduction to Debris Operations
  - FEMA Introduction to the National Incident Command System
    - IS-00100.c
    - IS-00700.b
  - FEMA IS -00907 Active Shooter: What Can You Do
  - FEMA IS 10.A Animals in Disasters: Awareness and Preparedness
- OSHA General Industry-30 Hour
- OSHA General Industry- 10 Hour
- Red Cross First Aid/CPR/AED Certified
- HAZWOPER 40 Hour with 8-hour Refresher
- Current Class A CDL with HAZMAT Endorsement
- Pro-Board-Certified Industrial Firefighter-Advanced Exterior-Texas A&M College Station
- COSS-Certified Occupational Safety Specialist
- National Association of Safety Specialists-Environmental, Health and Safety Specialist
- NCCER-CSST-Construction Site Safety Technician
- NCCER-Construction Site Safety Supervisor
- NCCER- Field Safety Technician
- PEC-SafeLand USA 2015-Current
- SHE&S (Safety, Health, Environmental & Security) Supervisor Leadership Skills Program
- OSHAcademy 900-Oil and Gas Safety Management Certificate
- OSHAcademy 904-Oil and Gas Well Inspection Certificate
- U.S. Army 5<sup>th</sup> Infantry Division – Signal Corps – Honorably Discharged
- US Army Corps of Engineers (USACE) – CQM Certified
- APMP Bid and Proposal Writing Certified

### **Kerry Kennedy, Regional Client Services Director**

Mr. Kennedy has a combined 38 years of Government and Civilian Project Management experience including 34 years with the US Army Corps of Engineers. Mr. Kennedy has served in numerous militaries, environmental, disaster response, civil work project roles of varying sizes and scopes. While with the U.S. Army Corps of Engineers, Mr. Kennedy worked on both operational and planning sides of disasters and deployments. While serving as a USACE Liaison Officer and Contingency Planner to a US Combatant Command, Mr. Kennedy was instrumental to the planning involved in both natural and manmade disasters around the world. His planning in that role included FEMA support. Mr. Kennedy has also served as an Operations Manager multiple times, managing multiple budgets, schedules, plans and procurement strategies for numerous projects simultaneously. Under his role as Regional Client Services Director for the east coast, he regularly meets with clients to assist with general inquires and to provide pre-event training to help them prepare for disasters.

#### **PROFESSIONAL EXPERIENCE**

- **Puerto Rico Private Property Debris Removal 2022.** Project Manager for the private property debris removal project in Puerto Rico.
- **California Wildfires – Camp Fire, Butte County 2019-2021.** Operations Manager for hauling and disposal of debris generated by the wildfire in North-Central California in 2018, the largest debris mission in California in more than 100 years. As OM, he ensured that required planning was performed and submittals to Calrecycle were completed. 768,558 tons of debris were removed.
- **Hurricane Florence 2018.** Operations Manager for North and South Carolina, managing multiple city and county contracts for clean-up of storm and flood debris generated by Hurricane Florence in September 2018. This included a contract for the Georgia Department of Agriculture for poultry remediation.
- **Hurricane Michael 2018.** Area Manager for four (4) counties in southern Georgia impacted by the hurricane, managing the contracts as part of the USACE ACI SAD contract activation.
- **California Wildfires – Northern California; Lake, Mendocino, and Napa Counties 2018.** Operations Manager for USACE hauling and disposal of debris generated by the 2017 wildfires in three (3) counties in Northern California.
- **Hurricanes Irma & Maria 2017.** Project Manager in the U.S. Virgin Islands (USACE ACI project), managing multiple task orders assigned by USACE to remove and haul storm debris from the two Category 5 Hurricanes.
- **Project/Program Manager, City of Virginia Beach, 2016 – 2017.** Project Manager within the Coastal Engineering section of Public Works. Conducted public meetings and briefings, working closely with community leaders.
- **Project/Program Manager, Norfolk District, USACE, April 2015 – June 2016.** Managed civil and military project.
- **Senior Exercise/Contingency Planner/Liaison Officer, US Army Corps of Engineers, November 2001 – January 2014.** Coordinated and informed the USACE Operations Center staff/other USACE elements on impact on current and planned joint operations developments, exercises, and experiments. Coordinated USACE team and personnel movements in support of military operations in Iraq and Afghanistan.
- **Civil and Environmental Engineer, US Army Corps of Engineers, June 1992 – May 2001.** Environmental Project Engineer, Project/Program Manager and Contracting Officer Representative for military, environmental and special projects in the Wright-Patterson AFB Area Office which spanned a 5-state area.

- **Active-Duty Military, US Army, July 1981 – June 1992.** Various assignments in Army as well as with USACE, serving as a Project Engineer (Contracting Officer Representative) / Assistant Area Engineer for USACE in 2 districts, Louisville and Nashville.
- **US Army- Reserves, June 1992 – August 2011.** While on reserve status served various positions in Headquarters, USACE, North Atlantic Division, Great Lakes Division and South Atlantic Division.

#### **EDUCATION/CERTIFICATIONS**

- Professional Engineer Registration, License #66141, Jul 2001, Ohio
- Master's Degree MS, 1996, Environmental/Civil Engineering, University of California at Los Angeles, GPA 3.5, Total Semester Credit Hours earned: 52,
- Bachelor of Science, 1981, Civil Engineering, University of Texas at Arlington, GPA 3.0,
- AA, General, 1979, Kemper Military College, GPA 3.7, Total Semester Credit Hours earned: 83
- Mascoutah High School, 1977
- Risk Management, Dec 15
- Scheduling & Cost Control, March 16
- National Disaster Recovery Framework, Jan 15
- IS-2900, NDRF, Jan 15
- PL 84-99 Basic Course, Jan 15
- Continuing Authorities Program, Apr 14
- Defense Support to Civil Authorities Oct 11
- IS-800.b - National Response Framework, An Introduction, Nov 10
- J3SN-US613 National Security Objectives, Structures and Processes: An Intro Oct 10
- IS-230-Principles of Emergency Management, 08
- IS-701a-National Incident Mgt System Multi-Agency Coordination System, Nov 06
- IS-100-Introduction to the Incident Command System, Jun 05
- IS-200-Basic Incident Command System for Federal Disaster Workers, Jun 05
- IS-800-National Incident Management System (NIMS), An Introduction, Jun 05
- Homeland Security Planners Course, Jun 04
- FEMA Debris Management Course, FEMA, May 00
- Radiological Safety Course, USACE, Jul 98
- Hazardous Waste Manifesting, USACE, Jun 98
- Advanced Emergency Management (Readiness) Course, USACE, Sep 94
- Contract Negotiating Course, USACE, Oct 84
- Cost Estimating for Modifications and Claims, USACE, Mar 84
- Contracting Officer Representative School, USACE, Jun 83
- Project Management Professional, Oct 21

## **Betsy Pease, Project Accountant**

Ms. Pease brings years of extensive accounting management experience to her work as a project accountant on various contracts for Ceres Environmental Services, Inc. She is responsible for maintaining accounting procedures to ensure proper data tracking and correct invoicing to clients, as well as payment reconciliation with subcontractors. She oversees data entry and invoicing procedures during storm projects, as well as completing reconciliation of projects after work is accepted.

### **PROFESSIONAL EXPERIENCE**

- **The Ground Up (TGU) (Ceres Affiliate) 2021.** Accountant for TGU. This business unit is a Houston-based green waste recycling company focusing on yard waste disposal, grinding, and mulching operations.
- **Soteria (Ceres affiliate) 2018 – 2021.** Accountant for global multicurrency company, responsible for AP/AR and Inventory control, Sales forecast, cash flow, and budget preparation. Account Reconciliation and VAT Tax compliance.
- **Texas Civil Construction 2017 – 2021.** Project Accountant and database supervisor for civil construction projects in Texas.
- **Hurricane Irma and Maria 2017 – 2019.** Project Accountant and database supervisor for projects in St. Croix and St. Thomas, US Virgin Islands.
- **Louisiana Levee Construction – 2013 to 2016.** Project Accountant and database supervisor for USACE levee construction projects in LA.
- **Hurricane Isaac 2012.** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **Winter Storm Alfred 2011** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **North Dakota 2011 Flood Recovery** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and client, subcontractor payments, and billings to client.
- **Hurricane Irene 2011** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **Alabama Tornadoes 2011** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **Haiti Earthquake 2010 – 2013.** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to client.
- **Ice Storms 2009,** Project Accountant managing the set-up, extraction and maintenance of databases to prepare A/R billings to clients in Kentucky; Reconciliation of all tickets with the clients; Management and preparation of subcontractor payments, reconciliation and management of accounts, management of internal audit functions.
- **Hurricane Ike 2008,** Project Accountant managing design, extraction of data and maintenance of databases for multiple contracts in Texas
- **Hurricane Gustav 2008,** Project Accountant managing the set-up, extraction, and maintenance of databases to prepare A/R billings to the clients in 3 Parishes in Louisiana; Reconciliation of all tickets with the clients
- **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

- **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.
- **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

### **Linda Smith, Director of Accounting Operations**

Ms. Smith has over 30 years of experience in leading accounting teams in day-to-day activities while providing owners, shareholders, and executives with the financial information and guidance required to make informed business decisions.

#### **PROFESSIONAL EXPERIENCE**

- **Ceres Environmental Services, Inc.** Accounting Manager. In coordination with the director of storm accounting, responsible for the day-to-day functions of the entire storm accounting department and assisted the field operations to establish internal protocols.
  - **Hurricane Idalia – 2023**
  - **California Floods – 2023**
  - **Texas Winter Storm Mara – 2023**
  - **State of Vermont Summer Flood – 2023**
  - **Hurricanes Ian and Nicole, FL – 2022**
  - **New Mexico DOT Fire and Flood Debris – 2022**
  - **Hurricane Ida, LA – 2021-2022**
  - **Oregon Wildfire Recovery 2020 – 2022.**
  - **California Wildfires – Camp Fire, Butte County Hazardous Tree 2020-2021**
  - **Oklahoma Ice Storm 2020 (5 jurisdictions)**
  - **Hurricanes Laura, Hanna, Sally, Delta, and Zeta 2020 (13 jurisdictions)**
  - **Linn County, IA – Derecho 2020**
  - **City of Atlanta, GA and Macon-Bibb County, GA – Bulk Waste 2020**
  - **Hamilton County, TN – Tornado 2020**
  - **Jones County, MS – Tornado 2020**
  - **Santa Rosa County, FL – Wind Event 2020**
  - **California Wildfires – Camp Fire, Butte County Debris Removal 2019**
  - **Northern California Wildfires 2018 (USACE)**
  - **Hurricane Michael 2018**
  - **Hurricane Irma 2017**
- **Resort Funding, LLC. 1997 – 2017.** Senior Accountant. Analyzed financial statements and created reports for monthly corporate reporting. Generated financial statements in accordance with GAAP and facilitated account closing procedures for multiple companies on a monthly basis. Created strong internal controls and accounting processes that reduced the financial statement close from 10 days to 3 days, which led to completion of 17 clean audits. Analyzed and researched reporting issues to improve accounting operations procedures. Reconciled multiple cash accounts daily for cash forecast and budget preparation and reviewed bent charges monthly for accuracy and to reduce costs. Maintained notes receivable in excess of \$500 million. Managed journal entries, invoices, and reconciled over 200 general ledger accounts annually. Reviewed and approved weekly borrowings and monthly servicer report for \$200 million warehouse facility. Led and provided guidance to accounting staff. Prepared for and assisted in annual audit and two agreed upon procedures annually for warehouse facilities. Managed all NSF payments from consumer account holders. Assisted other departments in identifying problems and finding solutions to correct, assisted IT in implementation of new systems and the controller in projects regularly. Maintained records of wire transfer procedures and ensured accurate processing. Developed written accounting policies and standard operating procedures and trained junior accountants using these policies and procedures.
- **Fay's Inc. 1995 – 1997.** Corporate Accountant participating in design, testing and implementation of accounts receivable system resulting in departmental efficiencies. Ms. Smith was also responsible for tracking and analysis of accounts receivable activity on decentralized systems in maintained at the store level.

- **National Commodity Clearance Center 1994 – 1995.** Bookkeeper managing inventory control and produced month financial statements and maintained accounts payable and receivable.

**EDUCATION/CERTIFICATIONS**

- Bachelor of Science, Accounting 1989
- Minor in Economics, State University of New York at Oswego
- ICS-100 Introduction to Incident Command System

### **Michael Smith, Quality Control Manager, Project Manager**

Mr. Smith is a dynamic leader with extensive experience in Safety constructions, maintaining standards in manufactured products by testing a sample of the output against the specification. Delivers excellent on and offsite program management for locations around the world while ensuring compliance with laws and regulations within guidelines. Creates industry-leading programs that deliver significant cost savings and efficiency gains while minimizing risk and liability exposure in Heavy Industrial setting. Excels in training, developing, and coaching staff in US and globally.

#### **PROFESSIONAL EXPERIENCE**

- **Hurricane Ian 2022.** Area Manager for debris management and removal in Cape Coral, FL.
- **Hazard Tree Removal Project for the Campfire in Butte County -- 2020 to 2021.** Planning Section Chief. Roles and Responsibilities included and were not limited to the daily dispatching and scheduling of tree removal and hauling crews for approximately 2,200 properties, containing just shy of 60,000 eligible trees. Developing crew schedules, work packages & runways. Tracking of project quantities daily and in total. Worked closely with A & M and Project Owner IMT on strategy and tactical short-term and long-range plans to ensure the success of the contract. The contract value exceeded \$100,000,000.00 worth of work.
- **Hurricane Laura 2020.** Project Manager in Santa Rosa County, FL for debris cleanup. The project included removal of over 1,000,000 CY of Vegetative and Construction & Demolition Debris, reduction by Grinding and ACI of 500,000 CY and removal of approximately 20,000 hangers and leaners. Oversaw 4 section supervisors and over 150 hauling units and bucket trucks operators.
- **Hurricane Hannah 2020.** Superintendent for the City of Edinburg & Hidalgo County; Precincts 1, 3, & 4 Debris Cleanup & Reduction. Responsible for field supervision, traffic control labor and upwards of 50 hauling unit operators.
- **Puerto Rico Sheltering and Temporary Essential Power Program (STEP) 2019.** Project Manager for the PR STEP providing temporary repairs to single family dwellings with a monetary cap of \$20,000.00 per dwelling. Scope of work entailed numerous pre and post inspections, database creation/data management, applicant interaction/customer service, and the contracting and coordination of skilled tradesmen to provide electrical, HVAC, potable water and gas to a safe, secure and weatherproofed dwelling.
- **Hurricane Maria 2017 – 2018.** Senior Quality Control Manager/Superintendent for the ACI Emergency Temporary Roofing in Puerto Rico. Mr. Smith Implement systems of distribution, logistics, document controls/flow, work order and production tracking, inventory and material coordination for the construction of the roofs.
- **Hurricane Irma 2017.** Project Manager for the debris clean-up in Highland and Okeechobee Counties, FL.
- **Morganza Hurricane Levee Project 2015.** Senior Quality Control System Manager/Project Manager for a massive levee system located just south of Houma, LA. These segments of levee make up approximately 9 miles of newly constructed earthen levee through the marsh.
- **Aquamen, LLC, 2009-2014, Vice-President / Co-Owner.**  
The company performed certified residential & commercial mold inspections, sampling for indoor air-quality, day-to-day monitoring, and post-clearance. Responsibilities included project estimating, project management, procurement, manage/coordinate subcontractors, manage/coordinate inspections, manage/coordinate invoicing and draw requests.

### **EDUCATION/CERTIFICATIONS**

- USACE Construction QC Management
- OSHA Certification: 30 Hr Construction Safety
- OSHA Certification: 10 Hr Construction Safety
- OSHA Refinery Safety Courses – CSE Attendant/Entrant, Fire Prevention, Haz. Gases
- LOTD, First Aid/CPR and refinery safety standards
- HAZWOPER Certification
- GHS & OSHA Hazardous Communication
- FEMA EMI – ICS-100, Exercises 120, 200 ICS/NIMS
- HCSS Heavy Bid/Heavy Job Certified (2014)
- Home Inspection Certification for the State of Ohio
- Mold remediation & inspection Certification (Commercial and Residential) for Ohio

### **Brent Whitten, Project Manager/Project Superintendent**

Mr. Whitten has been involved in debris management and disaster recovery services for nearly 20 years. His work has ranged from demolition of residential and commercial sites after Hurricane Katrina to quality control for the U.S. Army Corps of Engineers to debris removal projects following major disasters such as Hurricane Irma and Ida. He is FEMA-certified in Debris Operations and the Incident Command System. He is also a FEMA-certified Disaster Housing Inspector. His responsibilities include direct supervision of a project and ensuring compliance with all safety and quality control regulations. Mr. Whitten brings strong organizational skills and the ability to motivate to any job.

#### **PROFESSIONAL EXPERIENCE**

- **Livingston Parish Emergency Watershed 2019 – Current.** Project Manager in Louisiana for the waterway debris removal project. 3,306,224 linear feet of debris were removed.
- **St. Tammany Parish Waterway Debris Removal Project 2022 - 2023.** Project Superintendent in Louisiana for a waterway debris removal project.
- **Hurricane Ida 2021.** Project Superintendent for Livingston Parish, LA, responsible for recovery operations as a result of Hurricane Ida. 1,322,210 cubic yards of debris were removed.
- **Northern California Wildfire Debris Removal 2018.** Quality Control Manager for the USACE ACI debris removal project in Lake, Mendocino and Napa Counties, CA following the fires between October and December of 2017. 84,000 tons of debris were removed.
- **Hurricane Irma 2017.** Project Manager in Pinellas County, FL for the Disaster Debris Collection and Removal of 123,916 cubic yards of debris generated by Hurricane Irma.
- **Hurricane Irma 2017.** Project Manager for the hauling for final disposal of previously compacted and/or ground debris in Miami, FL. 455,554 cubic yards of debris were removed.
- **Hurricane Irma 2017.** Project Manager for Gulfport City, FL for the clean-up of debris generated by Hurricane Irma.
- **Southeast Tornadoes 2017.** Provided direct supervision on post-tornado debris management project for Dougherty County. The project involved collection, removal and processing of over 650,000 cubic yards of debris.
- **Linfield Hunter & Junius Inc., USACE New Orleans District, 2014-2016.** Quality Assurance Representative for USACE Construction Division. Responsible for conferring with the Construction Division in clarifying deviations or inadequacies in plans, impractical specifications and unworkable schedules.
- **SMC Buildings, Design/Build New Commissary, Fort Polk, LA, May – October 2014.** Quality Control Manager for design/build project. Responsible for maintaining the project submittal log and all other project specific quality control reports. Assembled project closeout documents that include O&M manuals, as-builts, and warranties.
- **Hurricane Isaac, CTEH/Providence Engineer and Environmental, 2012.** Conducted environmental sampling and data collection. Assisted in conducting research performing investigations for the purpose of identifying, abating, or eliminating sources of pollutants or hazards. Conducted air, water and/or soil sampling, meteorological monitoring.
- **Infinity Construction, St. Charles Parish, LA, February – September 2012.** Responsible for managing, implementing and enforcing the Accident Prevention Plan and the 385-1-1. Responsible for managing and implementing the QC Plan.
- **Benetech, LLC, New Orleans, LA, 2010-2012.** Safety Manager and Quality Control Manager for projects under Benetech. Responsible for overseeing and enforcing Benetech's safety program for various USACE construction jobs ranging from \$7,000,000 to \$25,000,000.

- **AquaTerra Contracting, New Orleans, LA, 2008-2010.** Safety Manager and Quality Control Manager on USACE job sites. Ensured proper safety was being followed per 385-1-1 and company safety policy. Prepared site specific AHA's. Implemented Accident Prevention Plan. Trained all employees on safety procedures. Conducted weekly safety meetings.
- **Hurricane Ike 2008.** Area Manager overseeing debris removal from DOT roads and Right-of-Entry removal of stumps and logs, hiring subcontractors, and project planning by quadrant. Conducted daily safety meetings and provided daily reporting on contractor progress and performance.
- **Hurricane Gustav 2008.** Area Manager overseeing debris removal from DOT roads and Right-of-Entry removal of stumps and logs, hiring subcontractors, and project planning by quadrant. Conducted daily safety meetings and provided daily reporting on contractor progress and performance.
- **Environmental Chemical Corp., New Orleans, LA, 2006-2008.** Supervised the decommissioning, demolition, and disposal of privately properties in accordance with applicable federal, state, and local requirements. Supervised the demolition of over 200 homes and commercial structures destroyed by Hurricane Katrina.
- **Post Buckley Schuh & Jernigan, Inc., 2004-2006.** Demolition Environmental Inspector and Evacuation Plan Writer following Hurricanes Wilma, Katrina, Charley, Frances, and Jean. Conducted oversight monitoring for RACM and C&D throughout Louisiana. Provided monitoring oversight for RACM floor tile removals throughout five (5) parishes.

#### EDUCATION/CERTIFICATIONS

- BS, Wilberforce University.
- FEMA IS-102 FEMA Response Partners
- FEMA IS-632 Debris Operations
- OSHA 40 Hour HAZWOPER Training
- FEMA IS-00035.15 Safety Orientation 2015
- FEMA Disaster Housing Inspector (PARR)
- E-QIP # 3943088
- HAZWOPER 2021 Refresher 8hr
- FEMA IS-100 ICS
- FEMA IS-631 Public Assistance
- OSHA 30 Hour Construction Safety
- USACE Training Safety & Health EM 385-1-1
- U.S. Army Corps of Engineers QCS/RMS Training
- U.S. Army Corps of Engineers Construction Quality Management
- First Aid/CPR/AED

### Ed Ziegler, Project Manager

Mr. Ziegler has been in environmental services for 28 years, starting in building demolition, slab and foundation removal, restoration and asbestos abatement then moving to disaster recovery response while working on snow removal in the early 1990s. Mr. Ziegler has experience managing large scale demolition and construction projects.

#### PROFESSIONAL EXPERIENCE

- **MN Mulch/Snow 2022 – Current.** Project Superintendent for routine debris related tasks during the winter season.
- **Hurricane Ian 2022.** Project Superintendent in Indian River County, FL, Mt. Dora, FL, Winter Park, FL, Seminole County, and, Deltona, FL for debris management and removal following Hurricane Ian. Over 363,500 cubic yards of debris were removed.
- **Hurricane Ida 2021.** Project Manager in Gonzales, LA. 106,041 cubic yards of debris were removed.
- **Cameron Peak Wildfire 2021.** Project Manager in Larimer County, CO. over 14,000 trees were removed.
- **Hurricane Laura 2020.** Project Superintendent in Vermillion Parish and City of Scott, LA for debris clean-up after Hurricane Laura in September 2020. Over 265,000 cubic yards of debris were removed.
- **Hurricane Michael 2018.** Project Manager for the U.S. Army Corps of Engineers ACI SAD activation in 13 Georgia counties to perform debris clean-up after Hurricane Michael made landfall in October 2018.
- **Hurricane Matthew 2016.** Project Manager for the debris removal and disposal projects on all 40 TDR sites, City of Albany and Dougherty County following Hurricane Matthew in October.
- **Christchurch, New Zealand Demolition 2012 – 2013.** Project Manager for the demolition and soil remediation.
- **Hard Drives Construction 2003 – 2005.** Grade Foreman and Operator responsible for construction of roads and buildings.
- **Landwehr Construction 2001 – 2003.** Grade Foreman
- **El Centro California Naval Air Base 2000.** Project Manager for the demolition of a 1,393 M2 Cold Storage Facility. The project included building demolition, slab and foundation removal, asbestos abatement, lead based paint abatement, pcb ballast, electrical reroute, mercury switch removal, utility disconnects, and restoration.
- **Oklahoma City Tornadoes 1999.** Lead project manager for USACE contract providing debris removal, managing multiple debris sites, and demolishing damaged residential structures.
- **Fort Knox, Kentucky Demolition 1996.** Project Manager for the demolition of various building project. Work included demolition of approximately 8,825 m2 of one-, two- and three-story wood frame or concrete/brick buildings, removal and disposal of pcb, demolition of associated asphalt, gravel and concrete surfaces and foundations, recycling of metals, crushing of brick, CMU, concrete footers, sidewalks, streets, and parking lots, the volume reduction of demolition debris (to conserve landfill space), the disposal of demolition debris, site restoration, and turn establishment.
- **Fort Benning, Georgia Demolition 1995.** Project Manager for demolition and recycling of various buildings. Demolition of 13,372 m2 from 39 buildings, 6 story power plant and 60-meter stack, asbestos abatement, lead abatement, removal of utility lines, foundations, pavements, and drainage structures, temporary sedimentation and erosion control, environmental protection, grading.
- **Fort McCoy, Wisconsin Demolition 1994.** Project Manager for the demolition of WWII wood frame buildings with concrete foundations project.

- **Wood Waste Recycling 1992 – 2020.** Grinder Superintendent for the Libertyville Navel Training Facility in Minnesota and Texas.
- **Seasonal Snow Removal 1992 – 2020.** Performing 28 years of snow removal for Ceres during the winter season. Clearing areas of snow accumulation and removing to off-site storage areas and responding to snow emergencies.
- **Fred Miller Asphalt 1992 – 1998.** Operator responsible for setting grades for crew members, operating equipment and CDLA.

#### **EDUCATION/CERTIFICATIONS**

- OSHA Standard 1910.178

**Certifications**

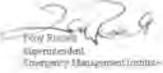
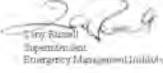
|  |   |
|--|---|
|  <p><b>Emergency Management Institute</b></p> <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>DAVID A PREUS</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00100.a</b><br/> <b>Introduction to the Incident Command System, ICS-100</b></p> <p>Issued this 25th Day of May, 2009</p> <p>0.3 IACET CEU</p> <p><b>IACET</b></p> <p>Cortez Vajntenc, PhD<br/>     Superintendent<br/>     Emergency Management Institute</p>                          | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Kevin Sudbury</li> <li>▪ Tia Laurie</li> <li>▪ Brent Whitten</li> <li>▪ Chris Shelnut</li> <li>▪ Chuck Owens</li> <li>▪ David Preus</li> <li>▪ Derek Pruner</li> <li>▪ Earl Lutz</li> <li>▪ Felicia Smith</li> <li>▪ Marian Banks</li> <li>▪ Michael Randall</li> <li>▪ Mike Hansen</li> <li>▪ Milagros Gonzalez</li> <li>▪ Patricia Macey</li> <li>▪ Robert Smith</li> <li>▪ Tammy Hunt</li> <li>▪ Terrence Thornhill</li> </ul> |
|  <p><b>Emergency Management Institute</b></p> <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>PATRICIA C MACEY</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00200.b</b><br/> <b>ICS for Single Resources and Initial Action Incident, ICS-200</b></p> <p>Issued this 22nd Day of December, 2010</p> <p>0.3 IACET CEU</p> <p><b>IACET</b></p> <p>Thomas DeLorenzo<br/>     Superintendent (Training)<br/>     Emergency Management Institute</p> | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Chris Shelnut</li> <li>▪ Chuck Owens</li> <li>▪ Derek Pruner</li> <li>▪ Earl Lutz</li> <li>▪ Felicia Smith</li> <li>▪ Marian Banks</li> <li>▪ Milagros Gonzalez</li> <li>▪ Mike Hansen</li> <li>▪ Patricia Deville</li> </ul>   |

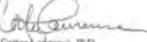
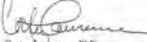
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| <p><b>Certificate of Achievement</b><br/>This Certificate of Achievement is to acknowledge that</p> <p><u>Gail M. Hanscom</u></p> <p>Has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of requirements of the</p> <p><b>IS-300<br/>INTERMEDIATE INCIDENT COMMAND SYSTEM COURSE</b></p> <p>as prescribed by the<br/>Minnesota Department of Public Safety,<br/>Division of Homeland Security and Emergency Management<br/>And Federal Emergency Management Agency</p> <p><i>This training sponsored and coordinated by<br/>the Champlin Office of Emergency Management</i><br/>Champlin, Minnesota<br/>Issued this 1<sup>st</sup> day of June, 2007</p> <p><i>Daniel Schwane</i><br/>Instructor</p> <p><small>This Course meets the requirements for 12 hours of continuing education as recognized by the National Registry of Emergency Medical Technicians<br/>Minnesota POST credits applied for<br/>CERES #2007</small></p> | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Earl Lutz</li> <li>▪ Mike Hansen</li> <li>▪ Patricia Macey</li> </ul>   |
| <p><b>Certificate of Achievement</b><br/>This Certificate of Achievement is to acknowledge that</p> <p><u>Gail M. Hanscom</u></p> <p>Has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of requirements of the</p> <p><b>IS-400<br/>ADVANCED INCIDENT COMMAND SYSTEM COURSE</b></p> <p>as prescribed by the<br/>Minnesota Department of Public Safety,<br/>Division of Homeland Security and Emergency Management<br/>And Federal Emergency Management Agency</p> <p><i>This training sponsored and coordinated by<br/>the Champlin Office of Emergency Management</i><br/>Champlin, Minnesota<br/>Issued this 1<sup>st</sup> day of June, 2007</p> <p><i>Daniel Schwane</i><br/>Instructor</p> <p><small>This Course meets the requirements for 12 hours of continuing education as recognized by the National Registry of Emergency Medical Technicians<br/>Minnesota POST credits applied for</small></p>                     | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Earl Lutz</li> <li>▪ Gail Hanscom</li> <li>▪ Mike Hansen</li> <li>▪ Patricia Deville</li> <li>▪ Steve Johnson</li> </ul>  |
| <p><b>Emergency Management Institute</b></p> <p><br/><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>TIA N LAURIE</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00700<br/>National Incident Management System (NIMS), An Introduction</b></p> <p>Issued this 22nd Day of December, 2005</p> <p><i>[Signature]</i><br/>Cortez Lofgren, PhD<br/>Superintendent<br/>Emergency Management Institute</p> <p><small>R.J. CEO</small></p>  | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Tia Laurie</li> <li>▪ Linda Smith</li> <li>▪ Alonzo Clay</li> <li>▪ Chris Shelnut</li> <li>▪ Chuck Owens</li> <li>▪ Derek Pruner</li> <li>▪ Earl Lutz</li> <li>▪ Felicia Smith</li> <li>▪ Kevin Sudbury</li> <li>▪ Marcus Smith</li> <li>▪ Marian Banks</li> <li>▪ Michael Randall</li> <li>▪ Mike Hansen</li> <li>▪ Patricia Deville</li> <li>▪ Patricia Macey</li> <li>▪ Steve Johnson</li> <li>▪ Tammy Hunt</li> <li>▪ Terrence Thornhill</li> </ul> |

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|  <p><b>Emergency Management Institute</b></p> <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>JASON ALBER</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00800.b</b><br/> <b>National Response Framework, An Introduction</b></p> <p>Issued this 17th Day of July, 2016</p> <p><i>[Signature]</i><br/>   Tracy Russell<br/>   Superintendent<br/>   Emergency Management Institute</p>                                      | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Tia Laurie</li> <li>▪ Linda Smith</li> <li>▪ Alonzo Clay</li> <li>▪ Chris Shelnut</li> <li>▪ Chuck Owens</li> <li>▪ Derek Pruner</li> <li>▪ Felicia Smith</li> <li>▪ Marcus Smith</li> <li>▪ Marian Banks</li> <li>▪ Michael Randall</li> <li>▪ Patricia Macey</li> <li>▪ Terrence Thornhill</li> </ul> |
|  <p><b>Emergency Management Institute</b></p> <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>DEREK E. PRUNER</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00001</b><br/> <b>Emergency Program Manager</b><br/> <b>An Orientation to the Position</b></p> <p>Issued this 22nd Day of April, 2010</p> <p><i>[Signature]</i><br/>   Curtis L. Johnson, PhD<br/>   Superintendent<br/>   Emergency Management Institute</p> | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Derek Pruner</li> </ul>   |
|  <p><b>Emergency Management Institute</b></p> <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>TIA N LAURIE</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00010</b><br/> <b>Animals in Disaster, Awareness and Preparedness</b></p> <p>Issued this 31st Day of December, 2009</p> <p><i>[Signature]</i><br/>   Curtis L. Johnson, PhD<br/>   Superintendent<br/>   Emergency Management Institute</p>                     | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Tia Laurie</li> <li>▪ Marcus Smith</li> <li>▪ Tammy Hunt</li> </ul>   |

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| <p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>JASON ALBER</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00026</b><br/> <b>Guide to Points of Distribution</b></p> <p style="text-align: center;">Issued this 11th Day of July, 2016</p>  <p style="text-align: center;">Terry Russell<br/>     Superintendent<br/>     Emergency Management Institute</p>                     | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Derek Pruner</li> </ul>   |
| <p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>JASON ALBER</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00033.16</b><br/> <b>FEMA Initial Ethics Orientation 2016</b></p> <p style="text-align: center;">Issued this 11th Day of July, 2016</p>  <p style="text-align: center;">Terry Russell<br/>     Superintendent<br/>     Emergency Management Institute</p>           | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Kevin Sudbury</li> <li>▪ Derek Pruner</li> </ul>  |
| <p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>TIA LAURIE</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00102</b><br/> <b>Deployment Basics for FEMA Response Partners</b></p> <p style="text-align: center;">Issued this 2nd Day of January, 2009</p>  <p style="text-align: center;">Tia Laurie, PhD<br/>     Superintendent<br/>     Emergency Management Institute</p> | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Tia Laurie</li> <li>▪ Kevin Sudbury</li> <li>▪ Brent Whitten</li> <li>▪ Michael Randall</li> <li>▪ Alonzo Clay</li> <li>▪ Marcus Smith</li> <li>▪ Derek Pruner</li> </ul> |

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| <p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>JASON ALBER</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00120.a</b><br/><b>An Introduction to Exercises</b></p> <p style="text-align: center;">Issued this 26<sup>th</sup> Day of July, 2016</p>   <p style="text-align: right; font-size: small;">Terry Russell<br/>Superintendent<br/>Emergency Management Institute</p>               | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Derek Pruner</li> <li>▪ Marcus Smith</li> <li>▪ Michael Smith</li> <li>▪ Terrence Thornhill</li> </ul>   |
| <p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>DEREK E PRUNER</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00139</b><br/><b>Exercise Design</b></p> <p style="text-align: center;">Issued this 21<sup>st</sup> Day of April, 2010</p>   <p style="text-align: right; font-size: small;">Cortez Lawrence, PhD<br/>Superintendent<br/>Emergency Management Institute</p>               | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Derek Pruner</li> </ul>  |
| <p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>JASON ALBER</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00230.d</b><br/><b>Fundamentals of Emergency Management</b></p> <p style="text-align: center;">Issued this 26<sup>th</sup> Day of July, 2016</p>   <p style="text-align: right; font-size: small;">Terry Russell<br/>Superintendent<br/>Emergency Management Institute</p> | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Alonzo Clay</li> <li>▪ Chad Dorsey</li> <li>▪ Chris Shelnut</li> <li>▪ Derek Pruner</li> <li>▪ Felicia Smith</li> <li>▪ John Gallicchio</li> <li>▪ Michael Dillard</li> <li>▪ Michael Randall</li> <li>▪ Patricia Deville</li> <li>▪ Tammy Hunt</li> <li>▪ Terrence Thornhill</li> </ul> |

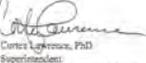
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| <p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>JASON ALBER</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00235.c</b><br/> <b>Emergency Planning</b></p> <p style="text-align: center;">Issued this 26<sup>th</sup> Day of July, 2018</p>   <p style="text-align: center;"><small>Troy Stumm<br/>     Superintendent<br/>     Emergency Management Institute</small></p>  | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Alonzo Clay</li> <li>▪ Derek Pruner</li> <li>▪ Marcus Smith</li> <li>▪ Michael Randall</li> <li>▪ Terrence Thornhill</li> </ul>   |
| <p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>JASON ALBER</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00240.b</b><br/> <b>Leadership and Influence</b></p> <p style="text-align: center;">Issued this 11<sup>th</sup> Day of July, 2016</p>   <p style="text-align: center;"><small>Troy Stumm<br/>     Superintendent<br/>     Emergency Management Institute</small></p>  | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Linda Smith</li> <li>▪ Chad Dorsey</li> <li>▪ Chris Shelnut</li> <li>▪ Derek Pruner</li> <li>▪ Jay Martin Zulinke II</li> <li>▪ Patricia Deville</li> <li>▪ Marcus Smith</li> <li>▪ Michael Dillard</li> <li>▪ Michael Randall</li> <li>▪ Robert Smith</li> <li>▪ Terrence Thornhill</li> </ul> |
| <p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>JASON ALBER</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00288.a</b><br/> <b>The Role of Voluntary Agencies in<br/>     Emergency Management</b></p> <p style="text-align: center;">Issued this 11<sup>th</sup> Day of July, 2016</p>   <p style="text-align: center;"><small>Troy Stumm<br/>     Superintendent<br/>     Emergency Management Institute</small></p> | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Derek Pruner</li> </ul>   |

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| <p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>DEREK E PRUNER</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00293</b><br/>Mission Assignment Overview</p> <p style="text-align: center;">Issued this 30th Day of March, 2010</p>   <p style="text-align: center;"><small>Cortez Lightfoot, PhD<br/>Superintendent<br/>Emergency Management Institute</small></p> <p><small>03 IACET CEU</small></p>                      | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Derek Pruner</li> <li>▪ Michael Randall</li> </ul> |
| <p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>TIA LAURIE</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00630</b><br/>Introduction to the Public Assistance Process</p> <p style="text-align: center;">Issued this 21st Day of December, 2009</p>   <p style="text-align: center;"><small>Cortez Lightfoot, PhD<br/>Superintendent<br/>Emergency Management Institute</small></p> <p><small>02 IACET CEU</small></p> | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Tia Laurie</li> <li>▪ Patricia Macey</li> </ul>    |
| <p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>DEREK E PRUNER</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00631</b><br/>Public Assistance Operation I</p> <p style="text-align: center;">Issued this 7th Day of April, 2010</p>   <p style="text-align: center;"><small>Cortez Lightfoot, PhD<br/>Superintendent<br/>Emergency Management Institute</small></p> <p><small>01 IACET CEU</small></p>               | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Brent Whitton</li> <li>▪ Derek Pruner</li> </ul>   |

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|  <p><b>Emergency Management Institute</b></p> <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>TIA N LAURIE</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00632</b><br/>Intro to Debris Opers in FEMA's Public Assis. Prg</p> <p>Issued this 8th Day of August, 2008</p> <p>Cortez Lybman, PhD<br/>Superintendent<br/>Emergency Management Institute</p>     | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Kevin Sudbury</li> <li>▪ Tia Laurie</li> <li>▪ Alonzo Clay</li> <li>▪ Brent Whitten</li> <li>▪ Chad Dorsey</li> <li>▪ Chris Shelnut</li> <li>▪ Derek Pruner</li> <li>▪ Felicia Smith</li> <li>▪ Marcus Smith</li> <li>▪ Marian Banks</li> <li>▪ Michael Dillard</li> <li>▪ Michael Randall</li> <li>▪ Patricia Deville</li> <li>▪ Robert Smith Jr.</li> <li>▪ Tammy Hunt</li> <li>▪ Terrence Thornhill</li> <li>▪ Kerry Kennedy</li> </ul> |
|  <p><b>Emergency Management Institute</b></p> <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>JASON ALBER</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00701.a</b><br/>NIMS Multiagency Coordination System (MACS)</p> <p>Issued this 8th Day of July, 2016</p> <p>JACET<br/>Cortez Lybman, PhD<br/>Superintendent<br/>Emergency Management Institute</p> | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Derek Pruner</li> </ul>  |
|  <p><b>Emergency Management Institute</b></p> <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>DEREK E PRUNER</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00703.a</b><br/>NIMS Resource Management</p> <p>Issued this 13th Day of April, 2016</p> <p>JACET<br/>Cortez Lybman, PhD<br/>Superintendent<br/>Emergency Management Institute</p>              | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Derek Pruner</li> <li>▪ Michael Randall</li> </ul>   |

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| <p><b>Emergency Management Institute</b></p>  <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>DEREK E PRUNER</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00801</b><br/>Emergency Support Function (ESF) #1<br/>Transportation</p> <p>Issued this 15th Day of April, 2010</p>   <p>Ceres Employee, PhD<br/>Superintendent<br/>Emergency Management Institute</p> <p>© IACET ETU</p>                     | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"><li>▪ Derek Pruner</li></ul>                         |
| <p><b>Emergency Management Institute</b></p>  <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>DEREK E PRUNER</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00802</b><br/>Emergency Support Function (ESF) #2<br/>Communications</p> <p>Issued this 15th Day of April, 2010</p>   <p>Ceres Employee, PhD<br/>Superintendent<br/>Emergency Management Institute</p> <p>© IACET ETU</p>                 | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"><li>▪ Derek Pruner</li></ul>                         |
| <p><b>Emergency Management Institute</b></p>  <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>DEREK E PRUNER</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00803</b><br/>Emergency Support Function (ESF) #3<br/>Public Works and Engineering</p> <p>Issued this 15th Day of April, 2010</p>   <p>Ceres Employee, PhD<br/>Superintendent<br/>Emergency Management Institute</p> <p>© IACET ETU</p> | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"><li>▪ Derek Pruner</li><li>▪ Kerry Kennedy</li></ul> |

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| <p><b>Emergency Management Institute</b></p>  <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>DEREK E PRUNER</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00804</b><br/>Emergency Support Function (ESF) #4<br/>Firefighting</p> <p>Issued this 16th Day of April, 2010.</p>   <p>Ceres Lightfoot, PhD<br/>Superintendent<br/>Emergency Management Institute</p> <p>© IACET CEU</p>  | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"><li>▪ Derek Pruner</li></ul> |
| <p><b>Emergency Management Institute</b></p>  <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>DEREK E PRUNER</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00805</b><br/>Emergency Support Function (ESF) #5<br/>Emergency Management</p> <p>Issued this 16th Day of April, 2010.</p>   <p>Ceres Lightfoot, PhD<br/>Superintendent<br/>Emergency Management Institute</p> <p>© IACET CEU</p>                                    | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"><li>▪ Derek Pruner</li></ul> |
| <p><b>Emergency Management Institute</b></p>  <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>DEREK E PRUNER</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00806</b><br/>Emergency Support Function (ESF) #6<br/>Mass Care, Emerg. Assistance, Housing, Human Services</p> <p>Issued this 30th Day of March, 2010.</p>   <p>Ceres Lightfoot, PhD<br/>Superintendent<br/>Emergency Management Institute</p> <p>© IACET CEU</p> | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"><li>▪ Derek Pruner</li></ul> |

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| <p><b>Emergency Management Institute</b></p>  <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>DEREK E PRUNER</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00810</b><br/>Emergency Support Function (ESF) #10<br/>Oil and Hazardous Materials Response</p> <p><i>Issued this 17th Day of April, 2010.</i></p>   <p><small>Cortez Lightfoot, PhD<br/>Superintendent<br/>Emergency Management Institute</small></p> <p><small>© IACET CEU</small></p> | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"><li>▪ Derek Pruner</li></ul> |

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| <p><b>Emergency Management Institute</b></p>  <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>DEREK E PRUNER</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00812</b><br/>Emergency Support Function (ESF) #12<br/>Energy</p> <p>Issued this 17th Day of April, 2010</p>   <p>Ceres L. Johnson, PhD<br/>Superintendent<br/>Emergency Management Institute</p> <p><small>© IACET CEU</small></p>                        | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"><li>▪ Derek Pruner</li></ul> |
| <p><b>Emergency Management Institute</b></p>  <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>DEREK E PRUNER</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p><b>IS-00813</b><br/>Emergency Support Function (ESF) #13<br/>Public Safety and Security</p> <p>Issued this 17th Day of April, 2010</p>   <p>Ceres L. Johnson, PhD<br/>Superintendent<br/>Emergency Management Institute</p> <p><small>© IACET CEU</small></p>  | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"><li>▪ Derek Pruner</li></ul> |

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|  <p><b>Emergency Management Institute</b></p> <p><b>FEMA</b></p> <p>This Certificate of Achievement is to acknowledge that</p> <p><b>DEREK E PRUNER</b></p> <p>has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p>IS-01900<br/>National Disaster Medical System (NDMS)<br/>Federal Coordinating Center Operations</p> <p>Issued this 16th Day of April, 2010</p> <p>© IACET CEU</p> <p>IACET</p> <p>Curtis Lightfoot, PhD<br/>Superintendent,<br/>Emergency Management Institute</p>   | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Derek Pruner</li> <li>▪ Terrence Thornhill</li> </ul> |   |   |   |   |                                      |                           |   |   |
|  <p><b>U.S. ARMY CORPS OF ENGINEERS</b></p> <p>USACE LEARNING CENTER<br/>HUNTSVILLE, ALABAMA</p> <p><b>CERTIFICATE</b><br/><b>TIA LAURIE</b><br/>SE9-02-15-00025</p> <p>has completed the Corps of Engineers and Naval Facility Engineering Command Training Course<br/><b>CONSTRUCTION QUALITY MANAGEMENT FOR CONTRACTORS - #784</b></p> <table border="0"> <tr> <td>University of North Florida<br/>Jacksonville, FL</td> <td>November 12, 2014<br/>Training Date(s)</td> <td>NAVAFAC SE<br/>Instructional District/ NAVAFAC</td> <td>Robert "Walt" Heffington P.E.<br/>NAVAFAC CEI 104-542-6880</td> </tr> <tr> <td>Robert "Walt" Heffington P.E.<br/>Facilitator/Instructor</td> <td>robert.heffington@usace.mil<br/>Email</td> <td>904-542-5680<br/>Telephone</td> <td>COAF-6, 9/16/2014<br/>Facilitator/Instructor Signature</td> </tr> </table> <p>THIS CERTIFICATE EXPIRES FIVE YEARS FROM DATE OF ISSUE</p> <p>Florida Construction Industry Licensing Board - 1-22 Continuing Education Hours<br/>University of North Florida / NAVAFAC SE - Provider #1028190, Course # 0608209</p> <p>Cheryl J. Anderson<br/>Director, USACE Learning Center</p> | University of North Florida<br>Jacksonville, FL   | November 12, 2014<br>Training Date(s)         | NAVAFAC SE<br>Instructional District/ NAVAFAC             | Robert "Walt" Heffington P.E.<br>NAVAFAC CEI 104-542-6880 | Robert "Walt" Heffington P.E.<br>Facilitator/Instructor | robert.heffington@usace.mil<br>Email | 904-542-5680<br>Telephone | COAF-6, 9/16/2014<br>Facilitator/Instructor Signature | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Kevin Sudbury</li> <li>▪ Tia Laurie</li> <li>▪ Alonzo Clay</li> <li>▪ Brent Whitton</li> <li>▪ Everett Bond</li> <li>▪ Chuck Owens</li> <li>▪ David Davenport</li> <li>▪ Derek Pruner</li> <li>▪ John Ulschmid</li> <li>▪ Kerry Kennedy</li> <li>▪ Marcus Smith</li> <li>▪ Michael Randall</li> <li>▪ Michael Smith</li> <li>▪ Paulino Ortiz</li> <li>▪ Ron Rodriguez</li> <li>▪ Tammy Hunt</li> <li>▪ Jay Martin Zulinke II</li> </ul> |
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| Robert "Walt" Heffington P.E.<br>Facilitator/Instructor   | robert.heffington@usace.mil<br>Email  | 904-542-5680<br>Telephone                     | COAF-6, 9/16/2014<br>Facilitator/Instructor Signature     |   |   |                                      |                           |   |   |

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|    | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Kevin Sudbury</li> <li>▪ Alonzo Clay</li> <li>▪ Brent Whitten</li> <li>▪ Chad Dorsey</li> <li>▪ Chris Shelnut</li> <li>▪ Chuck Owens</li> <li>▪ David Davenport</li> <li>▪ Jake Thompson</li> <li>▪ Jay Martin Zulinke II</li> <li>▪ Lonnie Beevers</li> <li>▪ Marcus Smith</li> <li>▪ Marian Banks</li> <li>▪ Michael Randall</li> <li>▪ Michael Smith</li> <li>▪ Omar Arroyo Jr.</li> <li>▪ Patricia Deville</li> <li>▪ Robert E Smith Jr.</li> <li>▪ Ron Rodriguez</li> <li>▪ Tammy Hunt</li> </ul> |
|  | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Alexander Ziegler</li> <li>▪ Brian Ritter</li> <li>▪ David Davenport</li> <li>▪ Huey DeVille</li> <li>▪ Jake Thompson</li> <li>▪ Joey Deville</li> <li>▪ John Ulschmid</li> <li>▪ Michael Hansen</li> <li>▪ Michael Smith</li> <li>▪ Mike Hansen</li> <li>▪ Ron Rodriguez</li> <li>▪ Steve Johnson</li> <li>▪ Tammy Hunt</li> <li>▪ Walter Klarkowski</li> <li>▪ Raymond Arndt</li> </ul>  |

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|  <p><b>OSHA.COM</b><br/>Online OSHA Training</p> <p><b>Certificate of Course Completion</b></p> <p>Jakob Thompson      40 Hr HAZWOPER      04/22/2012 12:24 CST<br/>   Student's Name      Course Title      Course Completion Date</p> <p>Student's Signature      2302315<br/>   40      Certificate Number</p> <p># of hours approved</p> <p><small>I hereby attest that I have completed the above named safety course in accordance with the federal guidelines defined by OSHA.com. I acknowledge that I consented all information and look at Personnel, quit as and/or final tests.</small></p> <p>OSHA.com</p> | <p><b>Ceres Employees Holding This Certification</b></p>   |
|   | <ul style="list-style-type: none"> <li>▪ Kevin Sudbury</li> <li>▪ Alexander Ziegler</li> <li>▪ Alonzo Clay</li> <li>▪ Bobby Harrell</li> <li>▪ Brent Whitten</li> <li>▪ Chad Dorsey</li> <li>▪ Charles Schlueter</li> <li>▪ Chris Shelnut</li> <li>▪ David Davenport</li> <li>▪ David Grutkoski</li> <li>▪ Edward D Ziegler Sr</li> <li>▪ Everett Bond</li> <li>▪ Felicia Smith</li> <li>▪ Jake Thompson</li> <li>▪ Jay Martin Zulinke II</li> <li>▪ John Gallicchio</li> <li>▪ Kevin Cain</li> <li>▪ Michael Lonnie Beevers</li> <li>▪ Marcus Smith</li> <li>▪ Marian Banks</li> <li>▪ Michael Randall</li> <li>▪ Michael Smith</li> <li>▪ Patricia Deville</li> <li>▪ Ricardo Morales</li> <li>▪ Ronnie Prince</li> <li>▪ Simon Neuens</li> <li>▪ Tammy Hunt</li> <li>▪ Walter Klarkowski</li> <li>▪ Domenick Fazio</li> <li>▪ Reginald Harden</li> <li>▪ Raymond Arndt</li> </ul> |

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|  <p><b>Certificate of Completion</b></p> <p>awarded to<br/> <b>Gail M. Hanscom</b></p> <p>Debris Management Planning for State,<br/>   Tribal, and Local Officials</p> <p>National Hurricane Conference<br/>   Orlando, Florida<br/>   March 31-April 1, 2008</p> <p>Emergency Management Institute<br/>   Federal Emergency Management Agency</p> <p><i>Vivian Schifano-Milnes</i><br/>   Vivian Schifano-Milnes<br/>   Acting Superintendent<br/>   Emergency Management Institute</p> | <p><b>Ceres Employees Holding This Certification</b></p>                                |
|   | <ul style="list-style-type: none"> <li>▪ David Preus</li> <li>▪ Gail Hanscom</li> </ul> |

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|   | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Chuck Owens</li> <li>▪ Elizabeth Bennett</li> <li>▪ Gail Hanscom</li> <li>▪ Jesse Deville</li> <li>▪ John Gallicchio</li> <li>▪ Marek Gacek</li> <li>▪ Marlon Davis</li> <li>▪ Milagros Gonzalez</li> <li>▪ Sammy Aaron</li> <li>▪ Tammy Hunt</li> <li>▪ Wyatt Watson</li> </ul> |
|  | <p><b>Ceres Employees Holding This Certification</b></p> <ul style="list-style-type: none"> <li>▪ Randy Hardy</li> </ul>   |

## 2.B.4 TDMS Configuration and Locations

### Configuration

#### DMS Traffic Control

Traffic control will be provided near the entrance to the staging area of this site. Traffic control personnel will be trained in the hazards and requirements of their duties and safety requirements and precautions. Compliance with the safety requirements of Ceres Accident Prevention Plan and EM 385-1-1 is mandatory; Personal protective equipment must be worn, and traffic control (Stop/Slow) paddles used. Signage (per DOT and Uniform Traffic Control Devices) will be posted at distances of 500 and 1000 feet from the entrance to the site to warn other traffic in the presence of trucks and traffic control personnel. The speed limit on the approach road to this site will be 10 mph, with a speed limit on the site haul road of 5 mph. Traffic control personnel will be responsible for directing traffic into and out of the site and for assisting haulers as needed to safely back trucks in for dumping in the debris staging area. Trucks WILL NOT back up to dump until so instructed by an assisting flag person and will not otherwise back up unless SPECIFICALLY instructed to do so by an operator. Trucks will space themselves at the dump location to allow sufficient space between trucks to facilitate safe dumping and maintain a safe zone around the truck of at least 20 feet. All equipment will be equipped with an operating backup alarm; equipment that does not have a functional alarm will be decommissioned until the necessary repairs are completed.



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

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

#### Collection and Reduction of Debris

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

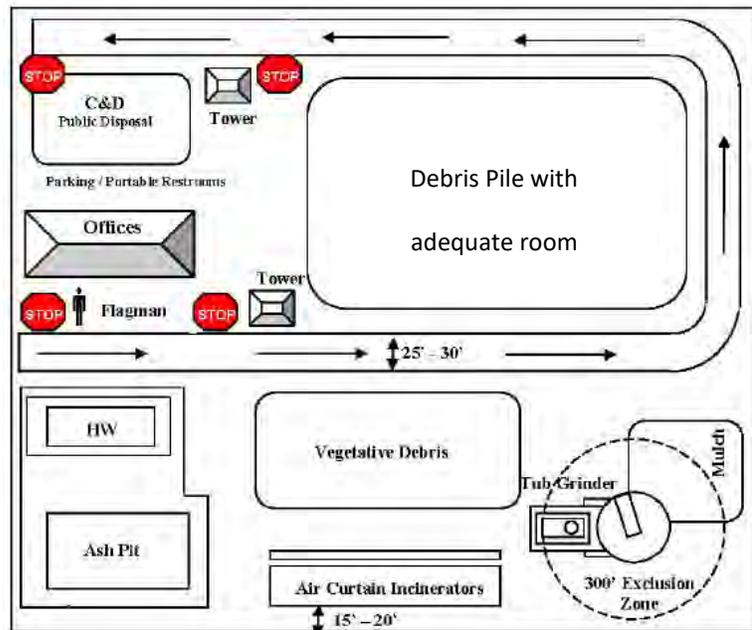
- Ceres will collect, load and haul all debris from the municipalities and transport it to the reduction site. There will be a minimum of two passes through each of the collection sites. Collection routes will be the same as the routes that were utilized before household collections.
- Ceres will separate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

- Ceres will be responsible for the control and management of the reduction site, working in accordance with regulations of the Environmental Quality Board as well as any other local or federal applicable regulation.
- At some reduction sites there will be debris disposed for processing by trucks other than those under Ceres contract.

### Method of Debris Disposal

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

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



Typical setup of a DMS used by Ceres.

### Locations

Below is a list of pre-authorized TDMS locations provided by the City of Port St. Lucie for utilization during debris removal, separation, reduction and final haul-out for a Port of St. Lucie event.

**Site Name:** PORT ST. LUCIE DDMS-99869

**Site Address:** CALIFORNIA BLVD. TRACT C Port St. Lucie, FL, 34984

**Waste Planned for Management:** Yard Trash

**On-Site Contact:** Richard Perkins

(772) 370-4396, [rperkins@cityofpsl.com](mailto:rperkins@cityofpsl.com)

**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682,

[naquita.dandrade@floridadep.gov](mailto:naquita.dandrade@floridadep.gov)

**Site Name:** HILLMOOR DDMS-105338

**Site Address:** 2161 SE HILLMOOR DRIVE Port St. Lucie, FL, 34950

**Waste Planned for Management:** Yard Trash

**On-Site Contact:** Richard Perkins  
(772) 370-4396, [rperkins@cityofpsl.com](mailto:rperkins@cityofpsl.com)  
**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682,  
[naquita.dandrade@floridadep.gov](mailto:naquita.dandrade@floridadep.gov)

**Site Name:** WESTPORT DDMS-105335  
**Site Address:** 3725 SW DARWIN BLVD Port St. Lucie, FL, 34953  
**Waste Planned for Management:** Construction & Demolition Debris, Yard Trash  
**On-Site Contact:** Richard Perkins  
(772) 370-4396, [rperkins@cityofpsl.com](mailto:rperkins@cityofpsl.com)  
**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682,  
[naquita.dandrade@floridadep.gov](mailto:naquita.dandrade@floridadep.gov)

**Site Name:** ST. JAMES/AIROSOS DDMS-105332  
**Site Address:** 281 ST. JAMES DRIVE Port St. Lucie, FL, 34983  
**Waste Planned for Management:** Construction & Demolition Debris, Yard Trash  
**On-Site Contact:** Richard Perkins  
(772) 370-4396, [rperkins@cityofpsl.com](mailto:rperkins@cityofpsl.com)  
**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682,  
[naquita.dandrade@floridadep.gov](mailto:naquita.dandrade@floridadep.gov)

**Site Name:** JULIET AVENUE DEBRIS STAGING AREA-98373  
**Site Address:** 1501 SW CAMEO BLVD Port St. Lucie, FL, 34953  
**Waste Planned for Management:** Construction & Demolition Debris, Yard Trash  
**On-Site Contact:** Gary Jones  
(772) 370-4396, [gjones@gocaptec.com](mailto:gjones@gocaptec.com)  
**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682,  
[naquita.dandrade@floridadep.gov](mailto:naquita.dandrade@floridadep.gov)

**Site Name:** WEST TORINO/BLANTON DDMS-105333  
**Site Address:** NW WEST BLANTON BLVD Port St. Lucie, FL, 34953  
**Waste Planned for Management:** Yard Trash  
**On-Site Contact:** Richard Perkins  
(772) 370-4396, [rperkins@cityofpsl.com](mailto:rperkins@cityofpsl.com)  
**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682,  
[naquita.dandrade@floridadep.gov](mailto:naquita.dandrade@floridadep.gov)

**Site Name:** MORNINGSIDE DDMS-105337  
**Site Address:** 2701 SE WESTMORELAND BLVD Port St. Lucie, FL, 34952  
**Waste Planned for Management:** Yard Trash  
**On-Site Contact:** Richard Perkins  
(772) 370-4396, [rperkins@cityofpsl.com](mailto:rperkins@cityofpsl.com)  
**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682,  
[naquita.dandrade@floridadep.gov](mailto:naquita.dandrade@floridadep.gov)

**Site Name:** WALTON DDMS-105336  
**Site Address:** SE WALTON ROAD Port St. Lucie, FL, 34952  
**Waste Planned for Management:** Yard Trash  
**On-Site Contact:** Richard Perkins  
(772) 370-4396, [rperkins@cityofpsl.com](mailto:rperkins@cityofpsl.com)  
**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682,  
[naquita.dandrade@floridadep.gov](mailto:naquita.dandrade@floridadep.gov)

## 2.B.5 Ability to Handle Multiple Contract Activations

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

### 2023 U.S. Event Responses and Projects

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

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

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

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



## 2022 U.S. Event Responses and Projects

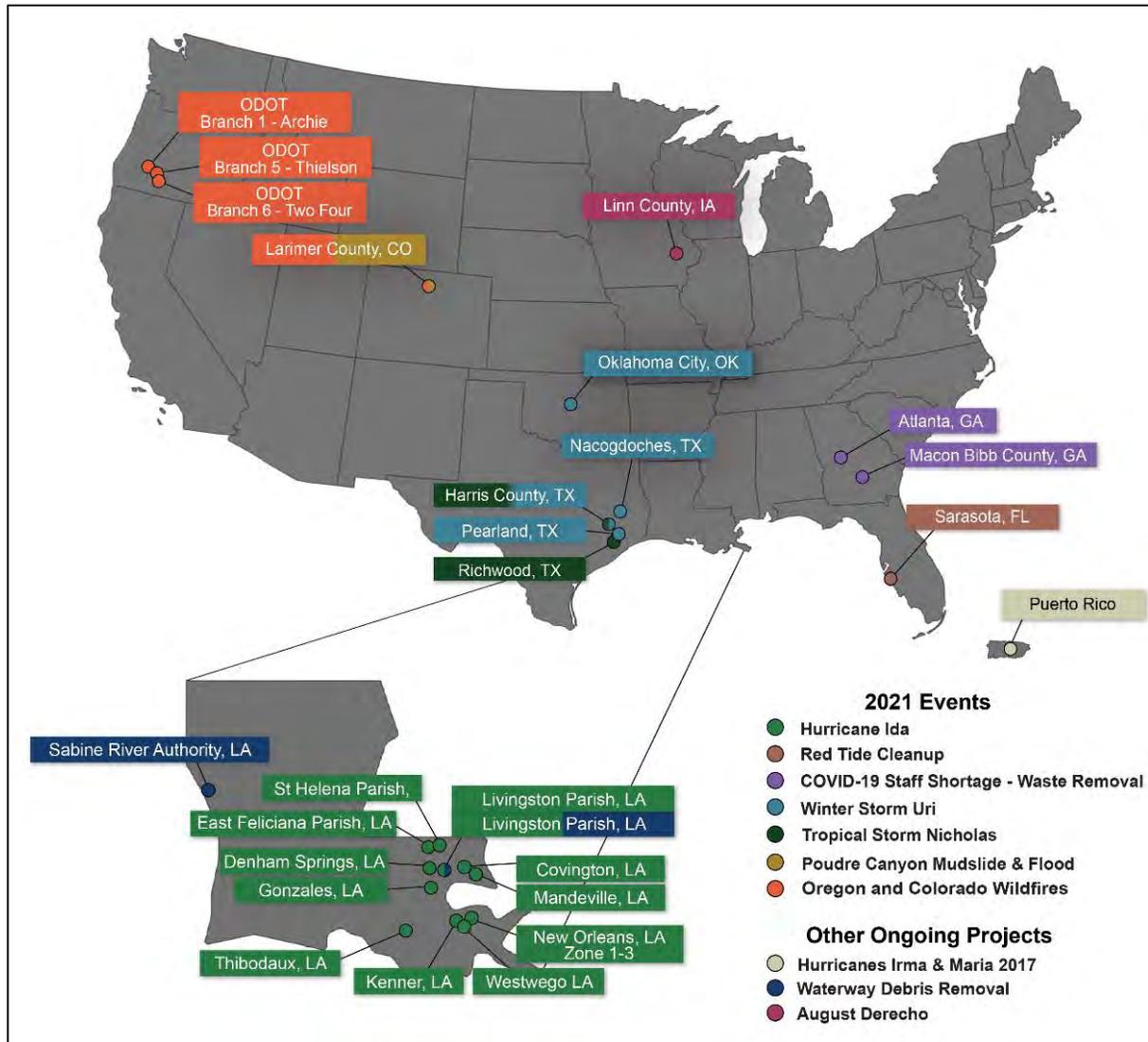
In September 2022, Hurricane Ian impacted Florida as a Category 4 Storm. As a result, Ceres received 25 contract activations across the state. Two of these contracts got activated again when Hurricane Nicole affected Florida a month and a half later.

That same year, Ceres also responded to the South Carolina DOT following a winter storm, removed fire debris in New Mexico, and worked in Louisiana, Iowa, and South Dakota to clear debris from waterways. Additionally, Ceres helped the City of Atlanta, GA with routine debris removal when the City experienced shortage of staff due to COVID-19.



## 2021 U.S. Event Responses and Projects

In 2021, Ceres responded to Hurricane Ida in Louisiana, Hurricane Nicholas and Winter Storm Uri in Texas, a Derecho in Iowa, a mudslide, and a fire in Colorado, all while finishing up projects due to the 2020 Labor Day fire in Oregon and Hurricanes Laura and Delta in Louisiana. Additionally, Ceres cleaned up extensive amounts of waterway debris in Livingston Parish,



Louisiana as part of the NCRS Emergency Watershed Protection Program. Ceres successfully managed over 30 projects in total.

## 2019 – 2020 U.S. Event Responses and Projects

In 2020, Ceres responded to 21 jurisdictions following disasters ranging from tornadoes to hurricanes to ice storms. Additionally, Ceres worked in Butte County, California as a part of the CalRecycle Disaster Recovery effort. The project started in May of 2019 and finished in February



of 2020.

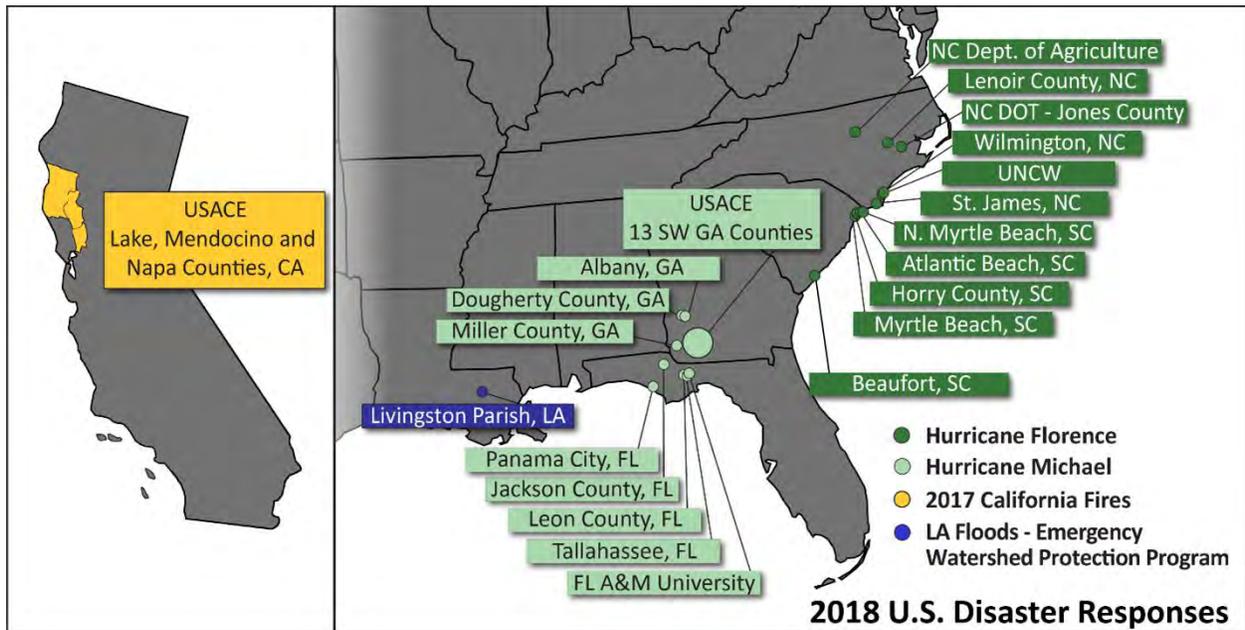
## 2018 U.S. Event Responses and Projects

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

From May to November 2018, Ceres worked in Livingston Parish, LA to remove vegetative debris from waterways. The project was aimed at reducing flooding and improving navigation along the Tickfaw River, Natalbany River and West Colyell Creek.

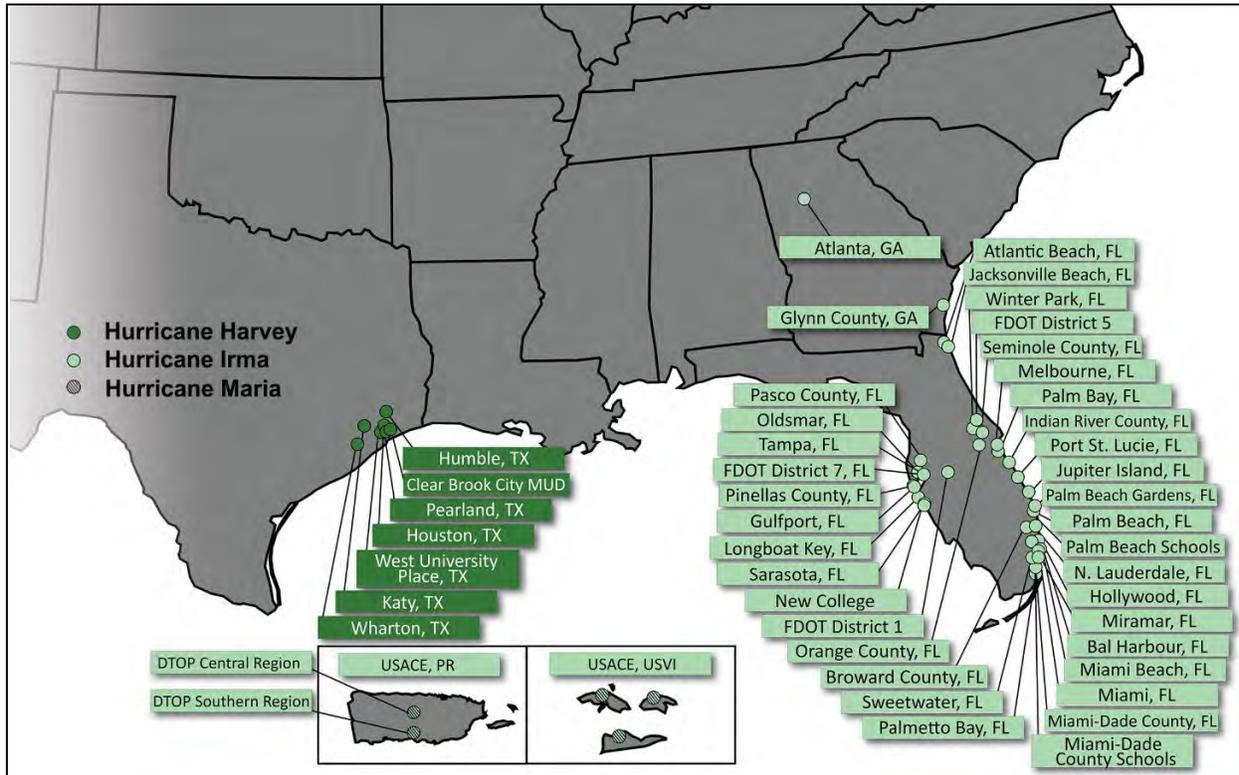
In September of 2018, Ceres responded to 12 different jurisdictions in North and South Carolina after they were struck by Hurricane Florence. A few weeks later, Hurricane Michael struck the Florida panhandle, making it the first Category 4 hurricane ever to make landfall in that area. As it moved inland, it decreased in intensity to become a Category 3 storm – the first to ever strike the State of Georgia. Following that storm, Ceres was activated by the USACE under the ACI SAD Restricted contract in 13 Georgia counties, while we were also actively working in additional jurisdictions in both Florida and Georgia.

Additionally, Ceres operated two year-round green waste reduction yards in Texas and Minnesota, producing mulch and compost for sale back to the general public.



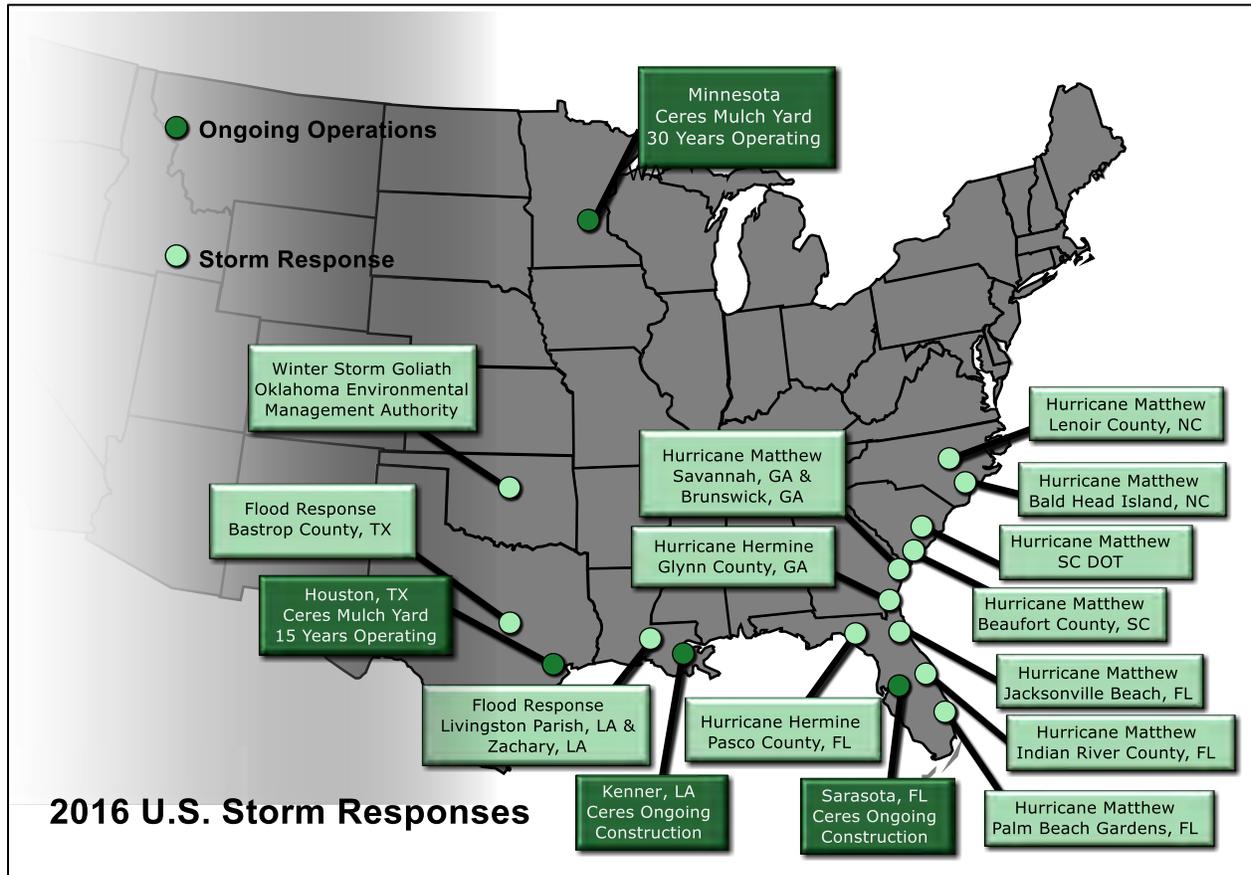
## 2017 U.S. Event Responses and Projects

In August 2017, Ceres responded to seven jurisdictions in Texas following Hurricane Harvey. Within the next several weeks, Ceres responded to 35 jurisdictions in Florida and performed two emergency contracts in Georgia after Hurricane Irma. Additionally, Ceres worked under the U.S. Army Corps of Engineers (USACE) in Puerto Rico and the Virgin Islands, where both Hurricanes Irma and Maria caused severe damage and devastation.



## 2016 U.S. Event Responses and Projects

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



## 2.B.6 Additional Services/Ensuring Maximum FEMA Reimbursement

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

Pricing for any of these additional services must be determined by negotiation in accordance with FEMA guidelines to supply services that are reimbursable by FEMA to the City. The *Public Assistance Program and Policy Guide, Version 4* is an invaluable reference, especially “Chapter 7: Emergency Work Eligibility”.

### Demolition of Private Property Condemned Structures

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

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



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

The Demolition crew is expected to consist of the following.

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

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

### Removal and Replacement of Sand and Debris

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

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

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

pedestrian or vehicular traffic. Piles will then be loaded and hauled. Sand will be handled as directed by the City.

### **Temporary Housing - Base Camps and Bunkhouses**

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

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

### **Food Service/Catering**

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

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

### **Temporary Restroom and Shower Facilities**

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

During our Hurricane Katrina response, Ceres provided life support including meals, shelter, showers and sanitary facilities for 400 people. We also supplied travel trailers for our own personnel due to the unavailability of housing. Following Hurricane Ike in Texas in 2008, Ceres provided Chambers County with hot meals in four locations plus showers and sanitary facilities.

### **Potable Water and Ice Delivery**

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

### **Temporary Power Generation**

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

### **Temporary Roofing Facilities (Dry-In)**

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

### **Government Temporary Trailer Installation**

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

### **Sewer, Culvert, and Catch Basin Cleaning**

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

### **Hazardous Waste Collection, Storage, and Disposal**

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

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

After Hurricane Laura in 2020, we removed and disposed of 46,180 pounds of HHW in Cameron Parish, LA.

### **Mobile Office Command Center**

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

### **Dead Animal Carcasses**

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

### **Freon Recovery**

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

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

### **Roll-off Hauling**

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



A licensed technician removing Freon from refrigerators at a TDMS

### **River and Canal Debris Removal**

Ceres has extensive experience removing debris from waterways. Since 2018, Ceres has completed over 2,000,000 linear feet of waterway debris in Livingston Parish, LA. Ceres has also completed waterway debris removal in Iowa, Georgia, South Carolina and Florida.

Debris removal can be accomplished with long reach excavators in some instances, and where required, floating cranes and other amphibious equipment would be mobilized. Several of Ceres' subcontractors are specialists in waterway activity including debris removal. Wet soil conditions and mud will cause problems for wheeled vehicles, making low ground pressure equipment a necessity. Allocation of equipment is always important, but special care must be taken to deploy equipment that will not easily become stuck when cleaning logjams and waterways.

Ceres has also performed emergency levee repair. We own most of the heavy equipment necessary for this work and we have experienced operators available to operate the equipment.

Heavy rainfall, especially following high wind conditions, may cause waterways and canals to become clogged with vegetative and other debris. Logjams must be removed so that future rainfall does not contribute to more flooding, and to promote unimpeded water drainage of any existing flood situation. Existing debris piles near waterways and canals should be removed on a priority basis, so that if additional rain occurs the debris will not float into the drainage system and cause further problems.

#### **Water-based, three feet or less of water depth**

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

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

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

#### **Water-based, greater than three feet of water depth**

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

### **Sunken Vessel Removal**

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

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

- 15-25 Ton Hydraulic Excavator with Material Handling Grapple Capable of 35' Reach
- Work Barge with Spuds-Rented/Leased
- Materials Deck Barges-Rented/Leased
- Pusher Boat-Rented/Leased
- Work Boat

- Heavy Equipment Operator Hydraulic Excavator
- Pusher Boat Operator
- Work Boat Operator
- Deck Hands
- Tractor Trailer Heavy Hauler
- Foreman

#### Land Based Transfer Crew (Typical Crew)

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

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

#### Beach Restoration

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

#### River and Canal Shore Line Restoration

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

#### Ensuring Maximum FEMA Reimbursement

##### Technical Disaster Recovery Assistance

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

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

## Training

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

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

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

### What can we do today?

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

- **Disaster Debris Management Planning**
  - Review of existing Emergency Operations Plan and Disaster Debris Management Plan – Using FEMA's Debris Management Plan Job Aid, Ceres reviews existing debris management plans for the 10 basic elements of a comprehensive plan. Further still, Ceres offers internal lessons learned from past projects to bolster the effectiveness of the plan and uses other Federal and State guidance as an additional check, including U.S. EPA's *Planning for Natural Disaster Debris*.
  - Draft a Disaster Debris Management Plan – Ceres personnel have written many disaster debris management plans for local governments, State governments and the U.S. Army Corps of Engineers. In 2019, following Hurricane Dorian, Ceres wrote the disaster debris management plan for the Commonwealth of the Bahamas which was also adopted by the United Nations Developmental Programme, Caribbean Region.
  - Disaster Debris Management Plan Workshop – Ceres provides a classroom-style training covering the various planning considerations for the emergency push operations, debris estimating/preliminary damage assessments (PDAs), debris collection strategies, locating and identifying temporary debris sites, pros/cons of different debris reduction methods, final disposal options, debris monitoring, OSHA compliance and safety, environmental protection, historical preservation (Section 106 compliance) and countless others.
- **Changes in Federal and State Guidance**
  - Continued Growth: Changes in FEMA Policy – Ceres provides classroom-style training to highlight changes, or considered changes, in FEMA rules, regulations and policies. During past trainings, Ceres has focused on changes in FEMA procurement policies, introduction of the PAPPG and recent Disaster Specific Guidance from hurricanes Harvey, Irma, Maria, Florence and Michael.
  - Recent State Legislative Changes – As States gather more experience, their response mechanisms often change. Recently, Ceres gave a presentation to the American Public Work Association, Texas Chapter regarding the recent State legislative changes and the implementation of the State's new Catastrophic Debris Management Annex.
  - Know Where to Look: Additional Funding Mechanisms for Debris – Ceres expands on little known or understood alternative Federal grant programs that offer additional funding for debris through NRCS, FHWA, USACE, USDA, USDOL and HUD.

### How do we respond to the event?

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

- **Tabletop Exercises** – Ceres offers and/or participates in disaster exercises with clients to better understand the client’s disaster response mechanisms. When developing exercises for a client, Ceres addresses the highest client-specific disaster risk, i.e. hurricanes or tornadoes. The exercises include pre-event activities leading up to disaster impact, immediate response following the aftermath of the disaster and subsequent transition to long-term debris operations. Throughout the process, Ceres uses sealed manila envelopes to surprise participants with various debris related issues, such as damage to a curb stop by a debris hauler, debris site is full and require an additional site, etc.
- **Tricks of Trade: Tough Lessons Learned from 45+ Years of Experience** – Just over the past 4 years, Ceres has responded to 100+ federal-funded contracts, performed over \$500mil in projects, and worked in 3 distinct islands groups in the Caribbean and across the U.S. With those experiences, Ceres has learned a lot. This classroom like training covers those experiences and how we currently adapt the lessons learned into our ongoing and future operations. Two such topics include private property debris removal requests and commercial debris removal requests, both of which Ceres has extensive experience assisting local FEMA funding.
- **Communication with a Displaced Population: How Can We Do It?** – This is a classroom-style training with breakouts into teams to develop catch phrase and different ways to communicate to the City’s residents. Ceres focuses on different methods of communication with shelter-in-place, evacuated and displaced residents while developing content that expedites debris removal and fits Port St. Lucie’s recovery timeline. During the training, Ceres provides sample videos, radio advisories, newspaper articles, door hangers, mail inserts, social media posts, etc.
- **Document, Document, Document: Debris Monitoring** – Accurate and compliant documentation is critical to FEMA reimbursement. In this classroom-style training, Ceres discusses debris monitoring in each phase of a debris management project and what information is critical to FEMA reimbursement. We look at technological advances in debris monitoring like automated debris management systems and discuss critical elements of a 214 Activity Log, truck certification, load ticket and tree ticket.
- **Back to the Basics: Debris Management 101** – This is a classroom style training focused on providing inexperienced client personnel with an introduction to debris management operations.
- **Keeping It Between the Lines: Working with Regulatory Agencies for Debris** – Numerous State and Federal agencies and departments have a role to play in a debris removal project. This classroom style training focuses on various debris guidance from OSHA, EPA, EHP
- **Behind the Curtain: Becoming a Ceres Project Manager** – In short, this is the training Ceres offers to incoming and returning project managers. This helps client personnel understand the considerations Ceres uses when establishing zones, assigning, and dispatching trucks, selecting and constructing temporary debris management sites, closing out zones, remediating damage and wrapping up a project.

## Where do we go from here?

The topics are:

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

## Reimbursement Assistance

Ceres has experienced personnel trained in providing the necessary documentation and assistance in the preparation of reimbursement claims for the 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 Ian, Ida, Laura, Delta, Sally, Michael, Irma, Maria and Florence. We can help a local government make certain that federal funding approvals are followed by timely reimbursement.

## Program Management Assistance

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

- Developing Preliminary Damage Assessment (PDA) for Submittal to State and FEMA
- Emergency Work Definition and Application to Port St. Lucie (Category A and Category B)
- Permanent Work Definition and Application to Port St. Lucie (Categories C through G)
- Assistance with Applicant's Briefing
- Identifying Expenditures Eligible for Reimbursement
- Review of Scope of Work
- Recovery Process Documentation
- Recovery Process Oversight

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

### Documentation – Field Operations

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



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

| <br><b>Quality Control Form</b><br>Debris Removal<br>Submitted Time: 10/05/2019 7:01 AM<br>APN: 058-520-009-000<br>Address: 058-520-009 BARDEES BAR RD |   |         |
|---|---|---------|
| QC Name   | Mike Randall  |         |
| SUB   | P31   |         |
| TF  | 9   |         |
| Weather Conditions  | Weather Class   | Class A |
|   | Min Temperature   | 45      |
|   | Max Temperature   | 70      |
|   | Precipitation   | 0       |
| Unique Features   | Yes, Steep rutted driveway to top site  |         |
| Access  | Poor up top, bottom is good.  |         |
| Rock  | Yes, 3 loads on driveway  |         |
| Proximity to Stream or Watershed  | Neither   |         |
| Walls or Chimney  | No  |         |
| Multiple Outbuildings   | No  |         |
| Vehicles  | Yes, 1 pick up truck  |         |
| Pool  | No  |         |
| Fencing   | No  |         |
| Property Progress   | Start: 60, End: PFI   |         |
| Picture #1  |  |         |

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

Ceres is also intimately familiar with PAPPG, Title 2 of the Code of Federal Regulations (CFR) Part 200 Procurement Standards, the Procurement Disaster Assistance Team Field Manual (2019 version) and other pertinent FEMA policy guides, fact sheets, and disaster specific guidance. Ceres maintains this information in a central repository to quickly compare policy guide revisions and distribute it to clients. When FEMA transitioned from 44 C.F.R. 13.36 to 2 C.F.R. 200, Ceres and its attorney wrote a crosswalk article highlighting the changes from one set of regulations to the other (The Construction Lawyer, Volume 36,

Number 4, Fall 2016, Emergency Contracting: Avoiding a Disaster After the Disaster). In short, Ceres has access to and understands the various rules, regulations and policies required to meet FEMA reimbursement guidelines.

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

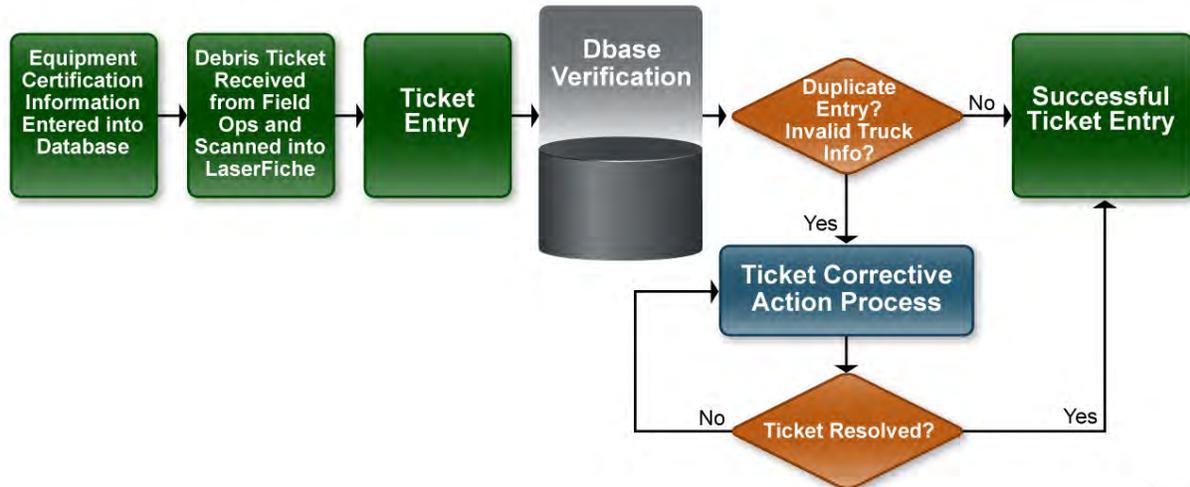
To highlight the importance of ArcGIS, Ceres recently implemented the software suite during Ceres' completion of CalRecycle's Camp Fire debris removal project, as well as for ongoing operations in Abaco, Bahamas from Hurricane Dorian. Ceres can tailor forms and reports with each project to capture required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

### **Documentation – Administrative**

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

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



Ceres 00

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

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

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

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

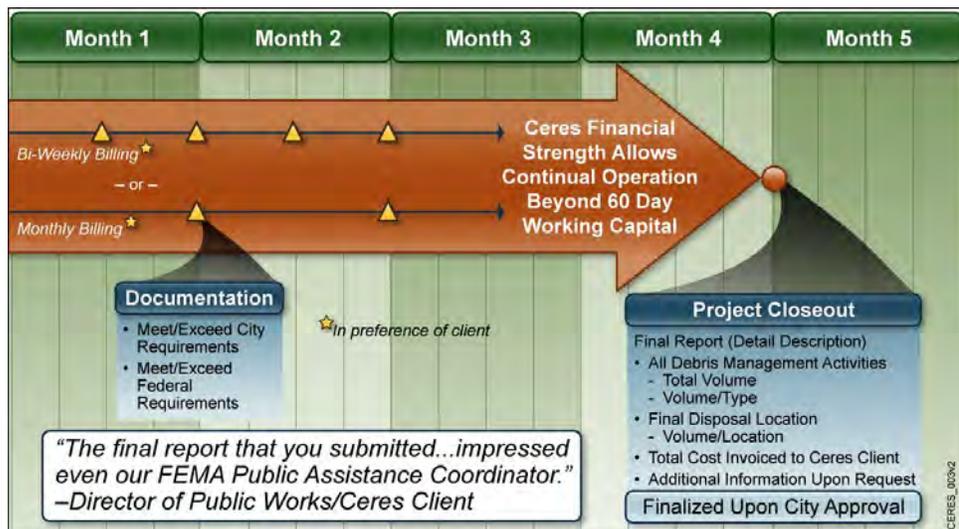
Both standard and custom reports can be generated from Ceres databases. These reports are used to invoice work performed to the Client, to pay subcontractors, and to provide management/field operations with production reports. This information is readily shared in a variety of formats.

### Internal Audit

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

## 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.

## Monitoring Consultants

Many of Ceres' clients choose to contract with a firm providing monitoring services. The services provided by a monitoring firm may include: damage assessment, training, emergency and pre-event planning, direct communications with the City, incorporation of City forms and FEMA forms, post-event construction management, funding, and grants management. To eliminate any question of conflict of interest we will not involve ourselves in the actual selection process and we do not endorse nor recommend any of the monitoring companies. We do strongly recommend that the 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](http://www.epls.gov).

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

can anticipate your needs and proactively help fill out Port St. Lucie’s contract record for FEMA reimbursement.

### Production Reporting

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

### Experience

Over the past ten years, all of Ceres' clients eligible for FEMA reimbursement have received the maximum amount for which their jurisdiction was eligible, **typically between 75% and 100%** based on FEMA regulations. One of the things that can greatly affect reimbursement is careful recordkeeping. Ceres will assist City of Port St. Lucie with record keeping ensuring maximum reimbursement. **Ceres will meet all program standards as provided for in the FEMA Public Assistance Program and Policy Guide.**

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

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

| Owner      | Location       | Title of Work                                    | Total Cost of the Project | Time Period               | Percentage of Fed and State Funds Received                                     | Description                               |
|------------|----------------|--|---------------------------|---------------------------|--|---|
| Cape Coral | Cape Coral, FL | Emergency Disaster Assistance and Debris Removal | \$64,888,996              | September 2022 – May 2023 | 100% Fed. for the first 60 days, outside 60 days: 90% Fed., 5% State, 5% Local | Removal of Debris Following Hurricane Ian |
| North Port | North Port, FL | Disaster Debris Clearance and Removal Services   | \$42,031,396              | October 2022 – March 2023 | 100% Fed. for the first 60 days, outside 60 days: 90% Fed., 5% State, 5% Local | Removal of Debris Following Hurricane Ian |

| Owner                        | Location                             | Title of Work   | Total Cost of the Project | Time Period                   | Percentage of Fed and State Funds Received   | Description   |
|------------------------------|--------------------------------------|---|---------------------------|-------------------------------|--|---|
| Livingston Parish            | Livingston Parish, LA                | Debris Removal & Site Management for Debris Reduction and Emergency Roadway Clearance | \$24,632,444              | August 2021 – January 2022    | 100% Fed. cost share reimbursement for recovery costs incurred within the first 30 days of the disaster emergency declaration.<br><br>90% Fed. reimbursement after the first 30 days | Removal and disposal of debris following Hurricane Ida  |
| Cameron Parish               | Cameron Parish, LA                   | Debris Clearance and Removal Services   | \$28,880,677              | August 2020 – May 2021        | 100% Fed. for the costliest 30 days, outside costliest 30 days: 90% Fed., 5% State, 5% Local   | Removal, reduction, and disposal of debris generated from Hurricane Laura                       |
| Linn County                  | Linn County, IA                      | Debris Clearance and Removal Services   | \$9,476,677               | August 2020 – January 2021    | 75% Fed., 12.5% State, 12.5% Local   | Removal and disposal of debris resulting from August derecho.                                   |
| U.S. Army Corps of Engineers | 13 Counties across Southwest Georgia | ACI Debris Management   | \$134,159,610             | October 2018 – March 2019     | 100% Fed.  | Removal of debris and hauling following Hurricane Michael within 13 Southwest Georgia Counties. |
| Seminole County              | Seminole County, FL                  | Disaster Debris Hauling Services  | \$13,151,655.57           | September 2017 – January 2018 | 75% Fed., 12.5% State (90% Fed. for the first 30 days ending 10/18/17; 80% for 60 more days through 12/17/17)  | Hauling debris resulting from Hurricane Irma  |
| Columbia County              | Columbia County, GA                  | Removal and Disposal of Disaster Debris   | \$8,539,038.00            | February – August 2014        | 85% Fed., 8.5% State   | Removal, collection, reduction, and disposal of over 500,000 CY of vegetative debris            |

**Tab 3**  
**Organization Capabilities**

### 3 ORGANIZATION CAPABILITIES

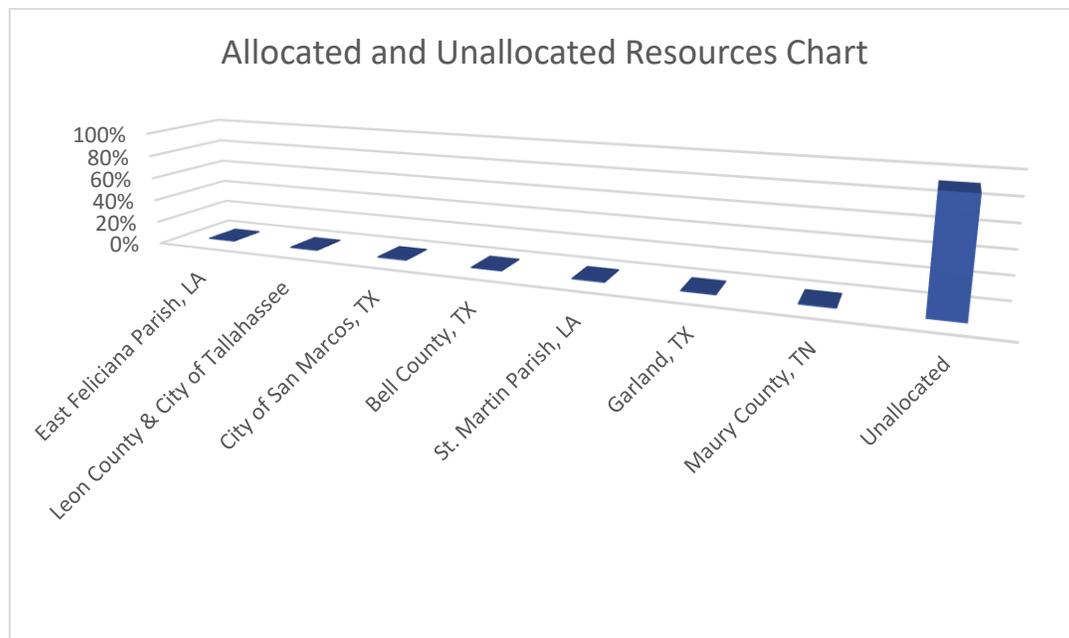
#### 3.A Current Workload and Ability to Satisfy City’s Requirements

##### Current Workload

Ceres Environmental Services, Inc. has more than 200 pre-position Emergency Response contracts in place throughout the country. Ceres maintains 2,019 pieces of equipment and a database of 3,346 trusted subcontractors. Our successful experience in multiple response situations as well as our substantial resources and teaming relationships ensure that Ceres performance on this contract will be to the City of Port St. Lucie’s utmost satisfaction.

The following table contains information on Ceres current work in progress and is followed by an allocated/unallocated resource chart.

| Contract Owner                    | Contract Title/Type   | Contract/Task Order Amount | % Complete | Projected End Date |
|-----------------------------------|---|----------------------------|------------|--------------------|
| East Feliciana Parish, LA         | Agreement for Special Services – Flood Debris Removal                   | \$2,281,874                | 50%        | 8/30/2024          |
| Leon County & City of Tallahassee | Debris Removal and Disposal Services – Tornado Event                    | \$10,000,000               | 50%        | 7/20//2024         |
| City of San Marcos, TX            | On-Call Debris Services   | \$300,000                  | 55%        | 6/29/2024          |
| Bell County, TX                   | RFP 04-23 Disaster and/or Storm Recovery Services – Wind Event Response | \$872,523                  | 0%         | 7/21/24            |
| St. Martin Parish, LA             | Debris Removal and Disposal Services - Severe Weather Event Activation  | \$400,000                  | 95%        | 6/11/24            |
| Garland, TX                       | Disaster Debris Removal and Disposal Services – Severe Wind Event       | \$160,000                  | 0%         | 6/12/24            |
| Maury County, TN                  | Debris Removal Services Contract – Tornado Event                        | \$2,000,000                | 7%         | 7/21/24            |



### Ability to Satisfy City's Requirements

Throughout our proposal, we have highlighted the experience and capabilities that make us an excellent choice to support the City of Port St. Lucie in the event of a disaster. Ceres Environmental Services, Inc. has 48 years of experience in disaster recovery and employs a professional and managerial staff with exceptional experience in the field. Ceres and its family of companies own 2,019 pieces of equipment. Additionally, we have a database of 3,346 trusted subcontractors to support our disaster relief efforts. The company is financially secure, with a bonding capacity of more than \$2 billion per project. Ceres has permanent office locations in Florida, Texas, Louisiana, California and Minnesota.

Ceres has demonstrated the ability to respond to large-scale events and has the resources and experience to handle multiple events in multiple locations without compromising commitment to superior performance and customer satisfaction. For more details on our ability to manage activation of multiple contracts, please see **Section 2.B.5 for Ability to Handle Multiple Contract Activations.**

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

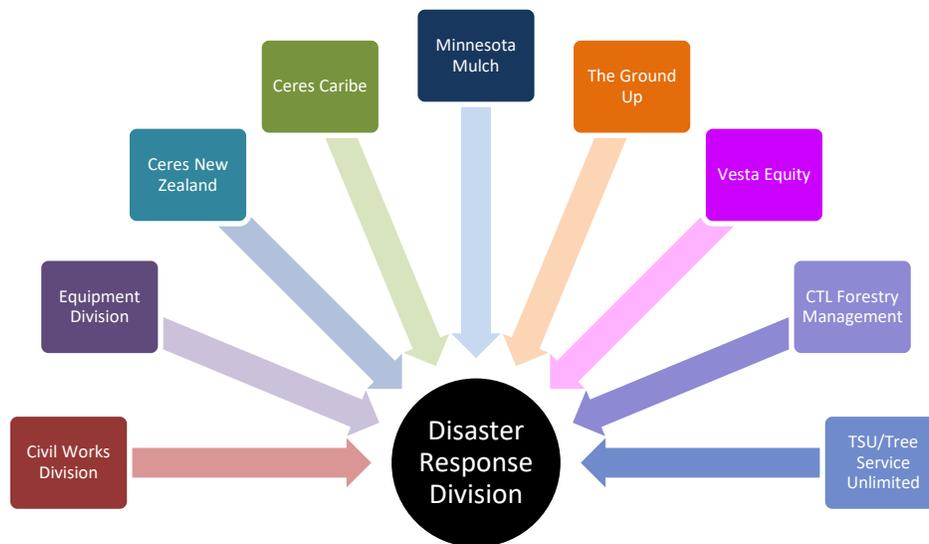


### Overarching Strategy

Ceres Environmental Services, Inc. has grown from a single company into a diverse family of companies related through common ownership. The companies fulfilled a long-term strategic goal of owner and President David McIntyre – to develop a suite of complementary businesses to support Disaster Response in any large and diverse disaster debris activation(s). Each business unit plays a vital role in the overall company strategy and Ceres can draw on the strength of each company to ensure that the personnel, equipment, and finances required to successfully complete large-scale debris missions is readily available upon activation. This strategy allows Ceres to: 1) retain long-term employees between disaster recovery assignments; 2) keep heavy equipment on-hand, at-the-ready and operational; 3) provide financing to ensure we can pay subcontractors promptly and purchase additional equipment necessary to self-perform.

### Personnel

We routinely cross-train employees between companies and/or divisions to ensure they are able to deploy when needed. During the recent storm seasons, Ceres was able to field enough personnel with disaster debris experience by reaching back into the Ceres family of companies, shown below.



Some of our most challenging deployments to Florida, Texas and Georgia were Ceres Disaster Response Division personnel, followed by personnel from The Ground Up and Ceres Civil Division to help fill personnel shortages. As stated above, these employees are cross trained to come into disaster recovery positions during surge situations. As additional personnel were needed, Ceres used earthquake-hardened leaders from Christchurch, New Zealand and still more from Ceres Caribe in Puerto Rico. Ceres used sister company Vesta Equity to help raise cash, secure additional project financing, run cash flow analyses, and search for available real estate within local jurisdictions to use as TDSR sites. Following the successful completion of a debris project, these individuals were placed back into their normal day-to-day positions, retaining their debris training for the next disaster response. As an example of the use of cross-trained employees from various affiliated Ceres companies, 1,304 employees from all Ceres affiliated companies participated in the Ceres disaster recovery contracts, including 377 management staff.

When an influx of Ceres' personnel is required for disaster operations, Ceres places less experienced individuals under tenured employees as direct reports.

**Civil Works Division:** This business unit focuses on large horizontal construction contracts such as levees, dikes and other flood control works. The Civil Works Division provides bridge revenue between large activations and helps sustain home office overhead, including Human Resources, Accounting, and Maintenance. The Civil Works Division also directly supports the Disaster Response Division during activations with operators, laborers, and project management personnel and equipment.

**Equipment Division:** This business unit provides equipment to the Disaster Response Division, Ceres' Civil Works and other Ceres business units. The equipment division manages 2,019 pieces of equipment with a replacement value of approximately \$108 million. This division employs 33 mechanics, managers, and logistics professionals.

The Equipment Division directly supports the Disaster Response Division during activations with equipment, mechanics, and the logistical backing to move equipment over land and water.

**Ceres New Zealand:** This business unit was formed in response to the 2010/11 Christchurch earthquakes and specializes in complex demolitions including cut and crane, high reach, and implosion. This business unit was developed to provide expertise for a large-scale earthquake response in the U.S. Ceres New Zealand directly supports the Disaster Response Division during activations with project management personnel, engineers, and unrivaled demolition expertise.

**Ceres Caribe:** This business unit was formed in 1998 in response to Hurricane Georges and has unique knowledge and relationships for work throughout the Caribbean. Ceres Caribe recently responded (2017- present) to the USACE Blue Roof Mission and the Department of Transportation and Public Works (DTOP) debris project in Puerto Rico. Ceres Caribe directly supports the Disaster Response Division during activations with project management personnel and logistical acumen.

**Minnesota Mulch:** This business unit is a Minneapolis-based green waste recycling company focusing on yard waste disposal, grinding and mulching operations. Minnesota Mulch provides revenue between large activations and sustains home office overhead, including Human Resources, Accounting, and Maintenance. The business unit shares the 17 grinders, support equipment, operators, managers, and mechanics working day-to-day in Brooklyn Park, MN. In concert with The Ground Up personnel, Minnesota Mulch personnel oversee the operations of any and all TDSR sites used during an activation – from site construction, site management, reduction and site remediation/closure. Minnesota Mulch directly supports the Disaster Response Division during activations with grinder operators, debris site managers, and equipment.

**The Ground Up:** This business unit is a Houston-based green waste recycling company focusing on yard waste disposal, grinding and mulching operations. The Ground Up provides revenue between large activations and sustains home office overhead, including Human Resources, Accounting and Maintenance. Specifically, the business unit shares the 17 grinders, support equipment, operators, managers, and mechanics working day-to-day in Houston, TX. Personnel from The Ground Up and Minnesota Mulch oversee the operations of TDSR sites used during an activation from site construction to site remediation and closure. The Ground Up directly supports the Disaster Response Division during activations with grinder operators, debris site managers, and equipment.

**Vesta Equity:** This business unit was created after Hurricane Katrina to store and provide a return on capital that would later be required for any major event. Vesta is a private equity company focused on short-term loans that can be borrowed against or sold to raise cash. Vesta Equity directly supports the Disaster Response Division during activations with cash and real estate resources to help locate potential TDSR sites. Specifically, Vesta played a lead role in helping the Disaster Recovery Division secure some \$85M in the form of lines of credit, equipment loans and intracompany transfers to fund the 2016-2018 and 2021-2022 storm seasons.

**CTL Forest Management:** This business unit was acquired in 2020 to address the growing need in the Pacific Northwest and Southwest United States for pre-disaster wildfire mitigation and post-wildfire hazard tree removal services. The unit is a Placerville, California based company that provides specialized forestry management services and low-impact environmental restoration services to commercial, private, not-for-profit, municipal, and government organizations. CTL was a Prime Contractor for CalRecycle Camp Fire Hazard Tree Removal Program (DRR19067) in Butte County, CA.

**TSU/Tree Service Unlimited:** Like CTL Forest Management, this company was acquired to support Ceres operations in the West Coast region. TSU is a line clearance certified, disaster recovery, debris management, and hazard tree removal company. For 38 years TSU has successfully performed services for California's largest utilities and municipalities, as well as federal, state, and local entities.

Ceres developed the Project Management Playbook and the Debris Management Toolkit – centralized repositories for debris guidance, project forms, safety documents, and internal company protocols – to quickly onboard personnel. Ceres crafted templates and protocols to streamline the permitting of TDSR sites and final disposal sites in Florida.

Now, when disaster strikes, Ceres has dedicated disaster professionals and augments with employees cross-trained in disaster debris operations. If the event dictates the onboarding of additional personnel, Ceres has its tenured employees, Project Management Playbook, and the Debris Management Toolkit to lessen the learning curve and provide personnel with immediate access to mission-critical information.

## Equipment

**Equipment with its operating personnel** may become scarce in a very large event as the subcontractors who have the most efficient equipment quickly sign subcontracts and begin working. In a very large event, there will be remaining unmet demand and equipment will be unavailable to some jurisdictions.

Ceres avoids this problem using various tactics, including:

- 1) Ceres cultivates relationships with our subcontractors so that even when a subcontractor can choose from various opportunities, the subcontractor seeks out work with Ceres. Ceres has a long history with many subcontractors who have been getting relatively steady work over several storm events. These subcontractors know that following a storm Ceres will obtain work; the subcontractors realize that the best way to obtain a share of work in future storms is to be a reliable subcontractor in the present storm. By being a desirable prime contractor to work for, Ceres attracts a larger share of scarce equipment.
- 2) Ceres bids jobs properly and has enough revenue on a project so that even if equipment is scarce and more expensive than usual, Ceres will be able to offer enough pay to subcontractors so that they work on the Ceres project. Some subcontractors submit “lowball” prices and win awards but then find themselves unable to hire subcontractors based on that pricing schedule. Clients of these low-priced subcontractors are more likely to find themselves without sufficient equipment.
- 3) Ceres is strong financially and can more easily absorb higher costs than weaker prime contractors. Our financial strength allows us to pay higher prices to subcontractors if it is necessary to do so to obtain needed equipment.
- 4) Ceres has relationships with subcontractors across the country and can offer mobilization payments to attract subcontractors who are more distant to the event, resulting in additional equipment becoming available.
- 5) Ceres has developed expertise in attracting new, mostly local, entrants into the disaster debris business. These new entrants frequently use lower-cost, less-efficient equipment such as pickup trucks with small dump trailers, but they are able to add to the daily hauling capacity on a project.
- 6) Ceres will open additional Debris Management Sites (DMSs), so that the equipment that is on site can make more round trips per day. In this manner the daily production can increase as if there was more equipment on site, although what actually happens is that the existing equipment becomes more efficient. Ceres’ recent ACI project in SW Georgia used this method to good success. Ceres opened multiple TDSRS per County to keep haul distances short and production high. Both new entrants and the existing haulers mobilized in support for the USACE debris mission. At the mission’s peak, Ceres hauled 140,000 CYs in a single day, or 3.3% of the total project.
- 7) Finally, **Ceres owns 2,019 pieces of equipment**, including 64 excavators, 68 loaders, 21 dozers, 17 grinders, 21 self-loading knuckle boom trucks with pup trailers, 12 lowboys, and 10 air curtain incinerators. The 12 lowboys and the network of equipment transports available to Ceres is vital to moving assets around the country or to simply retrieve assets from rental companies regardless of origination point. This is a critical point of differentiation from the rest of the industry.

## Unavailability of Disposal Sites

The unavailability of disposal sites can be mitigated by:

- distributing public information to divert waste from the debris stream to increase proper debris separation;
- thorough choice of reduction method; and
- thorough alternative uses for reduced material.

## Diverting Waste from the Debris Stream and Proper Debris Separation

Ceres works with clients before a disaster to actively divert waste from the debris stream and to encourage proper separation of debris at curbside. Each client and Ceres project manager receives the Debris Management Toolkit containing public information on such topics as preparing your home before the storm; brief videos on how to properly segregate curbside debris; separation diagrams, and radio advisories. Ceres encourages clients to release public information regarding proper separation of debris at curbside. It is easier to communicate with a population that hasn't yet evacuated than to communicate with a displaced population.

## Reduction Methods

The choice of reduction method – grinding, air curtain incineration and open burn – can help alleviate the need to dispose of large quantities of disaster debris.

- **Grinding** produces a reduction ratio of between 3:1 to 5:1.
- **Air curtain incineration** produces a reduction ratio of between 20:1 to 25:1. During our Beaufort County, SC, response, Ceres land-applied the resulting ash as a lime substitute on farmland through the County. This again helped reduce the tipping fees to the County, the State of South Carolina and the federal government. Ceres maintains relationships with various state agricultural departments and extension offices to help identify farmers that may like the ash amendment and to determine the appropriate application rates.
- **Open burn** produces a reduction ratio of 10:1 to 15:1. While the most cost-effective reduction method, open burn may not be suitable for urban and suburban areas and does carry negative environmental connotations from the heavy smoke.

During the USACE Georgia mission, Ceres realized a reduction ratio of 3.2:1 and disposed of over 1,000,000 cubic yards of mulch. Ceres disposed of material co-gen facilities, pecan farms and parks, and no mulch was deposited in a landfill.

## Surge Requirements

The quantities of equipment and personnel required for a project may rapidly increase for a variety of reasons, and it is necessary that the Ceres is capable of a timely response.

Ceres possesses the four key components to successfully respond to major surge requirements, which are:

- 1) the management structure that can expand with increased requirements;
- 2) the management personnel who can provide the required additional supervision of activities;
- 3) the production personnel and equipment who can physically perform the increased work; and
- 4) the financing to keep payments flowing to subcontractors and vendors.

The Ceres **management structure** is built considering the basic crew level of a zone manager supervising a number of trucks, drivers and loading equipment. The **sector manager in turn supervises the zone managers**. If an area is denser than originally believed, additional zone managers may be required as the zones are split into subzones. If the sector manager becomes stretched due to an increased number of zone managers, an assistant sector manager will be brought in to provide additional supervision. Likewise, if an area becomes overloaded with the

new subzones and additional crews, or if the overall territory is expanded, an additional area manager can be brought in. Depending on the situation, the area can be divided, or an additional area can be appended to the original areas map.

Additional trucks, drivers, and operators will be required. Generally, the quantity of debris will adequately support the needed quantity of equipment and the density of the debris is part of the surge. This quantity and density of debris will usually provide an economic incentive to the subcontractors who specialize in disaster recovery. However, when it does not, Ceres will take steps to make sure that the subcontractors will come on to the project – often this means offering financial incentives such a mobilization payment or a performance bonus. Ceres can take these steps because we value our reputation for reliability above the financial performance of any specific project. Additionally, Ceres considers these possibilities when bidding a project – we plan for multiple contingencies.

Ceres has extensive subcontractor resources. Our history of reliably paying subcontractors and our decades of providing opportunities for subcontractors give us a large supply of subcontractors who desire to work for Ceres. This results in Ceres ability to attract and retain subcontractors even when multiple options exist for the subs.

Finally, our affiliated company Vesta Equity assists in providing financing, so that if a surge requires rapid availability of additional funds, Ceres is prepared to obtain such resources.

## List of Potential Subcontractors

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

### Subcontractors within 30 Miles of Port St. Lucie

| Company                                      | City           | Certs         |
|--|----------------|---------------|
| A Great Fence, LLC & AGF Sourcing            | Port St. Lucie | SB            |
| Answer-The Call, LLC                         | Port St. Lucie | SB, SDVO, VO  |
| Dirty Deeds Land Services                    | Port St. Lucie | SB            |
| Don Pedro And Sons LLC                       | Port St. Lucie |               |
| Grab-N-Go Debris Removal LLC                 | Port St. Lucie |               |
| Michael Smith Inc.                           | Port St. Lucie |               |
| Premium Automall                             | Port St. Lucie | SB            |
| Red Lion Construction                        | Port St. Lucie |               |
| Samson's Tree Service                        | Port St. Lucie |               |
| 5B Land Clearing & Hauling                   | Fort Pierce    | WO            |
| A Shaping Inc.                               | Okeechobee     | SB            |
| A&S Clearing LLC                             | Okeechobee     | SB, WO        |
| Above & Beyond Landscaping, LLC              | Palm City      |               |
| Anthony Bertram Hauling, LLC                 | Okeechobee     |               |
| ASU Enterprises                              | Stuart         |               |
| ASU Enterprises Inc                          | Palm City      |               |
| Atlantic Coast Transport                     | Fort Pierce    | WO            |
| Atlantic Custom Landscape                    | Fort Pierce    | SB            |
| Back Forty, Inc.                             | Fort Pierce    | SB, SDB, WO   |
| Blankenbaker Land Services Inc               | Fort Pierce    | SB, WO        |
| BMI Group                                    | Vero Beach     | SB, WO        |
| Bob Cantrell Trucking, LLC                   | Hobe Sound     |               |
| Bolide Construction LLC                      | Indiantown     |               |
| Cacella Construction Inc.                    | Stuart         | SB            |
| Catfish Development Solutions                | Fort Pierce    | MBE, VO, WOSB |
| Clean All Products, Inc.                     | Hobe Sound     | SB            |
| Community Tree & Landscape Service Inc       | Port Salerno   |               |
| Disaster Management Group Base Camp Services | Stuart         |               |
| Double D's Lawn Service, Inc.                | Stuart         |               |
| Environmental Restoration Group              | Stuart         | WBE           |
| Enviro-Tech Systems, Inc.                    | Okeechobee     | SB            |
| GNA Hauling                                  | Ft. Pierce     |               |
| HaulinDixon                                  | Hobe Sound     | SB            |
| Hector Luna                                  | Fort Pierce    |               |
| Integrete Construction                       | Fort Pierce    | SB            |
| Integrity Landscape                          | Jupiter        | SB            |
| J & M Construction, LLC                      | Fort Pierce    |               |
| J S Landscaping & More                       | Fort Pierce    |               |

| Company                                | City        | Certs      |
|--|-------------|------------|
| Jackson Phillips Services LLC          | Fort Pierce | SB         |
| James Kirchner                         | Fort Pierce | SB         |
| James L King & Associates Inc          | Ft Pierce   | SDB        |
| JCP Enterprises, LLC                   |             | SB, VO     |
| Jose Alfredo Macias Jr                 | Fort Pierce |            |
| KF Greene, LLC                         | Vero Beach  | SB         |
| Larios Trucking Inc                    | Belle Glade | SMBE       |
| LMB Land Clearing, LLC                 | Fort Pierce |            |
| LNA Maintenance                        | Fort Pierce | SB         |
| M&S Citrus, Inc.                       | Vero Beach  | SB         |
| McCulley Marine Services, Inc.         | Fort Pierce | SB         |
| MIGUEL MACIAS LAWN SERVICE             | FT PIERCE   |            |
| MMS Restoration Services, LLC          | Okeechobee  | SB         |
| Mr. Restore Services                   | Vero Beach  | SB         |
| Optimum Services, Inc.                 | Indiantown  | SB, VO     |
| P.A.L.M. ENTREPRISE, INC               | Fort Pierce |            |
| Palm Beach Grading                     | Stuart      |            |
| Patriot Response Group LLC             | Vero Beach  |            |
| Peyson Transport LLC                   | Jupiter     | SB, VO, WO |
| Pimentel Beekeeping & cattle           | Okeechobee  |            |
| RDB Lawn Service And Landscape         | Okeechobee  | SB         |
| Rikedom LLC                            | Stuart      | 8a, SB     |
| Rio Indio                              | Fort Pierce |            |
| Riverside Citrus Harvesting, LLC       | Fort Pierce |            |
| Solomon Trucking INC                   | Ft. Pierce  |            |
| South Florida Electric, LLC SFE        | Fort Pierce |            |
| South Florida Grading                  | Fort Pierce |            |
| South Florida Land Clearing, Inc.      | Ft. Pierce  | SB         |
| South Florida Palmetto Harvesting, LLC | Indiantown  | WO         |
| South Florida Tree Company             | Hobe Sound  | SB         |
| Southeastern Crane Academy             | Okeechobee  | SB         |
| Southern Concrete Construction         | Vero Beach  | SB         |
| The Harrell Group                      | White City  |            |
| Thompson Contracting Group, Inc.       | Palm City   |            |
| Tony's Tree Service                    | Hobe Sound  | SB         |
| Travis Contracting Services            | Stuart      |            |
| Waste Pro of Florida                   | Ft. Pierce  |            |
| Wise Choice Hauling                    | Okeechobee  | SB         |
| Xtreme Property Services Inc.          | Okeechobee  | SB, WO     |

### Florida Subcontractors

| Company                       | City            | Certs      |
|-------------------------------|-----------------|------------|
| A-1 Brantley Waste Management | Albany          |            |
| 12D Services                  | Fort Pierce     |            |
| 1st Class Restorations LLC    | Marathon        | SB         |
| 2 G Planr Trucking            | Weston          | SB, VO, WO |
| 305 Brothers All In one LLC   | Tallahassee     |            |
| 331 Junk LLC                  | West Palm Beach |            |

City of Port St. Lucie  
eRFP #20230046 Disaster Debris Removal Services

| Company  | City             | Certs            |
|--|------------------|------------------|
| 411Junk LLC  | Pompano Beach    | SB               |
| 4SHO HANDYMAN LAWN CLEANING & REMOVAL SERVICES LLC | Cape Coral       |                  |
| 5B Land Clearing & Hauling                         | Fort Pierce      | WO               |
| 7-H Enterprises, LLC.                              | Laurel           | WBE              |
| 814 Sand, Inc.                                     | Panama City      | SB, WO           |
| A & Associates Inc.                                | West Palm Beach  |                  |
| A Great Fence, LLC & AGF Sourcing                  | Port Saint Lucie | SB               |
| A Native Tree Service                              | Miami            | SB, WO           |
| A Shaping Inc.                                     | Okeechobee       | SB               |
| A&E Land Clearing Inc.                             | Loxahatchee      |                  |
| A&E Transport LLC                                  | Miami            |                  |
| A&J Transport, Inc.                                | Miami            | SB, WO           |
| A&S Clearing LLC                                   | Okeechobee       | SB, WO           |
| A+ND2 Inc  | Palm Harbor      | SB               |
| A1 Environmental Inc DbA A1E Group                 | Miami            | SB               |
| A1 Locksmith                                       | Bradenton        |                  |
| AAA Service Company                                | Clearwater       |                  |
| AAA Tree Experts, INC.                             | Tallahassee      | SB               |
| Abba's Tree Service LLC                            | Silver Springs   | SDVO, WO         |
| ABC Transfer, Inc.                                 | Clewiston        | SB, SDB, WOB     |
| ABL Land Service Inc.                              | Orlando          |                  |
| ABO Engineering Contractors                        | Miami            |                  |
| Above & Beyond Landscaping, LLC                    | Palm City        |                  |
| Absolutely DTB LLC                                 | Weeki Wachee     | SB               |
| Ace Tree Service Of Florida, LLC                   | Hamilton         | SB               |
| ACJ Hauling & Logistics, LLC.                      | Punta Gorda      |                  |
| AcmeGrapple Service, LLC                           | Naples           |                  |
| Action Boats LLC                                   | Key Largo        | SB               |
| Adam Boyd Bobcat Service, Inc. DBA ABS, Inc.       | Riverview        | SB               |
| Adams And Nichols Ecological Consultants, Inc.     | Tampa            | SB               |
| Advanced Electrical Solutions, Inc.                | Fort Lauderdale  |                  |
| Advanced Homes LLC                                 | Satellite Beach  | VA               |
| Advanced Lawn & Landscaping                        | Palm Bay         | SB               |
| Advantage Environmental Services, Inc.             | Saint Petersburg | HUB, MBE, SB, WO |
| AERI (Asomeo Environmental Restoration)            | Homestead        |                  |
| AGG EXPRESS LLC                                    | Cape Coral       |                  |
| Agricultural Fuels Corp.                           | Orlando          | SB               |
| Air, Water & Soil Engineering, Inc.                | Lake Worth       | SB               |
| Air-Sea Systems                                    | Tallahassee      | SB               |
| Albert Moore, LLC                                  | Orlando          |                  |
| Alberto William Lawn Service LLC                   | Sanford          | SDB              |
| ALCO USA   | Pensacola        | SB               |
| Alfys Trucking                                     | Palm Bay         | SDB              |
| All About Trees and Debris, LLC                    | Miami            |                  |
| All Around Building                                | Delray beach     | SB               |
| All Design Concrete Corp                           | Hialeah          | SB, WO           |
| All Grounds Covered Management Inc.                | Clearwater       |                  |



City of Port St. Lucie  
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| Company  | City             | Certs        |
|--|------------------|--------------|
| All Out On A Limb, LLC                         | Ruskin           | SB           |
| All Season Lawnsapes LLC                       | Fellsmere        | SB           |
| All Seasons                                    | Reunion          | SB           |
| Alliance Satcom                                | Okeechobee       | WO           |
| Allied Dumpster Rentals                        | Zephyrhills      | SB           |
| Alph Futchs Tree Service                       | Vero Beach       | SB           |
| Alpha-Omega Training and Compliance Inc        | Titusville       |              |
| Amann Lawncare                                 | Seffner          |              |
| Amaro Landscape Associates, Inc.               | Miami            |              |
| Amazing Service Group                          | Tampa            | SB           |
| AMC Infrastructure                             | Tallahassee      | SDB          |
| American Demolition & Env                      | Fern Park        |              |
| American Hauling And Grading                   | Loxahatchee      | SB           |
| Amos Contracting                               | Webster          |              |
| Amos Trucking                                  | Webster          | SB           |
| Anderson Storm Cleanup                         | Santa Rosa Beach | WO           |
| Andrew Kemner DBA Tree Taxi Landscape Services | Riverview        |              |
| Andrew Sitework, LLC                           | Fort Myers       |              |
| Andrews Land Management                        | Fort Lauderdale  |              |
| Andy Kemner                                    | Riverview        | SB           |
| Angelo's Recycling Materials                   | Lutz             |              |
| Answer-The Call, LLC                           | Port St. Lucie   | SB, SDVO, VO |
| Anthony Bertram Hauling, LLC                   | Okeechobee       |              |
| Apex Tree And Landscape                        | Myakka City      | SB           |
| APEX UCC INC                                   | ST AUGUSTINE     |              |
| ApexTree                                       | Myakka City      |              |
| APRO Construction Services, LLC                | Orlando          |              |
| AR Ramos Enterprises, Inc                      | Palmetto Bay     | SB           |
| Arborist Aboard, Inc                           | Odessa           |              |
| Arwood Site Services Inc                       | Jacksonville     |              |
| Asphalt Repair Inc                             | Webster          | SB           |
| ASU Enterprises                                | Stuart           |              |
| ASU Enterprises Inc                            | Palm City        |              |
| ATL Disaster Recovery                          | Boynton Beach    |              |
| Atlantic Coast Transport                       | Fort Pierce      | WO           |
| Atlantic Custom Landscape                      | Fort Pierce      | SB           |
| Atlantic Trucking & Warehousing                | Opa-locka        | SB           |
| Atlas Grinding & Recycling Group LLC           | Miami            | SB           |
| Austin Tupler Trucking                         | Davie            | SB           |
| AVCO DRILLING INC DBA RESTORATION SERVICES     | Hudson           |              |
| Axe Home Services                              | Palm Harbor      |              |
| B&M services CFL, Inc.                         | Melbourne        |              |
| B&M Transport Llc                              | Tallahassee      |              |
| Back Forty, inc                                | Fort Pierce      | SB, SDB, WO  |
| Badger Underground Construction LLC            | West Palm Beach  | SBE          |
| Banyan Landscaping LLC                         | North Fort Myers |              |
| Barajas Construction Services LLC              | Arcadia          | SB           |



City of Port St. Lucie  
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| Company                                      | City              | Certs   |
|--|-------------------|---------|
| Barrington Irving Trucking                   | Orlando           | WBE     |
| Barry Recycling                              | Bonita Springs    | SB      |
| Bay To Bay Tree Service Inc.                 | Largo             | SB      |
| BeaCorp/Bell Engineering & Construction Corp | West Palm Beach   |         |
| Beccera Construction of Central FL, Inc.     | Punta Gorda       | VO      |
| Beejai Dasrat Lawn Service And Hauling       | Orlando           | SB      |
| Bennett Restoration Services LLC             | Orlando           | SB, WOB |
| Best Value Management LLC                    | Jacksonville      | SB, WO  |
| BG Katz                                      | Parkland          | SB      |
| Big Hauling TRK Mechanic                     | Mulberry          |         |
| Big League Landscape Of Daytona Beach        | Ormond Beach      | SB      |
| Big Tree, Inc.                               | Fort Myers        | WO      |
| Bigfoot Inc                                  | Margate           | SB      |
| Bills Discount, LLC                          | Jay               | SB      |
| Biocarbon Technologies Inc                   | Plantation        |         |
| Bio-Mass Tech                                | Land O Lakes      |         |
| BKW, Inc.                                    | Pensacola         | WO      |
| Black and White Services                     | Miami             |         |
| Blacktop Specialists, llc                    | Cape Coral        |         |
| Blankenbaker Land Services Inc               | Fort Pierce       | SB, WO  |
| Blue Ridge Recovery LLC                      | Intercession City | SB, WO  |
| Blue Skies Enterprises INC                   | Apopka            |         |
| BMI Group                                    | Vero Beach        | SB, WO  |
| Bob Cantrell Trucking, LLC                   | Hobe Sound        |         |
| Bolide Construction LLC                      | Indiantown        |         |
| Bonafide Measurements LLC                    | Oviedo            |         |
| Boosted Towing Inc                           | Miami             | SB      |
| Branching Out Tree Care                      | Alford            |         |
| Brego Recycling Services LLC                 | Fort Pierce       |         |
| Brent's Lawn Care                            | Rotonda           | SB      |
| Brian's Hauling                              | Graceville        | SB      |
| Brink Roofing LLC - Advanced Homes LLC       | Satellite Beach   |         |
| B-Rock Solid Excavating LLC                  | Alva              |         |
| Brooks Environmental                         | Panama City       | 8a, VO  |
| Building Essentials And Training LLC         | Miami             | SB      |
| Bulk Waste Removal Corp                      | Miami             | DBE     |
| Burnt Store Recycling LLC                    | Fort Myers        | SB      |
| Butterfield & Mitchell Construction, LLC     | Saint Cloud       |         |
| C & D Heavy Equipment LLC                    | Kissimmee         | SB, SDB |
| C & S Property Services LLC                  | Southwest Ranches | SB      |
| C & W Global                                 | Winter Garden     |         |
| C&B Trucking LLC                             | Ocoee             | SB      |
| C&M Construction and Lighting                | Winter Haven      | SB, WO  |
| C. Miller Construction, Inc.                 | Tarpon Springs    | SB      |
| CA Boone Construction Inc                    | Lake City         | SB      |
| CAC Operations LLC                           | Tallahassee       |         |
| Cacella Construction Inc.                    | Stuart            | SB      |
| Caila Contracting INC                        | Jacksonville      |         |

| Company                                  | City              | Certs         |
|--|-------------------|---------------|
| Cambridge Project Development Inc.       | Miami             | SB            |
| Camelot Debris Removal                   | Sebring           | VO, WBE       |
| Canary Date Sculpting Inc                | Jacksonville      |               |
| Canna Construction LLC                   | Fort Myers        |               |
| Canpol Transport                         | Hialeah Gardens   | SB            |
| Captain Jambo's Construction             | Destin            |               |
| Caribbean Marine System Corp             | Miami             | SB            |
| Caribe Construction Inc.                 | Miami             | SB, WO        |
| Carrier Rental Systems                   | Lakeland          |               |
| Caruva INC                               | Miami             | SB, VO, WBE   |
| Caseys Tree Service                      | Bradenton         | SB            |
| Casey's Trees & More, LLC                | Santa Rosa Beach  | SB            |
| Catfish Development Solutions            | Fort Pierce       | MBE, VO, WOSB |
| CBC Real Estate LLC                      | Cutler Bay        | SB            |
| CDM Trucking Inc                         | Palm bay          | SB            |
| Cecil Field Inc                          | West Melbourne    | HUB           |
| Central Florida Tree & Debris, LLC       | Dade City         |               |
| CES Consultants                          | Hialeah           |               |
| Cesani International                     | Palm Beach        | SB, WO        |
| Chain Reaction Tree Services LLC         | Apopka            | SB            |
| Champion Services of FL LLC              | Apopka            |               |
| Childs Land Clearing                     | Grand Ridge       |               |
| Chipola Development LLC                  | Marianna          | SB            |
| Chris E Price LLC                        | Crawfordville     | SB            |
| Ciotti's Lawns & More For Life Inc.      | Sanford           | SB            |
| Circle B Express, Inc.                   | Graceville        |               |
| CJT Landworks                            | Loxahatchee       |               |
| CKKS Transport, LLC                      | Lake City         | SDB           |
| Classic Cuts & Landscaping LLC           | Crestview         | SB            |
| Clean All Products, Inc.                 | Hobe Sound        | SB            |
| Cleaning Butlers                         | Bradenton         |               |
| Clear Green                              | Gainesville       |               |
| Click 2 Match                            | Jacksonville      |               |
| Cliffs Land Development LLC              | Valrico           | SB            |
| CMI LC                                   | Bradenton         |               |
| CMS Crawford Maintenance Services LLC.   | Largo             | SB, SDB, WO   |
| Coast 2 Coast Construction, LLC          | Palmetto          | SB            |
| Coastal Building Solutions Specialists   | Port Orange       | SB            |
| Coastal Clearing LLC                     | Panama City Beach | SB            |
| Coastal Tree Service LLC                 | Saint Augustine   | SB            |
| Coastline Solutions, Inc.                | Saint Petersburg  | SBE           |
| Code 3 Enterprises                       | Dade City         | SB, SDB, VO   |
| Code Red Enterprises, LLC                | Groveland         | SB, VO        |
| Commercial Maintenance Group             | Inverness         | SB            |
| Commercial Residential Construction, LLC | Live Oak          | SB            |
| Community Tree & Landscape Service Inc   | Port Salerno      |               |
| Complete Landscaping and Spray Services  | Dade City         | WO            |
| Conpal Corporation                       | Miami             | SB            |

| Company                                      | City             | Certs         |
|--|------------------|---------------|
| Construction A & M LLC                       | Cape Coral       |               |
| Constructively Speaking, INC                 | Miami            |               |
| Construxive LLC                              | Westville        | SB            |
| Continental Heavy Civil                      | Miami            |               |
| Contractors Enterprises                      | Tallahassee      | DBE, SB       |
| Convenience Freaks, LLC                      | Lehigh Acres     |               |
| Cornerstone Nine LLC                         | Miami            | SB            |
| Coros Trucking LLC Dba Coros Transport       | Hialeah          | SB            |
| Countryside                                  | Sebastian        |               |
| County Line Services Llc                     | Ormond Beach     | SB            |
| County Waste, Inc                            | Fort Myers       | SB, SDB       |
| Creek Waste and Recycling LLC                | Cantonment       |               |
| Cross Environmental Services                 | Crystal Springs  | VO            |
| Crossroads Site Development, LLC             | Ormond Beach     | SB, WO        |
| Crush-It, Inc.                               | Osprey           | SB            |
| CS Home Builders                             | Cape Coral       |               |
| Custom Eartworks (OrangeC)                   | Clermont         |               |
| Cutchins Tree Service                        | Pensacola        |               |
| Cutt It Up, LLC                              | Campbellton      | SB            |
| D & B Excavations, LLC                       | Marianna         |               |
| D&D Tree Service LLC                         | Wesley chapel    | SB            |
| D&G Logging & Trucking, LLC                  | Blountstown      | SB            |
| D.O.M.E.O.E.N Tri-Investments, LLC           | Pompano Beach    | HUB           |
| Da Speirz Construction, LLC                  | Tallahassee      |               |
| DAK Resources, Inc.                          | Jacksonville     | SB, SDVO, VO  |
| Danny Yates Landscaping Inc                  | Cape Coral       |               |
| David Outar Trucking                         | Ocoee            |               |
| Davis Development And Construction           | Tampa            |               |
| DC Engineering & Construction Group, Inc.    | Doral            |               |
| DC Enterprise, FL, LLC                       | Tallahassee      |               |
| DEFCON Restoration Services, LLC             | Miami            | CBE, MBE, VBE |
| Del-Mar Solutions Inc                        | Winter Park      |               |
| Deluxe Trucking & Transport LLC              | Royal Palm Beach | SB            |
| DeMich Business Development Group, LLC       | Tampa            | SB            |
| Dennis Misuraca LLC                          | Sanford          | SB            |
| Dewitt Excavation                            | Winter Garden    |               |
| Diamond C Logistics, LLC                     | Leesburg         | SB, WBE       |
| Dirty Deeds Land Services                    | Port St Lucie    | SB            |
| Disaster Emergency Support, Inc.             | Marianna         |               |
| Disaster Management Group Base Camp Services | Stuart           |               |
| Disaster Response Team International         | Homestead        | VO            |
| Disaster Strikes Again LLC                   | Lake Wales       |               |
| DMC Tree Services LLC                        | Orlando          |               |
| DMTM Enterprises, Inc.                       | Jacksonville     |               |
| Domingo Perez Landscaping LLC                | Winter Park      |               |
| Don Pedro And Sons LLC                       | Port Saint Lucie |               |
| Double D's Lawn Service, Inc.                | Stuart           |               |
| Dream Construction of America, inc.          | Orlando          |               |

| Company  | City               | Certs        |
|--|--------------------|--------------|
| DSW Logistics                                      | Miami Gardens      | SB           |
| D-Three Enterprises, Inc.                          | Orlando            | SB           |
| DW Hauling LLC                                     | Tallahassee        |              |
| Dynamic Scapes LLC                                 | Miami              | SB           |
| Eagle Brick Construction, Inc                      | Miami Gardens      |              |
| Eagle Engineering And Land Development, Inc.       | Naples             | 8a, SB       |
| Eagle Environmental Consulting Services of FL Inc. | Milton             | SB, SDB      |
| Eagle Waste LLC                                    | Tampa              |              |
| EarthBalance                                       | North Port         |              |
| EarthScape Inc                                     | Lake Worth         |              |
| Eastern Waste Systems, Inc.                        | Pompano Beach      |              |
| ECO Services DBR                                   | Sunrise            | WO           |
| ECO-2000, Inc.                                     | Bushnell           |              |
| EDJ Service LLC                                    | Plantation         |              |
| EE&G Disaster Response, LLC.                       | Miami Lakes        | SB           |
| Elegant Landscape and Design, Inc.                 | Palm Beach Gardens |              |
| Elite Construction & Investment Group, LLC         | Cape Coral         |              |
| Elite Investments Group Corp                       | Miami              |              |
| Elite Quality Services LLC                         | Orlando            | SDB          |
| Elite Underground Construction LLC                 | Labelle            |              |
| Elliot Services Inc                                | Sarasota           | SB           |
| Ellis Debris Haul                                  | Orlando            | SB           |
| Emerald Coast Builders, Inc.                       | Pensacola          | SB           |
| EMI  | Orlando            | SB           |
| Eminent Solutions Integration                      | Miami              | SBA          |
| Empire Property Services LLC                       | Davie              | SB, WO       |
| Energix Construction Company, LLC                  | Fort Lauderdale    |              |
| Envio Logistics, LLC                               | Tamarac            | SDB          |
| Environmental Care                                 | West Palm Beach    |              |
| Environmental Cleaning Services                    | South Daytona      | SB           |
| Environmental Restoration Group                    | Stuart             | WBE          |
| Enviro-Tech Systems, Inc.                          | Okeechobee         | SB           |
| EnviroTrac LTD                                     | Tampa              |              |
| Express Boat Transport Corp                        | Apopka             | SB           |
| Extreme Land Services, LLC.                        | Osteen             |              |
| Faith Construction NWFL LLC                        | MOLINO             | SB           |
| Faithworks Total Ground Maintenance                | Mount Dora         | MBE, SDVO    |
| Fast Trac Hauling LLC                              | Fort Myers         |              |
| Faulkner Stump Grinding & Tree Trimming LLC        | Fort Meade         |              |
| FEMA Services Instantly/FSI                        | Daytona Beach      |              |
| FG Construction                                    | Tamarac            |              |
| First Choice Management Services, Inc.             | Orlando            | SB, SDB, WOB |
| First Impressions Outdoor Inc.                     | Astatula           |              |
| First Rank Property Management LLC                 | Oldsmar            |              |
| Fitsaw Construction LLC                            | Sunrise            |              |
| Florida Boys Site Development                      | Labelle            | WO           |
| Florida Construction & Cleaning Inc                | Fort Walton Beach  |              |
| Florida Contractors LLC ICS Materials Inc.         | Alva               | SB           |

| Company                                   | City               | Certs       |
|---|--------------------|-------------|
| Florida Developers Inc Of Tallahassee     | Tallahassee        | SDB         |
| Florida Home Masters                      | Westville          |             |
| Florida Organic Solutions, Inc.           | Seffner            | SB          |
| Florida Paving & Trucking Inc             | Homestead          | WO          |
| Florida Premier Ins                       | Miami              |             |
| Florida Roof Design, inc.                 | Palm Bay           | SB, WO      |
| Florida Sod of Highlands County Inc       | Sebring            |             |
| Florida Steel Masters                     | Clewiston          | SB          |
| Florida Trend Homes, Inc                  | Fort Lauderdale    |             |
| FloTech                                   | Miami              |             |
| Forristall Enterprises, Inc.              | Bradenton          |             |
| Forte Tree Trimming & Landscaping INC     | Cape Coral         | SB          |
| Four R Equipment                          | Hollywood          | SB, WO      |
| Fouraker Mechanical Heating And Air       | Bryceville         | SB          |
| Franklin Ray Group, LLC.                  | Miramar            | SB          |
| Friendly Tire Service                     | Tampa              | SB          |
| Fulford Citrus, Inc.                      | Wabasso            | SB          |
| FUV Transport LLC                         | Wimauma            |             |
| G.D.I. Nursery and Landscaping Corp       | Lehigh Acres       |             |
| G3 Construction Group                     | Blountstown        | WBE         |
| G5 Unlimited LLC                          | Cape Coral         | VO          |
| Galafre Construction and Land Design Inc. | Miami              |             |
| Garden Genius                             | Miami              | SB, SDB     |
| Gary's Roofing Service                    | Sarasota           |             |
| General Property Solutions                | Cape Coral         | SB          |
| George Can Fix It Inc.                    | Palm Springs       |             |
| GH Builders Inc.                          | Doral              | SB, SDB     |
| Gibbons Fence Company                     | Bartow             | SB          |
| Gina's Renovation Inc.                    | Lake Worth         |             |
| GLE Associates                            | Gainesville        |             |
| Global Construction And Home Repair LLC   | Valrico            | SB          |
| GNA Hauling                               | Ft. Pierce         |             |
| Go Digga Inc                              | Fellsmere          | SB          |
| Gomez Brothers Enterprise                 | Vero Beach         | SB          |
| Got Dumped Inc.                           | Sanibel            |             |
| GOS Enterprise, LLC                       | Pensacola          | VO          |
| Grab-N-Go Debris Removal LLC              | Port Saint Lucie   |             |
| Gradall Bobcat & Landscaping              | West Park          | SB          |
| Great Southern Equipment Company          | Fort Myers         |             |
| Green Earth Environmental Inc.            | Opa Locka          |             |
| Green Innovative Services Inc             | Fruitland Park     | SB, WO      |
| Green Side Up Land Management             | Apopka             | SB          |
| Greg Bear Tree Service, LLC               | Orlando            | SB          |
| Griffin Global Systems                    | Palm Beach Gardens | HUB, SB, WO |
| Groundwerks INC                           | Winter Park        |             |
| Grow, Inc.                                | Naples             | SB          |
| GSD Construction                          | Cape Coral         |             |
| Gulf Atlantic Roofing Corp                | Royal Palm Beach   | WO          |

| Company   | City             | Certs        |
|---|------------------|--------------|
| Gulf Coast Equipment Services                             | Palatka          | SB, WO       |
| Gulf Coast Planning, Inc.                                 | Tampa            | VO, WO       |
| Gulf Coast Tree Services                                  | Dade City        |              |
| GUTI Landscaping & Maintenance, LLC                       | Orlando          |              |
| Guymann Construction of Florida, Inc.                     | Cape Coral       |              |
| H.A.C. COOLING CORP                                       | Hollywood        | SB           |
| Halls Debris Removal Inc                                  | Caryville        | SB           |
| Hammock Tree Service                                      | Dunnellon        |              |
| Hancock Environmental Seeding, Inc.                       | Dade City        | WBE          |
| <b>Handy Randy's Services</b>                             | Geneva FL        |              |
| HANDYMAN CAN FLORIDA                                      | Fort Lauderdale  | SDB          |
| Hard Core Construction                                    | Miami            | SB           |
| HaulinDixon   | Hobe Sound       | SB           |
| Hayden Bertrams Lawn Care Tree Care And Handyman Services | Homosassa        | SB           |
| HB Tuten Jr Logging Inc                                   | Perry            |              |
| HD Marine LLC   | Saint Petersburg | SB           |
| HDD of Florida LLC  | Winter Park      |              |
| Hector Luna   | Fort Pierce      |              |
| Heiderman Relief & Restoration                            | Lake City        | SB           |
| Hepaco  | Tampa            |              |
| Hertz Service Pump & Compressor                           | Lakeland         |              |
| HighSteele LLC  | Milton           |              |
| Highstyle Engineering And Construction Services LLC       | Greenacres       | SB, SDB      |
| Hilda Ever Mac John LLC                                   | Daytona Beach    |              |
| Hollywood Restoration, Inc.                               | Hollywood        | SB           |
| Honc Industries   | St. James City   |              |
| Horsepower Service LLC                                    | Miami            | SB, WO       |
| Howell Concrete & Land Service Inc                        | Englewood        | SB           |
| Hull's Environmental Services                             | Tampa            | SBA, WOSB    |
| Hurricane Hero LLC  | Auburndale       | SB           |
| Iconic Logistics Services LLC                             | Clearwater       |              |
| Ideal Estate Service Group                                | Oldsmar          | SB           |
| In Touch Logistics  | Miami Gardens    | SDB          |
| Indian River Junk Removal dba IRJR                        | Palm Bay         | SB           |
| Infinity Landscape  | Riverview        | SB           |
| InnoTech Construction Inc.                                | West Palm Beach  |              |
| Innovative Environmental Services                         | Boca Raton       |              |
| Instant Clean Property Management                         | Tampa            | SB, SDB, WO  |
| Integrete Construction                                    | Fort Pierce      | SB           |
| Integrity group constructions                             | Sarasota         |              |
| Integrity Landscape                                       | Jupiter          | SB           |
| International Subsea Consultants                          | Largo            | SB           |
| Interrail Signal Incorporated                             | Jacksonville     | SB, WO       |
| Interstate Recycling Waste Inc. (IRW)                     | Orlando          |              |
| IPG Network   | Miami            | SB           |
| Isla Maritime Inc   | Trinity          | WO, SBE, SDB |
| Island Recovery Services                                  | Lauderdale Lakes | SDB          |

| Company                                     | City             | Certs  |
|---|------------------|--------|
| J & J Property Maintenance And Tree Service | Clearwater       | SB     |
| J & M Construction, LLC                     | Fort Pierce      |        |
| J & Y Groups Enterprises LLC                | Miami            | WOSB   |
| J Hughs Underground Utility                 | Palatka          |        |
| J S Landscaping & More                      | Fort Pierce      |        |
| J.J.S Tree Service, LLC                     | Eastpoint        |        |
| J.P. & Son Farming and Services, LLC        | Labelle          |        |
| Jackson Phillips Services LLC               | Fort Pierce      | SB     |
| Jackson's Vegetation Management             | Milton           |        |
| Jam Logistics, LLC                          | Miami            | SB     |
| James Kirchner                              | Fort Pierce      | SB     |
| James L King & Associates Inc               | Ft Pierce        | SDB    |
| James M Strickland PA                       | Jacksonville     |        |
| Jamoa Enterprise LLC                        | Tamarac          |        |
| Jansay Trucking LLC                         | Tampa            | SBE    |
| Jarvis Home Maintenance Service LLC         | Fountain         |        |
| Jason Branch Farms                          | Grand ridge      | SB     |
| Jax Debris Removal                          | Jacksonville     | VO     |
| Jax Tree Removal LLC                        | Jacksonville     |        |
| JB Heavy Equipment                          | Arcadia          |        |
| JCoombs Enterprises Inc                     | Orlando          | SB     |
| JDF Home Improvements, LLC                  | Seminole         | SB     |
| Jdmf LLC                                    | Gotha            | SB     |
| Jeds Ground Care LLC                        | Brooksville      |        |
| Jep Pros Enterprise                         | Orlando          |        |
| Jets Property Services LLC                  | Tampa            |        |
| JMEC Construction, LLC                      | Venice           | WO     |
| JMR Services                                | Lake Placid      |        |
| Jocy Construction and Design Corp           | Tamarac          |        |
| Joey Nelson Enterprises                     | Bonita Springs   |        |
| Jorge Barrios                               | Miami            |        |
| Jose Alfredo Macias Jr                      | Fort Pierce      |        |
| Joseph Vincent Construction, LLC            | Shalimar         |        |
| JPJ International Golf LLC                  | McAlpin          |        |
| JRH Custom Enterprises                      | Pensacola        |        |
| JT Dump Truck Services LLC                  | Cape Coral       |        |
| JT Hauling                                  | Homestead        | WO     |
| JTG Junk To Go                              | Palm Bay         | WO     |
| Junk Hauling Express                        | Naples           | SB, VO |
| JVI Hauling and Disposal LLC                | Fort Myers       |        |
| K H Fendley                                 | Pensacola        | SB     |
| K&H Timber                                  | Lake City        |        |
| K&R World Electrical Contractor's Inc.      | Hollywood        | SB     |
| Kamden Farms LLC                            | Cape Coral       |        |
| KB & JO Trucking Corp                       | Miami            |        |
| KFGreene, LLC                               | Vero Beach       | SB     |
| Khaos Recovery Corp                         | Trenton          | SB     |
| Kimmers Fleet Management Service            | Santa Rosa Beach |        |

| Company                                       | City              | Certs        |
|---|-------------------|--------------|
| Kings Contractor Consultants                  | Deerfield Beach   |              |
| Kissimmee B-Logistic Service                  | Orlando           | SB, SDV      |
| KLbz Backhoe Services                         | Tavernier         | SB           |
| Koss Construction LLC                         | Cape Coral        |              |
| Kraken Transport                              | Sebastian         |              |
| Krebs Land Development                        | Palatka           | SB           |
| Kudra LLC                                     | Mims              |              |
| L T Group, Inc                                | Key Largo         | WO           |
| L.A.G Hauling/Luis Gonzalez Lawn Service      | Bradenton         |              |
| La Ceiba Nursery                              | Miami             | SB           |
| Lake Area Tree Services                       | Starke            |              |
| Landmark Landscape & Property Maintenance     | Hollywood         | SB           |
| Landshark Land Management L.L.C.              | Lakeland          | SB           |
| LandTek Environmental Services LLC            | Sanford           | SB           |
| Landworks South, LLC                          | Homestead         |              |
| Lanstar                                       | Casselberry       | DBE, SB, WO  |
| Lara's Trucking                               | West Palm Beach   | SB           |
| Largo Logistics And Fuel Management, LLC      | Key Largo         | SB           |
| Larios Trucking Inc                           | Belle Glade       | SB,          |
| Larkins Landscape Irrigation                  | Clarcona          | SB           |
| LAS Pro Flooring LLC                          | Palmetto          |              |
| Latasha Collins Lawn Care                     | Orlando           | SB           |
| Lawns Plus LLC                                | Lakeland          |              |
| Layers Asphalt                                | Brandon           | SB           |
| LCM Floor Removal                             | Tampa             | SB           |
| LE Land Clearing LLC                          | Palatka           | SB, SDVO     |
| Lee's Landscaping, Inc                        | Osteen            |              |
| Leno Dredging and Hauling                     | Miami             |              |
| Leon's Power Washing                          | Cape Coral        |              |
| Lester D. Plain & Son, LLC                    | Madison           | SB           |
| Lezcano Enterprises LLC                       | Lake Worth        | SB, SDB      |
| Liberty Hauling, Inc.                         | Polk City         | SB, SDB, WBE |
| Lightning Bay Industrial                      | Tampa             | SB, WO       |
| LIGLightning Commercial Cleaning Service, LLC | Sunrise           |              |
| Linda Trucking                                | Cape Coral        |              |
| LMB Land Clearing, LLC                        | Fort Pierce       |              |
| LNA Maint.                                    | Fort Pierce       | SB           |
| Load Masters Management, Inc.                 | Homestead         | SB, WO       |
| Local Realty LLC                              | Sarasota          |              |
| LT Group                                      | Miami             | WBE          |
| Lux Foundation Solutions of Florida, LLC      | Lake City         |              |
| M&A Welding and Fabrications LLC.             | Brooksville       |              |
| M&J Grapple Truck Service                     | Cape Coral        |              |
| M&S Citrus, Inc.                              | Vero Beach        | SB           |
| M.O.D.  | West Palm Beach   | WO           |
| M2 Group                                      | Santa Rosa Beach  |              |
| Magnum Opus Construction, Inc                 | Ponte Vedra Beach |              |
| Main Gate Enterprises Inc                     | Wauchula          |              |

| Company   | City              | Certs        |
|---|-------------------|--------------|
| Major Property Services                                   | Sarasota          | SB, WOB      |
| Major Site Development                                    | Sarasota          | SB           |
| Manny Estrada   | Miramar           |              |
| Marion Bray   | Orlando           | SB           |
| Marion Tree Trimming                                      | Ocala             |              |
| Martin's Hauling and Recovery                             | Cape Coral        |              |
| Matthew McCabe  | Seminole          | SB           |
| Maytin Engineering, Corp                                  | Hialeah Gardens   |              |
| McCulley Marine Services, Inc.                            | Fort Pierce       | SB           |
| MCT Service, LLC  | Coral Springs     | WBE          |
| Mega Heavy Hauling LLC                                    | Tampa             |              |
| Meyers Turf LLC   | West Palm Beach   | SB           |
| Mhd Marketing Inc   | Boca Raton        | SB           |
| MIGUEL MACIAS LAWN SERVICE                                | FT PIERCE         |              |
| Mike Janes Services LLC                                   | Jay               |              |
| Mike Navin LLC  | Davie             |              |
| Mike's Construction                                       | Cape coral        | WO           |
| Millennium Lawn & Landscape Inc                           | Odessa            | WOB          |
| Mission Aggregate Transport LLC                           | Frostproof        |              |
| Missy and Mossy LLC                                       | Leesburg          | SDB, WBE     |
| MJB international LLC                                     | Saint Petersburg  |              |
| MMS Restoration Services, LLC                             | Okeechobee        | SB           |
| Mo Bro's LLC  | Orlando           |              |
| Modern Scapes of South FL, LLC                            | Southwest Ranches |              |
| Mr. Restore Services                                      | Vero Beach        | SB           |
| Mr. Trash   | Panama City       |              |
| MRM Construction of Florida                               | Sarasota          |              |
| MTS Land Services LLC                                     | Perry             |              |
| MVS Industries  | Miami             | DBE, SB      |
| MY Contractors, Inc.                                      | Jacksonville      | HUB, SDB, WO |
| My Piece of Florida                                       | Englewood         |              |
| Myers Lawn Maintenance                                    | Hosford           | SB           |
| Myers Tractor Service, Inc.                               | Yulee             |              |
| National Fire Contracting                                 | Dunnellon         |              |
| Native Outdoor Maintenance                                | Sarasota          | SB           |
| Natives of Corkscrew Nursery + Environmental              | Estero            |              |
| NCM Demolition and Remediation formerly CST Environmental | Orlando           |              |
| NEC Keystone, Inc.  | Tampa             | WO           |
| Newson Construction & Consulting                          | Cape Coral        | SDB, VO      |
| Nidiquar Services LLC                                     | Miami             | SB           |
| NNS Construction Corp                                     | Fort Myers        |              |
| No Limit Diesel Performance INC                           | Sarasota          | SB           |
| North Florida Emulsions                                   | Palatka           |              |
| Nova Land Creations, LLC                                  | Hudson            |              |
| Nova Link Construction                                    | Miami             |              |
| O.D.Jones Const   | Plant City        | SB           |
| Ocean Reef Builders, LLC                                  | West Palm Beach   |              |

City of Port St. Lucie  
eRFP #20230046 Disaster Debris Removal Services

| Company  | City             | Certs      |
|--|------------------|------------|
| Offis Spayce Inc                                     | Tampa            | SB         |
| OHC Environmental Engineering, Inc.                  | Tampa            | MBE        |
| Olive Branch Ent of FL Inc.                          | Bradenton        | WO         |
| Olympus Builders, LLC                                | Panama City      |            |
| On-Site Excavation & Septic Services, Inc.           | Tampa            | SB, SDB    |
| Optimal Recovery, LLC                                | Dade City        |            |
| Optimum Services, Inc.                               | Indiantown       | SB, VO     |
| ORLANDO INTERNATIONAL CHRISTIAN CENTER, INC          | Orlando          |            |
| Orr Industries, LLC                                  | Dade City        |            |
| OShea Contracting                                    | Cocoa            | SB         |
| OTG Contractors                                      | Panama City      |            |
| Outlaw Outdoor Services LLC                          | Crestview        |            |
| Oversize Transport LLC.                              | Orlando          |            |
| Oyds Services Inc                                    | Miami            | SB         |
| P&R Renovations & Procoatings, Inc.                  | Clearwater       |            |
| P.A.L.M. ENTREPRISE, INC                             | Fort Pierce      |            |
| PackPlus Inc   | Miami            | DBE, SBE   |
| Palm Beach Grading                                   | Stuart           |            |
| Palm Beach Tree & Landscape                          | West Palm Beach  |            |
| Panhandle Resource                                   | Blountstown      |            |
| Parthenon Restoration & Remodeling Inc.              | New Port Richey  | SB         |
| Patriot Response Group LLC                           | Vero Beach       |            |
| Paynes Environmental dba Paynes Tree                 | Tampa            | MBE, WOSB  |
| PBC Group LLC  | Tampa            | SB         |
| PD Storm Clean-up                                    | Leigh Acres      |            |
| Peach Contracting Services, Inc.                     | Melbourne        | SB         |
| Peacock Landscaping LLC                              | Homestead        |            |
| Peight Timber Company Inc.                           | Arcadia          | SB         |
| Pellicer Home Improvement L.L.C.                     | Palm Coast       | SB, VO     |
| PeopleReady  | Hialeah          |            |
| Pequeno Harvesting, LLC                              | LaBelle          | SB         |
| Perfect Property Resources LLC                       | West Park        |            |
| PES, LLC   | Winter Garden    | MBE, SDVO  |
| Peyson Transport LLC                                 | Jupiter          | SB, VO, WO |
| Phoenix Pro Management (Mbi Project Management, LLC) | Lake Worth       | SB         |
| Pimentel Beekeeping & cattle                         | Okeechobee       |            |
| Pine Lake Nursery & Landscape                        | Lutz             |            |
| PJ's Land Clearing & Excavating, Inc.                | Lake Worth       | SB         |
| Polston Applied Technologies                         | Sarasota         |            |
| Powell's Lawn And Landscape LLC                      | Minneola         | SB, WO     |
| Precise Contracting                                  | Auburndale       |            |
| Precision Emergency Response LLC                     | Bonifay          | WO         |
| PRECISION SOILS & ORGANICS LLC                       | Haines City      |            |
| Premier Concrete Pumping Solutions, LLC              | Gotha            |            |
| Premium Automall                                     | Port Saint Lucie | SB         |
| Prestige Carriers LLC                                | Tallahassee      |            |



City of Port St. Lucie  
eRFP #20230046 Disaster Debris Removal Services

| Company   | City             | Certs                  |
|---|------------------|------------------------|
| Primo Enterprises Of Tampa, Inc.                    | Lithia           |                        |
| Priority One Landscaping Professionals              | Jacksonville     | SB                     |
| Pro Logistic Transport                              | Windemere        | SB                     |
| Pro Tree Specialists, Inc                           | Tampa            | SB                     |
| Progressive Business Enterprise LLC (PBE)           | Tallahassee      | DBE, VO                |
| PSA Management, Inc.                                | Orlando          | SDB                    |
| Quality Built Florida Construction LLC              | Boynton Beach    |                        |
| Quality Choice Transportation Services              | Orlando          |                        |
| Quimeza Inc   | Royal Palm Beach |                        |
| Ouisqueya Landscaping Services                      | Orlando          | SB, SDB                |
| R.S. Construction of SW FL dba Ray Smith Excavating | Port Charlotte   |                        |
| Raidan Development, LLC                             | Miami            | SB                     |
| Rak Trucking LLC                                    | Clearwater       |                        |
| RAS Construction                                    | Miami            |                        |
| Raucci Unleashed Inc                                | North Port       |                        |
| Rausa Builders                                      | Miami            | SB                     |
| Ravenwood Homes                                     | Cape Coral       |                        |
| Razorback LLC                                       | Tarpon Springs   |                        |
| RDB Lawn Service And Landscape                      | Okeechobee       | SB                     |
| Realtree, Inc.                                      | West Melbourne   |                        |
| Recovery Right LLC DBA Gator Junk Removal           | Miami            |                        |
| Red Lion Construction                               | Port St Lucie    |                        |
| Reliability Plus LLC                                | Palatka          |                        |
| Reliable Dumping LLC                                | Miami            |                        |
| Reliable Maintenance                                | Tampa            | SB, WO                 |
| RELIABLE TRANSIT SOLUTIONS LLC                      | Hawthorne        |                        |
| Relyc Contractor Corp                               | Hialeah          |                        |
| Renew Construction Services LLC                     | Gibsonton        | SB, SDB, WOB, DBE, MBE |
| Repoza Enterprises                                  | Naples           |                        |
| Residual Solutions                                  | St. Petersburg   |                        |
| Resource Group US, LLC                              | Myakka City      |                        |
| Rhino International LLC.                            | Jacksonville     | SB, VO                 |
| Richbourg Landscaping                               | Pensacola        | SB                     |
| Rich's Lawn Service & Irrigation, LLC               | Celebration      |                        |
| Rikedom LLC   | Stuart           | 8a, SB                 |
| RIM Express Inc.                                    | Sarasota         |                        |
| Rino Services LLC                                   | North Port       | SBA                    |
| Rio Indio   | Fort Pierce      |                        |
| Riverside Citrus Harvesting, LLC                    | Fort Pierce      |                        |
| Roadway Trucking Inc.                               | Miami            | SB                     |
| Robby Worrell Construction LLC                      | Lake Butler      |                        |
| Robert Foster                                       | Hilliard         | SB                     |
| ROBUST CONSTRUCTION, INC. D.B.A. ROBUST ROOFING     | Casselberry      |                        |
| Rockline Construction LLC                           | Inverness        |                        |
| Rogers Brothers Land Clearing                       | Bristol          | HUB, SB, VO            |

| Company  | City             | Certs                |
|--|------------------|----------------------|
| Rogue Response LLC                               | Delray Beach     | SDVO                 |
| Roman's Removal and Cleaning                     | Hialeah          |                      |
| Rostan Solutions LLC                             | Valrico          |                      |
| Royal Dumpster LLC                               | Miami            | SB                   |
| Royal Tree Service, Inc.                         | Cutler Bay       |                      |
| RP Construction                                  | Dade City        |                      |
| RPM Landworks Inc                                | West Palm Beach  | SB                   |
| RTD Construction, Inc.                           | Zephyrhills      |                      |
| Ryan Neff  | Fort Myers       |                      |
| S & P Brush Removal                              | Daytona Beach    | SB, SDVO, VO         |
| S & S Plowing & Excavating LLC                   | Hastings         | SB                   |
| S R Trucking                                     | Palm coast       | SB                   |
| S&S Landscaping & Lawn Service, Inc.             | Immokalee        |                      |
| SA & SONS TRUCKING, LLC                          | Fort Lauderdale  |                      |
| Sabrina's Trucking LLC                           | Seffner          | SB                   |
| Sade Transport, LLC                              | Greenwood        | WO                   |
| Safety 1st Pro Services                          | Winter Haven     | WO                   |
| Salgado Tree Trimming LLC                        | West Palm Beach  |                      |
| Sampson Enterprises-Scattered Pines Sawmill      | Madison          |                      |
| Sam's Stump Grinding LLC                         | Lake City        |                      |
| Samson's Tree Service                            | Port St Lucie    |                      |
| Sanks Refuse Services, Inc                       | Saint Augustine  | SB, WO               |
| Sansom's Tree Service                            | Mulberry         | SB                   |
| Sayar Enterprises dba Southern Development Corp. | Jacksonville     | DBE                  |
| Scianti Construction Group LLC                   | Boca Raton       | SB                   |
| Scott McClain LLC                                | Brandon          | SB                   |
| SDAC   | Homestead        | 8a, HUB, SB, SDB, VO |
| Seaside Grounds Maintenance Inc                  | Cantonment       | SB, WO               |
| Select 3   | Port Orange      | SB                   |
| Senco Construction Corp                          | Lake Worth       |                      |
| Senior Enterprises L.L.C.                        | Sebring          |                      |
| Seoane FJ Inc.                                   | Miami            |                      |
| Sesh Trucking Inc.                               | Cape Coral       |                      |
| Set Apart Excavation LLC                         | Archer           |                      |
| SF Tree Services LLC                             | Labelle          |                      |
| Shear Quality Demolition & Site Work, LLC        | West Melbourne   | SB                   |
| Siboney Contracting Co.                          | West Palm Beach  | MBE                  |
| Siles And Sons Inc.                              | Orlando          | DBE, MBE, SB         |
| Silva Brothers Construction LLC                  | Fort Myers       |                      |
| Silverback Arms LLC                              | Port Saint Lucie | SB                   |
| Simpson Environmental Services, LLC              | Trilby           |                      |
| SiteWorx Commercial & Industrial Services LLC    | Gulf Breeze      | SB, WO               |
| Sky Light Roofing                                | Orlando          |                      |
| Sole Homes LLC                                   | Cape Coral       |                      |
| Solomon Trucking INC                             | Ft. Pierce       |                      |
| South Coast Equipment LLC                        | Miami            |                      |
| South Florida Grading                            | Fort Pierce      |                      |
| South Florida Land Clearing, Inc.                | Ft. Pierce       | SB                   |

| Company   | City             | Certs       |
|---|------------------|-------------|
| South Florida Palmetto Harvesting, LLC                  | Indiantown       | WO          |
| South Florida Tree Company                              | Hobe Sound       | SB          |
| Southeastern Crane Academy                              | Okeechobee       | SB          |
| Southern Bobcat Services                                | Middleburg       |             |
| Southern Coast Land Services                            | Fort Myers       |             |
| Southern Concrete Construction                          | Vero Beach       | SB          |
| Southern Drainage Systems                               | Tarpon Springs   | SB          |
| Southern Striping Solutions LLC                         | Bonita Springs   |             |
| Southern Timber, LLC                                    | Plant City       | WO          |
| Southern Tree Experts LLC                               | Middleburg       |             |
| Southwest Florida Seafood Import And Export, LLC        | Cape Coral       | SB, VO, WO  |
| Souvenir Builders, Inc.                                 | Tampa            | SB, VO      |
| Spanish Trail Farms                                     | Grand Ridge      |             |
| Spaulding Decon   | Tampa            | WO          |
| SRG Government Services                                 | Tampa            | SB          |
| STAG Industries, LLC                                    | Lakeland         | WO          |
| Starr Excavating LLC                                    | Coral Springs    |             |
| Steel Smith LLC   | Apollo Beach     |             |
| Strategic Investments FL LLC                            | Jacksonville     | SB          |
| Suncoast Builders Group LLC                             | Port Charlotte   | SB, WO      |
| Sunset Bay Construction                                 | Land O Lakes     |             |
| Sunset Bay Landscaping                                  | Lutz             |             |
| Sunshine Outdoor Services LLC                           | Old Town         | DBE, SB, WO |
| Sunshine State Framing, Inc.                            | Winter Springs   | SB, WO      |
| Supreme Renovation Services LLC                         | Lehigh Acres     |             |
| Surveve INC   | Jacksonville     | SDVO        |
| SW Aggregates Inc                                       | Lehigh Acres     |             |
| Sweat US, LLC   | Pensacola        | 8a          |
| Sweeping Corp of America / USA Services of Florida, LLC | Longwood         |             |
| SWEETS: Crisis & Disaster Solutions, LLC                | Orlando          | SDVO        |
| SWS Environmental Services                              | Tampa            |             |
| Synergy Equipment                                       | Sarasota         |             |
| T&B Debris Removal Services, LLC                        | Saint Augustine  | WO          |
| T&M Trucking of SWFL, LLC                               | North Fort Myers | WO          |
| TAGM Services, LLC                                      | Sarasota         |             |
| Take Stock Inc  | Miami            |             |
| Takem Out Tree Service                                  | Tallahassee      |             |
| Tanner Construction Group LLC                           | Alachua          |             |
| Taps Tree Service                                       | Jacksonville     | SB          |
| Tate Transport Corporation                              | Fort Lauderdale  |             |
| Taurus Transportation FL LLC                            | Fort Lauderdale  |             |
| Taylor-made Truckin LLC                                 | Port Richey      |             |
| TCOR Consulting Group                                   | Westville        | SB, VO      |
| Team Farrell  | Port Richey      |             |
| Team Ten Group Construction Corp                        | Miami Gardens    | SB          |
| Team Waterbury LLC                                      | Palm Bay         | SB          |
| Teddy Bear Timber Corporation                           | Vernon           | SB          |

| Company  | City            | Certs                                      |
|--|-----------------|--|
| Teovaldo Construction LLC                      | Tampa           | SB   |
| Terrascope LLC                                 | Orlando         | SB, WO                                     |
| Terrific Turf Lawn Care Landscaping            | Port orange     | SB   |
| TEXAS AQUATIC HARVESTING, INC.                 | LAKE WALES      |  |
| The BG Group, LLC.                             | Delray Beach    | WO   |
| The Branch Manager                             | Jacksonville    |  |
| The Combined Group Corp                        | Miami           | 8a, SB, SDB                                |
| The Crone Company LLC                          | Holiday         |  |
| The Farmers Friend LLC                         | BRANDON         | VO   |
| The Great Indoorz                              | Cape Coral      |  |
| The Harrell Group                              | White City      |  |
| The LSH Group, LLC                             | Fort Myers      | SB, WO                                     |
| The MGT Group, Inc                             | Hollywood       |  |
| The Plant Man Landscape & Design, LLC          | Lloyd           | SB   |
| The Zenith Group Enterprises Corp              | Pembroke Pines  | SB, VO                                     |
| Thielen Environmental LLC                      | Eagle Lake      | SB   |
| Thomas Concrete And Construction Services, LLC | Tallahassee     | SB   |
| Thomas Maintenance Service LLC                 | Miami           | SB, WO                                     |
| Thompson Consulting Services                   | Lake Mary       |  |
| Thompson Contracting Group, Inc.               | Palm City       |  |
| Three D's Tractor Service, LLC                 | Fellsmere       | SB   |
| Thunderstruck Grading And Land Clearing, Inc.  | Sebring         |  |
| Tiju Solutions LLC                             | Sarasota        | DBE, MBE, SB, VO,<br>WBE, WO, WOB,<br>WOSB |
| Tip Top Restoration                            | Palm Bay        | SB   |
| TJays Tree Service LLC                         | Ruskin          |  |
| TLR Bonita, Inc.                               | St. Petersburg  |  |
| TLW, Inc.                                      | Tallahassee     | WOSB                                       |
| TNT Environmental LLC                          | Dade City       |  |
| Tony's Tree Service                            | Hobe Sound      | SB   |
| Toon Town Trash                                | Key Largo       | SB   |
| Top Notch Grading                              | Lakeland        |  |
| Total Land And Tree Inc                        | Orlando         |  |
| Total Restoration & Stucco                     | Winter Garden   | SB, WO                                     |
| Total Urban Forestry, LLC                      | Ocala           |  |
| Trail Guides                                   | Bristol         |  |
| Training And Supervision Of Brigades           | Sunny Isles     | WO   |
| TrashHelp / JA Daniel Management Inc.          | West Palm Beach | SB, WO                                     |
| Travis Contracting Services                    | Stuart          |  |
| Travis Mobile Auto Solutions LLC               | Boynton Beach   |  |
| Tree Man                                       | Tampa           | SB   |
| Tree Meister, LLC                              | Fort Myers      | 8a, DBE, SB, SDVO,<br>VO                   |
| Tree Monkeys Inc                               | Chuluota        | SB, WOB                                    |
| Tree Service Express, Inc.                     | Palm Bay        | SB   |
| Tree Wise Urban Forestry                       | Casselberry     | DBE, SB, WO                                |
| Tri County Tree And Bobcat Service             | Clearwater      |  |

| Company                                      | City              | Certs         |
|--|-------------------|---------------|
| Tri-County Landscape Services, Inc.          | Cape Coral        |               |
| Trinity Water Restoration Service, Inc       | Hollywood         |               |
| Tropical Disaster Disposal                   | Dania             | SDB, VO       |
| Tropical Gardens Center                      | Southwest Ranches |               |
| True Tree Inc                                | Sarasota          |               |
| TSK Exteriors LLC                            | Saint Cloud       | SB, WO        |
| Tucker Enterprise Services, Inc.             | Oldsmar           | SB, SDB       |
| Tuti's Express LLC                           | Florida City      | SB            |
| TZ Phillips Enterprise                       | Tallahassee       |               |
| Ultimate Disaster Recovery, Corp.            | Hialeah           |               |
| Universal Contracting And Construction, Inc. | West Melbourne    | SB, WO        |
| Universal Partners Group                     | Miami             |               |
| Unlimited Builders Corp                      | Hialeah           |               |
| US Ecology                                   | Tampa             |               |
| USA Environmental, Inc                       | Oldsmar           |               |
| USA Fence Co.                                | Bradenton         |               |
| USA Paint Colors LLC                         | Saint Cloud       |               |
| USA Services                                 | Winter Springs    |               |
| USS Hauling & Recycling                      | Miami             |               |
| V&M Tree Services, Inc.                      | Palm Harbor       |               |
| V12 Trans Corp dba V12 Logistics             | Pompano Beach     | SB, SDB       |
| Veransa Florida Organic Solutions            | Sarasota          |               |
| Vision & Mission Consultants LLC             | Hollywood         |               |
| VMAD, LLC                                    | Miami             | VO            |
| Walker Quality Property Maintenance          | Palm Harbor       |               |
| Wall Brothers Construction LLC               | Saint Cloud       | SB            |
| Waste Pro of Florida                         | Ft. Pierce        |               |
| Waste Star Services                          | Holiday           | SB            |
| Wastetech                                    | Fort Lauderdale   | WO            |
| Waterzway Work Boats, LLC                    | Bokeelia          |               |
| Way2Reel Charters                            | Bradenton         |               |
| WCC Services, Inc.                           | Orange City       |               |
| Wellspring Enterprises Water & Land Services | Santa Rosa Beach  | VO            |
| White and Blue Group LLC                     | Orlando           | SB            |
| White Crane Service, Inc.                    | Ponte Vedra       | SB            |
| White Waters Corp                            | Arcadia           |               |
| Wholesale Kingdom, LLC                       | Tavares           |               |
| Wiggins Hauling & Transfer Svc               | Tampa             | SB, SDB       |
| Wilkerson Hydrology Service Inc              | Mulberry          |               |
| Wise Choice Hauling                          | Okeechobee        | SB            |
| WM.H.Briggs Well Drilling                    | Tallahassee       |               |
| Woods Hauling and Roll Off Rentals LLC       | Anthony           | SB, WO        |
| Work Horse Temps, LLC                        | Orlando           | SB, SDB, SDVO |
| WTJ Remodeling                               | Freeport          | SB            |
| Xtreme Property Services Inc.                | Okeechobee        | SB, WO        |
| XUMA Equipment                               | Sarasota          | WO            |
| YG Construction Inc                          | North Fort Myers  | MBE           |
| Youtzy Sitework, Inc.                        | Palm Bay          | SB            |

| Company              | City          | Certs |
|----------------------|---------------|-------|
| YT Land Services Inc | Moore Haven   |       |
| ZHL Services, LLC    | Jacksonville  |       |
| Zone Protection      | Pompano Beach |       |

### 3.B Identification of Primary and Alternate Liaison

|   |  |
|---|--|
| <b>Primary Liaison Between Ceres and the City</b>   | Tia Laurie, Corporate Secretary and Contract/Subcontract Manager |
| <b>Address</b>                                      | 6371 Business Boulevard Suite 100, Sarasota, Florida 34240       |
| <b>Phone Number</b>                                 | Office: (800) 218-4424/Cell: (813) 333-8254                      |
| <b>Fax Number</b>                                   | (866) 228-5636   |
| <b>Alternate Liaison Between Ceres and the City</b> | Brian Fike   |
| <b>Address</b>                                      | 6371 Business Boulevard Suite 100, Sarasota, Florida 34240       |
| <b>Phone Number</b>                                 | Office: (800) 218-4424/Cell: (941) 321-2912                      |
| <b>Fax Number</b>                                   | (866) 228-5636   |

#### Subcontractors

The use of subcontractors for the City of Port St. Lucie will be dependent on the size and severity of the storm. We have included a list of potential subcontractors for the City in **Section 3.A**.

### **Tia Laurie, Contract/Subcontract Manager, Corporate Secretary**

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

#### **PROFESSIONAL EXPERIENCE**

- **Hurricane Idalia 2023.** Director of Administration including subcontracting and contract management for debris removal in Florida and Georgia following Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **California Floods 2023.** Director of Administration including subcontracting and contract management for flood debris removal services in Tulare County, CA and Merced, CA. 54,645 cubic yards of debris have been removed.
- **Texas Winter Storm Mara 2023.** Director of Administration including subcontracting and contract management for debris removal in 2 Texas jurisdictions following a winter storm. 330,846 cubic yards of debris were removed.
- **State of Vermont Summer Flood 2023.** Director of Administration including subcontracting and contract management for 5920 tons of debris removal in (sixteen) 16 jurisdictions across the State of Vermont
- **Hurricanes Ian and Nicole 2022.** Director of Administration including subcontracting and contract management for 27 contract activations in Florida. Two of these contract surpassed 2 million cubic yards of debris each.
- **Hurricane Ida 2021.** Director of Administration including subcontracting and contract management for Ceres projects in Louisiana.
- **Oregon Wildfire Recovery 2020 – 2022.** Director of Administration including subcontracting and contract management for Oregon Department of Transportation Hazard Tree Removal Project. 22,311 trees were removed.
- **Oklahoma Ice Storm 2020.** Director of Administration including subcontracting, and management of 5 contract activations as a result of the Oklahoma Ice Storm. Over 200,000 cubic yards of debris were removed.
- **Hurricanes Hanna, Laura, Sally, Delta and Zeta 2020.** Director of Administration including subcontracting. Managed over 30 subcontractors providing debris collection, reduction, and disposal. While working contract administration on over 13 contract activations.
- **Linn County, IA 2020.** Director of Administration including subcontracting and managing 4 subcontractors and working contract administration. 681,998 cubic yards of debris were removed.
- **Hamilton County, TN and Jones County, MS Tornadoes 2020.** Director of Administration including subcontracting. Managed 6 subcontractors providing debris collection, reduction, and disposal. Over 600,000 cubic yards of debris were removed.
- **Bulk Waste Removal 2020.** Director of Administration including subcontracting. Managed 6 subcontractors providing bulk waste removal to the City of Atlanta and Macon-Bibb County, GA as a result of limited staff due to COVID-19. 5,966 tons of waste were removed.

- **Paradise and Butte County, CA Fire 2019.** Director of Administration including subcontracting and managing over 23 subcontractors and working contract administration with CalRecycle. 768,558 tons of debris were removed.
- **Hurricanes Florence and Michael 2018.** Director of Administration for storm operations in a wide geographic area.
- **North Carolina Department of Agriculture 2018.** Director of Administration and Subcontracting Manager for hauling vegetative material for NC farms after Hurricane Florence.
- **Northern California Wildfire Debris Removal 2018.** Subcontractor Manager responsible for hiring all subcontractors for the USACE debris removal project in Lake, Mendocino and Napa Counties, CA following the fires between October and December of 2017.
- **Hurricanes Harvey, Irma, and Matthew 2017.** Director of Administration and Subcontracting Manager for over 50 storm and civil construction projects.
- **Hurricanes Hermine and Matthew 2016.** Subcontractor Manager for over 20 contracts in Florida, Georgia, South Carolina, and North Carolina following two hurricanes in September and October.
- **Louisiana Floods 2016.** Subcontractor Manager for Ceres response to August floods in Louisiana.
- **Winter Storm Cara and Goliath 2015.** Subcontractor Manager for debris removal and disposal projects in Oklahoma following winter storms.
- **Alabama and Mississippi Tornadoes 2014.** Subcontractor Manager for four separate tornado recovery projects in Kimberly, Adamsville, and Graysville, Alabama as well as Lee County, MS. 185,758 cubic yards of debris were removed.
- **Winter Storm Pax and Ulysses 2014.** Subcontractor Manager for Columbia County, GA and NC DOT ice storm recovery; Recruited and subcontracted companies for hauling, tree work, and grinding.
- **Hurricane Sandy 2012-2013.** Subcontractor Manager recruiting local subcontractors and vendors for Ceres response in New York and New Jersey.
- **Hurricane Isaac 2012.** Subcontractor manager for five separate contracts in response to Hurricane Isaac. Ceres provided recovery services to Jefferson Parish, Kenner, Livingston Parish, Denham Springs and St. Bernard Parish.
- **Winter Storm Alfred 2011.** Subcontractor Manager for response to unseasonal snowstorm in the Northeast. Ceres managed over 320,000 CY of debris in two locations.
- **Hurricane Irene 2011:** Subcontractor Manager for Greenville, NC response and recovery efforts. Recruited local and specialty subcontractors for hurricane debris cleanup.
- **Alabama Tornadoes 2011.** Subcontractor Liaison: recruited local and specialty subcontractors and vendors to provide services for tornado cleanup.
- **Haiti Earthquake 2010.** Subcontractor Liaison identifying specialist organizations & sea transport.
- **Ice Storms 2009.** Subcontractor Liaison identifying and coordinating qualified subcontractors for debris removal from county rights-of-ways in Kentucky.
- **Hurricanes Dolly, Gustav and Ike 2008.** Subcontractor Liaison screening and coordinating qualified subcontractors for debris removal, processing, and disposal operations.
- **Floods 2008.** Subcontractor Liaison identifying and coordinating qualified subcontractors for debris removal due to Cedar River flooding in Iowa.
- **Military Stars, Orion International 2007-2008.** Account Executive researching, identifying, and capturing of new clients providing opportunity for hiring of transitioning military personnel.

- **Centex Homes 2005-2007.** Purchasing Agent managing contract negotiations for residential communities; Management of land developers, architects, and general contractors.
- **U.S. Army Corps of Engineers, Captain 1999-2005.** Battalion Logistics/Supply Officer, Detachment Commander, Company Executive Officer, and Topographic Platoon; awarded Bronze Star Medal for her bravery and meritorious service with USACE.

#### **EDUCATION/CERTIFICATIONS**

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

### **Bryan S. Fike, Regional Client Services Director**

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

#### **PROFESSIONAL EXPERIENCE**

- **Hurricane Idalia 2023.** Provided senior oversight/administration over debris removal in Florida and Georgia following Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **Hurricane Ian 2022.** Provided senior oversight/administration over multiple jurisdiction debris removal and disaster recovery activations in Southwest and South-Central Florida.
- **Hurricane Sally 2020.** Provided senior oversight/administration over disaster recovery programs in Northwest Florida and Southeast Alabama
- **Hurricanes Irma, Harvey, Maria 2017-2018.** Served in client services/senior operations oversight role, taking part in every facet of these historic response and recovery programs, which spanned multiple states, and the Caribbean Islands.
- **Hurricanes Matthew and Hermine 2016-2017** - Managed multiple jurisdiction debris removal contract activations on the eastern and western coasts of Florida.
- **South Carolina Ice Storms 2014** - Debris removal program leadership and guidance provided.
- **Hurricane Isaac 2012** – Provided senior project management and leadership in jurisdictions in and around New Orleans and the Louisiana Gulf Coast
- **Winter Storm Alfred 2011** – Provided management and leadership on a 22 City debris removal activation throughout the State of Connecticut
- **Hurricane Irene 2011** - Provided management and leadership on a multi-jurisdictional debris removal activation throughout the States of Virginia and North Carolina
- **Gulf Coast BP Oil Spill Recovery Programs 2010** – Program leadership and development.
- **State of Arkansas 2010** – Senior debris removal/recovery management and leadership following historic ice event statewide.
- **Washington Floods, 2009.** Program Management. Designed one of a kind local resident disposal program.
- **Oklahoma Ice Storms 2008** – Led debris removal recovery programs as operational lead in east central Oklahoma.
- **Georgia Tornado 2008** – Provided debris removal and leadership in Macon, GA
- **Iowa Flooding 2008** – Provided debris removal management in the wake of this historic event. 4,000 homes/3,000 businesses destroyed.
- **Hurricane Ike 2008-2009.** Houston- Galveston Theatre of Operations – Provided senior leadership and client services to 37 Cities & Counties in the wake of this historic hurricane.
- **Hurricane Gustav 2008** – Led disaster debris recovery mission in southeast Louisiana in the wake of this large-scale event.
- **Missouri/Oklahoma Ice Storms 2007** – Managed debris programs in Springfield, MO/Tulsa, Muskogee, and Checotah, OK.

- **Hurricane Katrina 2005/2006** – Served as senior project manager for debris removal operations on the Mississippi gulf coast for more than a year in the wake of this catastrophic event.
- **Hurricane Wilma 2005** – Served as debris recovery operations lead in Southwest Florida
- **Hurricanes Charley, Frances, Ivan, Jean 2004** – Served in a variety of roles from entry level to operations lead throughout this year of unprecedented storm activity.

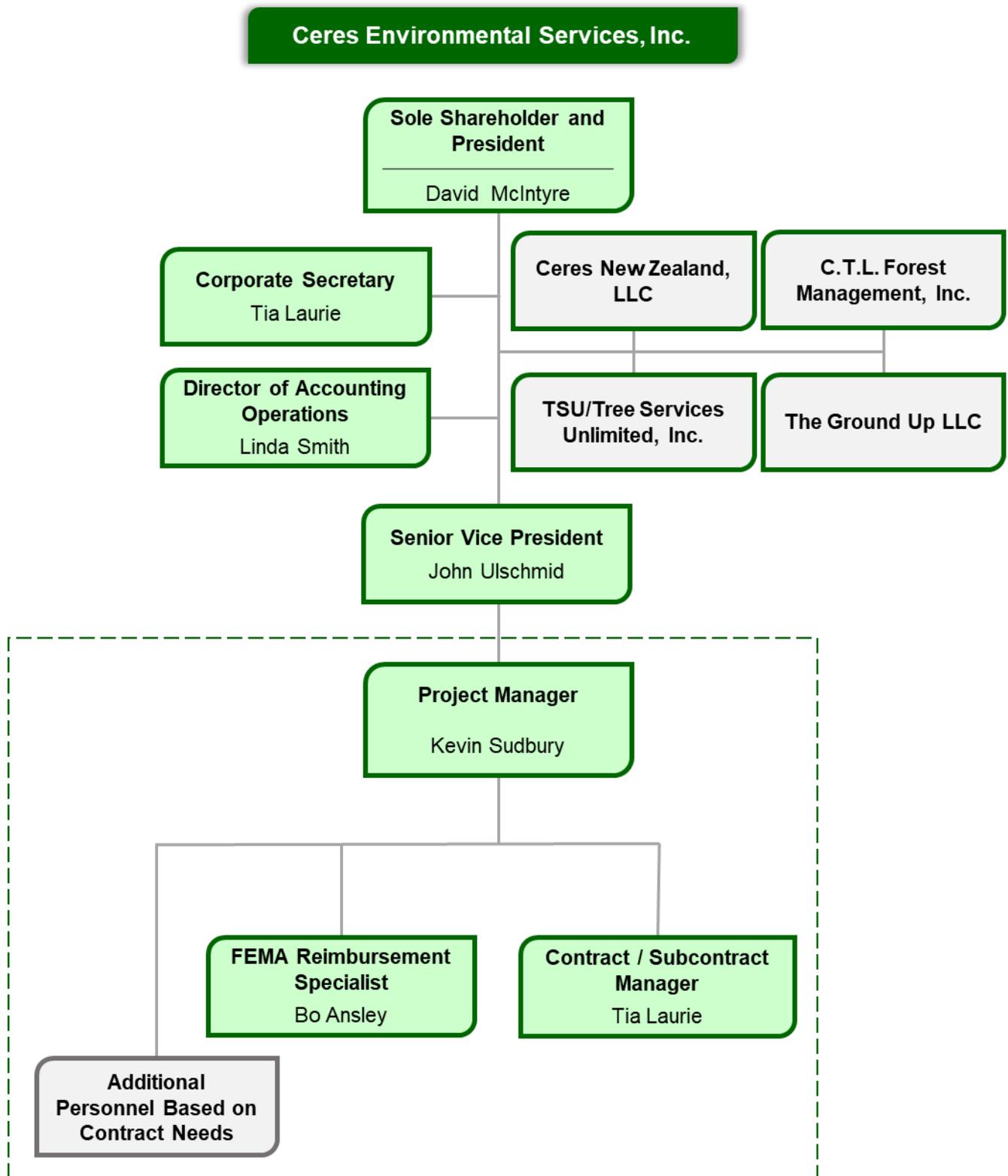
#### **EDUCATION/CERTIFICATIONS**

- Bachelor of Science – Political Science, University of North Florida 1990
- State of Florida Certified – Law Enforcement Officer / Firefighter / EMT
- State of Florida, Incident Command Center Operations and Communication
- IS630 - Introduction to the Public Assistance Process
- IS631 - Public Assistance I & II
- IS632 - Debris Operations in FEMA's PA Program
- IS393 - Introduction to Hazard Mitigation
- IS547 - Continuity of Operations
- IS325 - Earthquake Basics: Science, Risk, and Mitigation
- IS0253 - Environment & Historic Preservation
- IS0022 - Citizen Preparedness
- NIMS IS-700 - National Incident Management System
- NIMS IS-800 - National Response Framework
- Asbestos Disposal Training: Type 1, 2, 3

#### **AWARDED MEDALS FOR:**

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

### 3.C Organizational Chart



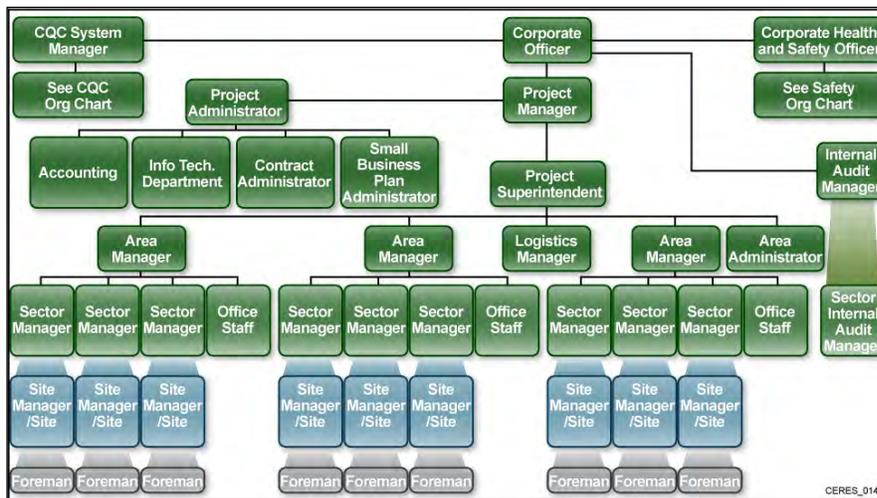
## Incident Command Organizational Structure

Ceres Environmental Services, Inc. is a privately held company owned and operated by its President, David McIntyre. The mobilization and contract administration headquarters for this contract will be our 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.

being met in conjunction with quality performance.

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

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

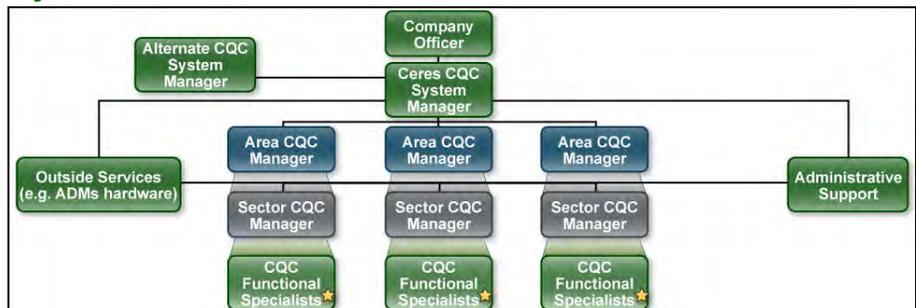
Ceres maintains a Corporate Health and Safety Officer to whom the Environmental Manager and a Project Safety Manager report for each project underway. Sector Managers report to the Environmental Manager and Project Safety Manager, and functional specialists work in the field with specialized training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

**Tab 4**  
**References**

## 4 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. We have included a selection of reference letters on the following pages. The following tables contain three (3) of our references from projects completed in the past ten (10) years where 1.2 million CY or greater were processed. Additional References are available upon request.

| Event            | Contract Activity  | Government Entity                  | Amount                          | Contract Period                    |
|------------------|--|------------------------------------|---------------------------------|------------------------------------|
| Hurricane Ian    | Emergency Disaster Assistance and Debris Removal   | Cape Coral, FL                     | \$64,888,996<br>2,707,047 CY    | October 2022 –<br>May 2023         |
|                  | Point of Contact: Terry B. Schweitzer, Solid Waste Manager; P.O. Box 150027, Cape Coral, Florida 33915-0027, Tel: 239-573-3136; <a href="mailto:tschweitzer@capecoral.gov">tschweitzer@capecoral.gov</a>                                     |                                    |                                 |                                    |
| Hurricane Ian    | Disaster Debris Clearance and Removal Services   | North Port, FL                     | \$42,031,396.28<br>2,446,843 CY | October 2022 –<br>March 2023       |
|                  | Point of Contact: Frank Lama, Solid Waste Manager, 1100 North Chamberlain Blvd., North Port, FL 34286, Tel.: (941) 240-8074; <a href="mailto:flama@northportfl.gov">flama@northportfl.gov</a>  |                                    |                                 |                                    |
| Hurricane Idalia | Emergency Debris Removal Services  | FDOT District 2 –<br>Taylor County | \$30,991,644<br>1,717,950 CY    | September<br>2023 February<br>2024 |
|                  | Point of Contact: Kevin Rogers, Dist. 2 Construction Services Manager, 1109 South Marion Avenue, Lake City, FL 32025; Tel (352) 961-7416; FAX (386) 961-7416, <a href="mailto:Kevin.Rogers@dot.state.fl.us">Kevin.Rogers@dot.state.fl.us</a> |                                    |                                 |                                    |

## **Letters of Reference**



**City of Cape Coral**  
**Public Works Department**

April 27, 2023

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

Re: City of Cape Coral Hurricane Ian Debris Removal Project

Dear Bryan Fike:

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

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

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

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

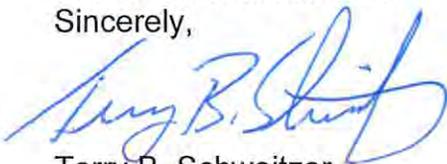
At the 60-day mark of the declared disaster, Ceres had removed over 1,800,00 cubic yards of vegetation and C&D from city streets. At project completion, CERES collected, chipped, and disposed of 1,510,773 cubic yards of vegetative debris; and collected, staged and disposed of 454,308 cubic yards C&D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

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

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

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

Sincerely,



Terry B. Schweitzer  
Solid Waste Manager  
City of Cape Coral

TS:jr



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



## MEMORANDUM

TO: Mike Beavers  
Karl Dix

FROM: Frank Lama, Solid Waste Manager

SUBJECT: Hurricane IAN Cleanup Recommendation Letter

DATE: April 21, 2023

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Dear Mr. Beevers,

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

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

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

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

Sincerely,

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

Frank Lama

City of North Port, FL

BOARD OF COMMISSIONERS

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

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



ROCKDALE COUNTY EMERGENCY MANAGEMENT AGENCY

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

May 6, 2024

Recommendation Letter for CERES Environmental

To Whom It May Concern:

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "Dan Morgan".

Dan Morgan  
EMA Director  
Rockdale County, Georgia



## Letter of Recommendation

March 7, 2023

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

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

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

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

If you have any questions, please do not hesitate to contact me at [amy.slagle@austintexas.gov](mailto:amy.slagle@austintexas.gov).

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

Amy Slagle  
Acting Assistant Director  
City of Austin  
Austin Resource Recovery



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

February 6, 2024

Ceres Environmental Services  
6968 Professional Pkwy E.  
Sarasota FL 34240

To Whom It May Concern:

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

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

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

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

Sincerely,

A handwritten signature in black ink that reads "Danielle Ondash". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Danielle Ondash  
General Services Superintendent



# Glynn County Georgia

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

To Whom It May Concern:

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

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

Overall, I highly recommend Ceres Environmental Services, Inc. for any future debris removal projects, and I am confident that they will exceed your expectations.

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

Sincerely,

A handwritten signature in blue ink that reads "Danny Smith".

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

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



**BOARD OF COUNTY COMMISSIONERS • COLUMBIA COUNTY**

November 14, 2023

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

Mr. McIntyre,

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

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

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

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

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

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

P.O. BOX 1529

LAKE CITY, FLORIDA 32056-1529

PHONE (386) 755-4100



## ST. TAMMANY PARISH

MICHAEL B. COOPER  
PARISH PRESIDENT

To Whom It May Concern:

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

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

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

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

Sincerely,

A handwritten signature in blue ink that reads "Michael B. Cooper". The signature is fluid and cursive, with the first name "Michael" being the most prominent.

MICHAEL B. COOPER  
Parish President

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

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

Sincerely,



---

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

*City of  
Arcadia*



**P. O. Drawer 1000 • Arcadia, Florida 34265**

To Whom It May Concern:

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

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

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

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

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

Sincerely,

A handwritten signature in blue ink, which appears to read 'Mark Steve Anderson'. The signature is written in a cursive style and is positioned above a horizontal line.

Director of Public Works

City of Arcadia



# CITY OF MOUNT DORA

PUBLIC WORKS AND UTILITIES

---

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

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

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

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

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

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

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

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

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

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

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

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

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

**Website:**  
[www.cityofmountdora.com](http://www.cityofmountdora.com)

February 9, 2023

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

Re: Hurricane Ian and Hurricane Nicole Debris Removal

Dear Tia;

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

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

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

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

Sincerely,  
George  
Marek

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

George Marek  
Director of Public Works  
City of Mount Dora



**Mark R. Johnson**  
*Mayor*

March 23, 2022

To Whom It May Concern,

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

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

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

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

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

Sincerely,

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

Erin Bivona

Chief Administrative Officer

City of Covington, LA

## City of Thibodaux- Office of Emergency Preparedness

310 North Canal Blvd. P.O. Box 5418

Thibodaux, La. 70302

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January 7, 2022

David McIntyre  
Ceres Environmental

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

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

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

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

  
Jacques Thibodeaux  
Special Projects Coordinator  
Emergency Preparedness Director  
City of Thibodaux



# City of Gonzales

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

BARNEY D. ARCENEUX  
MAYOR/ADMINISTRATOR

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

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

HAROLD L. STEWART-Division C  
COUNCILMAN  
SANITATION  
TOURISM

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

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

SHERMAN D. JACKSON  
CHIEF OF POLICE

TRACEY N. NORMAND  
FIRE CHIEF

SCOT BYRD  
CITY CLERK / CAO

MATTHEW I. PERCY  
CITY ATTORNEY

October 25, 2021

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

RE: Debris Removal Hurricane Ida

Dear Mr. Dix:

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

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

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

Sincerely,

Jackie Baumann, P.E.  
City Engineer

CC: Mayor Barney Arceneaux

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



December 13<sup>th</sup>, 2021

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

To Whom it May Concern:

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

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



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

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

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

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

Sincerely,

**Cole  
Glenwright**

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

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



## City of Pearland

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

March 17, 2021

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

RE: Recommendation

Dear Ms. Laurie

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

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

Sincerely,

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

Laurie Rodriguez



**HAMILTON COUNTY, TENNESSEE**

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

Subj: Letter of Recommendation

Dear Ms. Laurie,

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

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

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

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

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

Sincerely,

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

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



# TOWN OF ST. JAMES

October 22, 2018

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

Dear Karl;

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

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

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

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

Sincerely;

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

Gary Brown  
Town Manager



# Livingston Parish

Office of Homeland Security and Emergency Preparedness

MARK HARRELL  
Director

BRANDI JANES  
Deputy Director



18 September 2018  
LOHSEP/MH/BJ/185

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

Ref: Debris Removal for the Great Flood of August 2016

Dear Mr. Preus,

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

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

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

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

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

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

18 September 2018  
LOHSEP/MH/BJ/00185

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

Respectfully,



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

# MIAMIBEACH

**City of Miami Beach**, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

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

September 6, 2018

RE: LETTER OF RECOMMENDATION

Dear David Preus,

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

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

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

Respectfully,



Alberto Zamora, Sanitation Division Director  
City of Miami Beach

City of  
Jacksonville Beach  
City Hall  
11 North Third Street  
Jacksonville Beach  
FL 32250

[P] 904.247.6268

[P] 904.247.6276

[www.jacksonvillebeach.org](http://www.jacksonvillebeach.org)

August 23, 2018

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

Dear Mr. Preus,

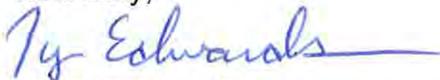
On behalf of the City of Jacksonville Beach, I would like to commend Ceres Environmental Services, Inc. and your subcontractor (Arbor Masters) on the debris management, recovery and response services put forth during the Hurricane Irma event.

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

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

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

Sincerely,



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





BOARD OF COMMISSIONERS  
**DOUGHERTY COUNTY**  
ALBANY, GEORGIA

COUNTY COMMISSION:

CHRISTOPHER S. COHILAS, CHAIRMAN  
CLINTON JOHNSON, VICE CHAIR  
GLORIA GAINES  
JOHN HAYES  
LAMAR HUDGINS  
ANTHONY JONES  
EWELL LYLE

COUNTY ADMINISTRATOR  
RICHARD CROWDIS

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

Ref: Dougherty County Debris Removal

Dear Mr. Preus,

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

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

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

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

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

Sincerely,

Michael McCoy  
Interim County Administrator



"A City for All Ages"

# ***PUBLIC WORKS DEPARTMENT***

*City of Port St. Lucie*

*Accredited Agency – American Public Works Association*

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

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

Date: July 10, 2018

Re: PSL Debris Management \_ Letter of Recommendation

---

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

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

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

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

Respectfully,

***Joe Mercurio***

Project Manager, Emergency Management

City of Port St. Lucie

(772) 871-5175 - W

(772) 618-5093 - C

[jmercurio@cityofpsl.com](mailto:jmercurio@cityofpsl.com)

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

TDD Line • 772/344-4222

Ceres Environmental Services, Inc.



CITY OF WINTER PARK

401 Park Avenue South

Winter Park, Florida

32789-4386

June 21, 2018

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

Dear Mr. Preus,

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

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

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

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

Sincerely,

Keri Martin  
Debris Project Manager



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

June 18, 2018

Dear Mr. Preus,

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

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

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

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

Sincerely,

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

1761 12<sup>th</sup> Street Sarasota, Florida 34236



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

Dear Mr. Preus,

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

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

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

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

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

Sincerely,

Barney Weiss  
Asst. Public Works Director  
City of Palm Bay



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

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

[miamidade.gov](http://miamidade.gov)

November 3, 2017

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

Dear Mr. Triplett:

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

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Paul Mauriello".

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



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

Mr. David Preus  
Ceres Environmental Services Inc.

Dear Mr. Preus:

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

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

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

Regards

A handwritten signature in blue ink that reads "James S. Minor, Jr." in a cursive style.

JAMES S. MINOR, JR  
SOLID WASTE / DEBRIS MANAGER



**LETTER OF RECOMMENDATION**

February 9, 2015

To Whom It May Concern:

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

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

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

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

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

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

Sincerely,

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

Pamela P. Tucker  
Director



## TERREBONNE LEVEE & CONSERVATION DISTRICT



October 27, 2014

**RE: LETTER OF RECOMMENDATION – CERES ENVIRONMENTAL SERVICES**

To Whom It May Concern:

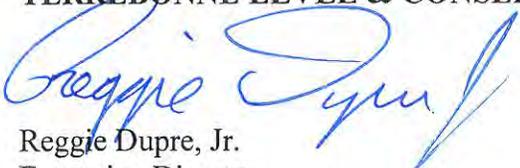
With well earned respect, I confidently recommend Ceres Environmental Services for any future construction projects.

The Terrebonne Levee & Conservation District (TLCD) has had the opportunity to work with Ceres on over \$38 Million in various levee construction projects in Terrebonne Parish. In order to maintain the aggressive construction schedule of all of the various projects the TLCD has underway, close coordination with contractors is critical. Ceres demonstrated the ability to work closely with our engineers and management team exceptionally well, and were always prepared to proactively identify options and solutions to challenges in these complex projects.

The success of any projects depends largely on the team assembled and their ability to communicate and work together toward a common goal. The service Ceres provided to the TLCD was and continues to be excellent and their contribution to our team is commendable. Again, with pleasure, I highly recommend Ceres Environmental Services, and the team of Huey Deville, and would welcome their contribution to future construction teams the TLCD works with.

Sincerely,

**TERREBONNE LEVEE & CONSERVATION DISTRICT**

  
Reggie Dupre, Jr.  
Executive Director

**Tab 5**  
**Minority/Woman Owned Business**  
**Enterprise Documentation**

## **5 MINORITY/WOMAN OWNED BUSINESS ENTERPRISE DOCUMENTATION**

Ceres Environmental Services, Inc is not a certified State of Florida MBE or WBE business.

**Tab 6**  
**Price Proposal and Proposal Bond**

PROPOSER: \_\_\_\_\_

**PROPOSAL FORM 3 – PRICE PROPOSAL**

**PART A – VOLUME BASED PRICING FOR 3,000,000 CUBIC YARD (CY) DEBRIS DISASTER**

| ITEM/DESCRIPTION   | ESTIMATED QUANTITY | UNIT | PRICE PER CY | EXTENSION |
|--|--------------------|------|--------------|-----------|
| <b>1.0</b> Public Property and Right of Way Collection, Loading and Hauling to a designated DTMS.  |                    |      |              |           |
| A. Vegetation  |                    | CY   |              |           |
| B. Construction Debris / Mixed Debris  |                    | CY   |              |           |
| <b>2.0</b> TDMS operation to include placement of monitoring towers, portable toilets, keeping on-site and adjacent roads area clean of trash and garbage, debris acceptance, pile management, and Phase I Reclamation.  |                    | CY   |              |           |
| <b>3.0</b> Processing of debris through grinding and/or chipping.  |                    | CY   |              |           |
| <b>4.0</b> Loading, hauling and disposing wood chips to final destination. <i>(This rate includes disposal cost)</i>   |                    | CY   |              |           |
| <b>5.0</b> Volume reduction through air curtain incineration.  |                    | CY   |              |           |
| <b>6.0</b> Loading and hauling of construction debris and/or mixed debris from TDMS to a permitted C&D recycling facility or any other designated Disposal Facility. <i>(This rate shall not include disposal cost). Based on miles from TDRS to final destination– 1 way.</i> |                    |      |              |           |
| A. 0 ≤ 20 miles  |                    | CY   |              |           |
| B. > 20 ≤ 50 miles   |                    | CY   |              |           |
| C. > 50 ≤ 100 miles  |                    | CY   |              |           |
| D.   |                    |      |              |           |
| E.   |                    |      |              |           |
| <b>AVERAGE:</b> (Item 6.0 A-E)   |                    |      |              |           |
| <b>AVERAGE</b> (Item 6.0 A-C) x  |                    |      | CY =         |           |
| <b>TOTAL PROPOSAL PRICE:</b> (Items 1.0 - 4.0; 6.0)  |                    |      |              |           |

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

Assumptions: 3,000,000 cubic yards of debris consisting of 2,500,000 cubic yards of vegetation debris and 500,000 cubic yards of mixed debris.

PROPOSER: \_\_\_\_\_

**PROPOSAL FORM 3 – PRICE PROPOSAL**

**PART B – HOURLY RATES**

| <b>TDMS SET-UP AND CLOSURE AND DEBRIS CLEARANCE<br/>FOR ACCESS - OPTIONAL USE BY COUNTY AND OTHER GOVERNMENTAL ENTITIES</b> |                                      |                                  |                                  |
|---|--------------------------------------|----------------------------------|----------------------------------|
| <b>EQUIPMENT AND LABOR RATES</b>  |                                      |                                  |                                  |
| <b>EQUIPMENT TYPE</b>   | <b>HOURLY<br/>EQUIPMENT<br/>RATE</b> | <b>HOURLY<br/>LABOR<br/>RATE</b> | <b>TOTAL<br/>HOURLY<br/>RATE</b> |
| Bobcat Loader   |                                      |                                  |                                  |
| Crew Foreman w/ Cell Phone and Pickup   |                                      |                                  |                                  |
| Dozer, Tracked, D5 or similar   |                                      |                                  |                                  |
| Dozer, Tracked, D6 or similar   |                                      |                                  |                                  |
| Dozer, Tracked, D7 or similar   |                                      |                                  |                                  |
| Dozer, Tracked, D8 or similar   |                                      |                                  |                                  |
| Dump Truck, 18 CY-20 CY   |                                      |                                  |                                  |
| Dump Truck, 21CY-30 CY  |                                      |                                  |                                  |
| Generator and Lighting  |                                      |                                  |                                  |
| Grader w/ 12' Blade   |                                      |                                  |                                  |
| Hydraulic Excavator, 1.5 CY   |                                      |                                  |                                  |
| Hydraulic Excavator, 2.5 CY   |                                      |                                  |                                  |
| Knuckleboom Loader  |                                      |                                  |                                  |
| Laborer w/ Chain Saw  |                                      |                                  |                                  |
| Laborer w/ small tools, traffic control, flag person  |                                      |                                  |                                  |
| Lowboy Trailer w/ Tractor   |                                      |                                  |                                  |
| Operations Manager w/ Cell Phone and Pickup   |                                      |                                  |                                  |
| Pickup Truck, .5 Ton  |                                      |                                  |                                  |
| Soil Compactor 81 HP+   |                                      |                                  |                                  |
| Soil Compactor to 80 HP   |                                      |                                  |                                  |
| Soil Compactor, Towed Unit  |                                      |                                  |                                  |
| Truck, Flatbed  |                                      |                                  |                                  |
| Tub Grinder, 800 to 1,000 HP  |                                      |                                  |                                  |
| Water Truck   |                                      |                                  |                                  |
| Wheel Loader, 2.5 CY, 950 or similar  |                                      |                                  |                                  |
| Wheel Loader, 3.5-4.0 CY, 966 or similar  |                                      |                                  |                                  |
| Wheel Loader, 4.5 CY, 980 or similar  |                                      |                                  |                                  |
| Wheel Loader-Backhoe, 1.0-1.5 CY  |                                      |                                  |                                  |
| <b>Other – Please List</b>  |                                      |                                  |                                  |
|   |                                      |                                  |                                  |

*Attach additional sheet with equipment type and labor rates, if needed*

**PROPOSER:** \_\_\_\_\_

**PROPOSAL FORM 3 – PRICE PROPOSAL**

**PART C – UNIT COST SCHEDULE**

| ITEM   | HAZARDOUS STUMP REMOVAL, HAULING, AND DISPOSAL            | UNIT  | UNIT COST |
|--|---|-------|-----------|
| 1  | 6 inch diameter to 12 inch diameter                       | Stump |           |
| 2  | 13 inch diameter to 24 inch diameter                      | Stump |           |
| 3  | 25 inch diameter to 48 inch diameter                      | Stump |           |
| 4  | 49 inch diameter and greater                              | Stump |           |
| 5  | Stump Fill Dirt – Fill dirt for stump holes after removal | CY    |           |
| <b>HAZARDOUS TREE REMOVAL, HAULING, AND DISPOSAL</b> |   |       |           |
| 6  | 6 inch diameter to 12 inch diameter                       | Tree  |           |
| 7  | 13 inch diameter to 24 inch diameter                      | Tree  |           |
| 8  | 25 inch diameter to 48 inch diameter                      | Tree  |           |
| 9  | 49 inch diameter and greater                              | Tree  |           |

**NOTE:**

The following item listed below is a special service for a small storm event that does not qualify for FEMA assistance and will NOT be considered in the evaluation of this eRFP

The CITY reserves the right to use this contract to handle small quantities of debris removal related to a disaster event that does not qualify for FEMA assistance. This will include any disaster event that produces small quantities of debris Below is a daily rate to remove debris. The CITY will pay for the disposal cost. There is no requirement to provide a rate, however if you do, we expect your company to honor this special service and respond within 48 hours at the rate below.

| <b>COLLECTION SERVICE ONLY</b> |                                    |
|--------------------------------|------------------------------------|
| <b>EQUIPMENT</b>               | <b>DAILY RATE<br/>(10 HRS/DAY)</b> |
| Knuckleboom Loader             | \$                                 |

**PROPOSER:** \_\_\_\_\_

**PROPOSAL FORM 3 – PRICE PROPOSAL**

**PART D - REASONABLENESS OF RATES**

Please explain and provide further information how the above listed hourly rates shall be regarded as "fair and reasonable" by FEMA for the identified listed services provided above in comparison to the "going rate" for similar or identical services within the geographic area which includes the City of Port St. Lucie. Please provide quantitative as well as qualitative data that substantiates the claim that the rates your firm has bid in response to this RFP are "fair and reasonable" and that they should meet any possible reasonableness test required by FEMA for similar or identical competitively bid rates within the City's geographic area. (attach additional pages if necessary)

## Reasonableness of Rates

### Labor

Below are the commonly used labor classifications that apply to the requested hourly rates. When considering taxes, labor burden, field & office overhead, a reasonable profit markup and the emergency nature of the intended scope which affect housing and vehicle rentals, the proposed rates are within reason.

| Description                          | Rate (Davis Bacon) | Fringes |
|--------------------------------------|--------------------|---------|
| OPERATOR: Backhoe/Excavator/Trackhoe | \$ 23.75           | \$9.20  |
| OPERATOR: Forklift                   | \$ 23.25           | \$9.20  |
| OPERATOR: Mechanic                   | \$ 32.05           | \$9.20  |
| OPERATOR: Oiler                      | \$ 23.50           | \$9.20  |
| OPERATOR: Bulldozer                  | \$ 15.40           | \$1.90  |
| OPERATOR: Grader/Blade               | \$ 18.97           | \$ -    |
| OPERATOR: Loader                     | \$ 16.00           | \$2.82  |
| OPERATOR: Roller                     | \$ 14.43           | \$4.78  |
| LABORER: Common or General           | \$ 12.79           | \$ -    |

On the following page are the latest FEMA hourly rates that correspond with the requested items in this solicitation. These can be viewed by accessing this link: <https://www.fema.gov/assistance/public/tools-resources/schedule-equipment-rates>. Upon analysis, it is evident that any amount exceeding the suggested FEMA rate falls within the 0.1 percentile. Note that the suggested rates do not include labor costs



| Submitted Equipment Rates                   |                         |                   |                   | Current 2023 FEMA Rates (Labor costs of the operator are not included) |           |                                |   |   |         |                          |                          |             |
|---|-------------------------|-------------------|-------------------|--|-----------|--------------------------------|---|---|---------|--------------------------|--------------------------|-------------|
| EQUIPMENT TYPE                              | HOURLY EQUIPMENT RATE   | HOURLY LABOR RATE | TOTAL HOURLY RATE |  | Cost Code | Equipment                      | Specifications/Manufacturer                 | Capacity or Size                                | HP      | Notes                    | Unit                     | 2023 Rates  |
| Operations Manager w/ Cell Phone and Pickup | \$25.00                 | \$ 68.00          | \$ 93.00          |  | 8807      | Truck, Pickup                  | Miscellaneous 4X4 3/4 285 CREW GAS          | 285   | to 285  |                          | Hour                     | \$27.78     |
| Pickup Truck, .5 Ton                        | \$18.00                 | \$ 47.00          | \$ 65.00          |  | 8801      | Truck, Pickup                  | Miscellaneous 4X2 1/2 160 CONV DSL          | 160   | to 160  |                          | Hour                     | \$16.68     |
| Soil Compactor 81 HP+                       | \$68.00                 | \$ 47.00          | \$ 115.00         |  |           |                                |   |   |         |                          |                          |             |
| Soil Compactor to 80 HP                     | \$38.00                 | \$ 47.00          | \$ 85.00          |  |           |                                |   |   |         |                          |                          |             |
| Soil Compactor, Towed Unit                  | \$58.00                 | \$ 47.00          | \$ 105.00         |  |           |                                |   |   |         |                          |                          |             |
| Truck, Flatbed                              | \$50.00                 | \$ 55.00          | \$ 105.00         |  | 8703      | Truck, Flatbed                 | Miscellaneous 6X4 45KGVW DSL                |   | to 380  |                          | hour                     | \$68.31     |
| Tub Grinder, 800 to 1,000 HP                | \$373.00                | \$ 47.00          | \$ 420.00         |  | 8623      | Tub Grinder                    | Morbark 50/48X Tub Grinder                  | Chipping Capacity: 28-IN                        | to 1050 |                          | hour                     | \$ 355.20   |
| Water Truck                                 | \$55.00                 | \$ 55.00          | \$ 110.00         |  | 8781      | Truck, Water                   | Miscellaneous BB2 DSL 6X4 4000 (disc. 1994) |   | to 250  |                          | Hour                     | \$61.16     |
| Wheel Loader, 2.5 CY, 950 or similar        | \$75.98                 | \$ 59.00          | \$ 134.98         |  | 8393      | Loader, Wheel                  | New Holland W110B TC - 4WD                  | 2.1 cu yd                                       | to 123  | Articulated Wheel Loader | hour                     | \$76.62     |
| Wheel Loader, 3.5-4.0 CY, 966 or similar    | \$93.98                 | \$ 59.00          | \$ 152.98         |  | 8209      | Loader - Wheel                 | Deere 644L Hybrid                           | 4.3 cu yd                                       | to 231  |                          | hour                     | \$94.20     |
| Wheel Loader, 4.5 CY, 980 or similar        | \$94.98                 | \$ 59.00          | \$ 153.98         |  | 8394      | Loader, Wheel                  | Deere 644K - 4WD (disc. 2019)               | 4.2 cu yd                                       | to 229  | Articulated Wheel Loader | hour                     | \$95.09     |
| Wheel Loader-Backhoe, 1.0-1.5 CY            | \$65.98                 | \$ 59.00          | \$ 124.98         |  | 8392      | Loader, Wheel                  | Caterpillar 914G (disc. 2014)               | 1.7 cu yd                                       | to 95   | Articulated Wheel Loader | hour                     | \$67.54     |
| Other – Please List                         |                         |                   |                   |  |           |                                |   |   |         |                          |                          |             |
| COLLECTION SERVICE ONLY                     |                         |                   |                   |  |           |                                |   |   |         |                          |                          |             |
| EQUIPMENT                                   | DAILY RATE (10 HRS/DAY) |                   |                   |  | Cost Code | Equipment                      | Specifications/Manufacturer                 | Capacity or Size                                | HP      | Notes                    | Unit                     | 2023 Rates  |
| Knuckleboom Loader                          | \$2,450.00              |                   |                   |  | 8208      | Loader - Tractor - Knuckleboom | 2022 Barko 595ML Crawler Mounted Log Loader | 7,770 lbs (32' radius) to 38,180 lbs 12' radius | to 165  |                          | Daily (Hourly Rate * 10) | \$ 1,970.60 |

For the rates that would not easily match to FEMA suggested rates, please see below for average submitted rates for various jurisdictions within Florida. These are the average submitted rates according to information received through the Ceres' FOIA requests to various jurisdictions.

| Location                        | Equipment Type   | Average Submitted Rates |
|---------------------------------|--|-------------------------|
| Sarasota, FL                    |  |                         |
|                                 | Dozer, Tracked, D5 or Equivalent                         | \$139.50                |
|                                 | Laborer w/ Small Tools, Traffic Control, or Flag Person  | \$ 45.42                |
|                                 | Lowboy Trailer w/ Tractor                                | \$116.94                |
| Deltona, FL                     |  |                         |
|                                 | Dozer, Tracked, D5 or Equivalent                         | \$114.00                |
|                                 | Laborer w/ Small Tools, Traffic Control, or Flag Person  | \$ 37.67                |
|                                 | Lowboy Trailer w/ Tractor                                | \$108.33                |
| Fort Lauderdale, FL             |  |                         |
|                                 | Dozer, Tracked, D7 or Equivalent                         | \$178.33                |
|                                 | Laborer w/Small Tools, Traffic Control, or Flagperson    | \$ 60.00                |
|                                 | Lowboy Trailer w/Tractor                                 | \$120.00                |
| Hallandale Beach, FL            |  |                         |
|                                 | Dozer, tracked D5 or equivalent                          | \$127.00                |
|                                 | Laborer w/small tools, traffic control or flag person    | \$ 42.29                |
| Homestead, FL                   |  |                         |
|                                 | Dozer - tracked, CAT D7                                  | \$155.52                |
|                                 | Soil Compactor 80 HP, Case / Cat/ Wacker                 | \$ 85.05                |
|                                 | Soil Compactor 81 HP+, Case / Cat / Wacker               | \$136.47                |
| Key Biscayne, FL                |  |                         |
|                                 | CAT D5 Dozer   | \$176.67                |
|                                 | CAT D7 Dozer   | \$223.33                |
| Leon County and Tallahassee, FL |  |                         |
|                                 | Dozer, Tracked, D-7 or equal                             | \$170.00                |
|                                 | Laborer w/ Small Tools                                   | \$ 52.00                |
| Miami Beach, FL                 |  |                         |
|                                 | CAT D5 Dozer   | \$160.45                |
|                                 | CAT D7 Dozer   | \$209.73                |
| Milton, FL                      |  |                         |
|                                 | Bulldozer, Tracked, D5 or Similar                        | \$139.92                |
|                                 | Bulldozer, Tracked, D7 or Similar                        | \$175.33                |
|                                 | Lowboy Trailer with Tractor for Equipment Hour Transport | \$122.33                |
| Ocala, FL                       |  |                         |
|                                 | Dozer, Tracked, D5 or Equivalent                         | \$147.50                |
|                                 | Laborer w/ Small Tools, Traffic Control or Flag Person   | \$ 49.25                |
|                                 | Lowboy Trailer w/ Tractor                                | \$171.69                |
| Oviedo, FL                      |  |                         |
|                                 | CAT 05 Dozer   | \$133.50                |
|                                 | CAT D7 Dozer   | \$187.00                |
| Seminole County, FL             |  |                         |
|                                 | Dozer, Tracked D7  | \$169.25                |
|                                 | Lowboy Trailer w Tractor                                 | \$108.25                |
| Clearwater, FL                  |  |                         |
|                                 | D5 dozer or equivalent                                   | \$127.86                |
|                                 | D7 dozer or equivalent                                   | \$154.20                |
|                                 | Laborer, small hand tools, traffic control flagger       | \$46.14                 |

PROPOSER: Ceres Environmental Services, Inc.

**PROPOSAL FORM 2 – PROPOSAL BOND**

**KNOW ALL MEN BY THESE PRESENTS**, that we, the undersigned:

Ceres Environmental Services, Inc., as Principal and  
*(Name of Proposer)*

Liberty Mutual Insurance Company, as Surety, are  
*(Name of Surety)*

hereby held and firmly bound unto the City of Port St. Lucie, Florida, as Obligee, in the sum of:

Five Hundred Thousand and 00/100 Dollars (\$500,000.00)-----

----- Dollars (\$ -----) / **5% of the Performance and Payment Bond, which is in the amount of \$10,000,000**, as liquidated damages for payment of which, well and truly to be made, we hereby jointly and severally bind ourselves, our heirs, executors, administrators, successors, and assigns.

The condition of this obligation is such that whereas the Principal has submitted to the City of Port St. Lucie, Florida a certain Proposal attached hereto and made a part hereof, to enter into an Agreement, hereinafter referenced to as the **AGREEMENT DISASTER DEBRIS REMOVAL SERVICES**.

**NOW THEREFORE,**

- a. If said Proposal shall be rejected or withdrawn as provided in the Request for Proposal or, in the alternative,
- b. If said Proposal shall be accepted and the Principal shall duly execute and deliver the Agreement attached hereto and shall furnish all insurance requirements, the specified Performance and Payment Bond for the faithful performance of the Agreement and for the payment of labor and materials furnished for the performance of the Agreement,

then this obligation shall be void, otherwise it shall remain in full force and effect, it being expressly understood and agreed that the liability of the Surety for any and all claims hereunder in no event shall exceed the amount of this obligation.

The Surety, for value received, hereby agrees that the obligations of said Surety and its bond shall be in no way impaired or affected by any extensions of the time within which such Proposal may be accepted, and said Surety does hereby waive notice of any such extensions.

PROPOSER: Ceres Environmental Services, Inc.

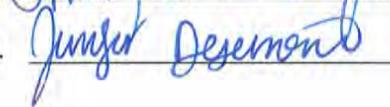
IN WITNESS WHEREOF, the parties hereto have duly executed this bond on the 31st day of May, 2024.

PRINCIPAL: Ceres Environmental Services, Inc.

By:   
Signature

~~(Seal)~~ No seal

WITNESS:

- 
- 

Name: Tia Laurie

Title: Corporate Secretary

Address: 6371 Business Boulevard, Suite 100

Sarasota, FL 34240

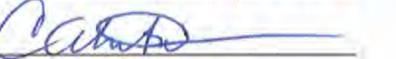
Telephone: (800) 218-4424

SURETY: Liberty Mutual Insurance Company

By:   
Signature

(Seal)

WITNESS:

- 
- 

Name: Ted Jorgensen

Title: Attorney-in-Fact

Address: 175 Berkeley Street

Boston, MA 02116

Telephone: 612-349-2400

Surety companies executing bonds **must** appear on the Treasury Department's most current list (Circular 570 as amended) and be authorized to transact business in the State of Florida, in accordance with Florida Statute 287.0935, and be approved by the City of Port St. Lucie.

**ACKNOWLEDGEMENT OF PRINCIPAL**

STATE OF Florida )

COUNTY OF Sarasota )

On this 3 day of June, in the year 2024, before me personally appeared Tia Laurie Corporate Secretary of Ceres Environmental Services, Inc., known to me to be the person whose name is subscribed to the instrument, and acknowledge that he/she executed the same.

In WITNESS WHEREOF, I have hereunto set my hands and affixed my official seal, the day and year in this certificate first above written.



Megan Foy  
Notary Public  
My Commission Expires: 9/20/2027

**ACKNOWLEDGEMENT OF SURETY**

STATE OF Minnesota )

COUNTY OF Hennepin )

On this 31st day of May, in the year 2024, before me personally come(s) Ted Jorgensen, Attorney-in-Fact of Liberty Mutual Insurance Company, with whom I am personally acquainted, and who, being by me duly sworn, says that he/she is the Attorney-in-Fact of Liberty Mutual Insurance Company, the company described in and which executed the within instrument; that he/she know(s) the corporate seal of such Company; and that the seal affixed to the within instrument is such corporate seal and that it was affixed by order of the Board of Directors of said Company, and that he/she signed said instrument as Attorney-in-Fact of the said Company by like order.

In WITNESS WHEREOF, I have hereunto set my hands and affixed my official seal, the day and year in this certificate first above written.



Sandra M. Engstrum  
Sandra M. Engstrum, Notary Public  
My Commission Expires: January 31, 2026



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

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

Certificate No: 8210698 - 190054

POWER OF ATTORNEY

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

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

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



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

By: David M. Carey, Assistant Secretary

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

State of PENNSYLVANIA ss
County of MONTGOMERY

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

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



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

By: Teresa Pastella, Notary Public

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

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

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 31st day of May, 2024.



By: Renee C. Llewellyn, Assistant Secretary

**Tab 7**  
**Required Forms**

**CONTRACTOR'S GENERAL INFORMATION WORKSHEET**  
**eRFP #20230046**

It is understood and agreed that the following information is to be used by the City to determine the qualifications of prospective Contractor to perform the work required. The Contractor waives any claim against the City that might arise with respect to any decision concerning the qualifications of the Contractor.

The undersigned attests to the truth and accuracy of all statements made on this questionnaire. Also, the undersigned hereby authorizes any public official, Engineer, Surety, bank, material or equipment manufacturer, or distributor, or any person, firm or corporation to furnish the City any pertinent information requested by the City deemed necessary to verify the information on this questionnaire.

Dated at Sarasota, Florida, this 6 day of June, 2024  
(Location)

Name of Organization/Contractor: Ceres Environmental Services, Inc.

By: Tia Laurie, Corporate Secretary  
Name and Title

1. Corporation, Partnership, Joint Venture, Individual or other? Corporation

2. Firm's name and main office address, telephone and fax numbers

Name: Ceres Environmental Services, Inc.  
Address: 6371 Business Boulevard, Suite 100, Sarasota, FL 34240  
Telephone Number: (800) 218-4424  
Fax Number: (866) 228-5636

3. Contact person: Tia Laurie Email: tia.laurie@ceresenv.com

4. Firm's previous names (if any). Ceres Tree Service

5. How many years has your organization been in business? 48

6. How many years has your organization been performing these services? 48

7. Total number of staff at this location: 35 Total number of staff on the Treasure Coast: 38

8. List the license(s) that qualifies your firm to perform the required services (if applicable):  
Florida Certificate of Status Document No. P20000086640  
Florida General Contractor License No. CGC1508764

9. Please explain and provide further information how the above listed hourly rates shall be regarded as “fair and reasonable” by FEMA for the identified listed services provided above in comparison to the “going rate” for similar or identical services within the geographic area which includes the City of Port St. Lucie. Please provide quantitative as well as qualitative data that substantiates the claim that the rates your firm has bid in response to this RFP are “fair and reasonable” and that they should meet any possible reasonableness test required by FEMA for similar or identical competitively bid rates within the City’s geographic area.  
(Limit 1 page).

10. Describe the firm’s ability to handle multiple contractual obligations in the event of a regional or state-wide disaster involving multiple municipalities also under Contract for similar support. Include a sample Mobilization Plan. (Limit 2 pages).

11. The Contractor will comply with all applicable federal and state laws and regulations, to include 2 C.F.R. 200.318 through 200.326 as well as Appendix II to 2 C.F.R. Part 200 entitled “Contract Provisions for Non-Federal Entity Contracts Under Federal Awards.

Yes  No

12. Has the Contractor or any principals of the applicant organization failed to qualify as a responsible Contractor; refused to enter into a contract after an award has been made; failed to complete a contract during the past five (5) years or been declared to be in default in any contract or been assessed liquidated damages or had a claim filed against a project bond in the last five (5) years? List the name of project, location, client, date and reason. Use additional pages if needed.

Total Number of Projects where Failure to Complete Work Occurred: 0

Project Number 1

Project Name:

Project Location:

Client Name and Phone Number:

Engineer Name and Phone Number:

Date:

Reason:

Insert additional projects if needed.

13. Has the Contractor or any of its principals ever been declared bankrupt or reorganized under Chapter 11 or put into receivership?

Yes  No

If yes, please explain:

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14. List any lawsuits pending or completed within the past five (5) years involving the corporation, partnership or individuals with more than ten percent (10 %) interest:

Due to space restraints here, for additional information on these pending and additional resolved cases in the past five years please see attached legal history.  
Dana Heilmuth Chemault v. Ceres Environmental Services, Inc. [PENDING] Filed June 2, 2023, plaintiff, former Ceres employee Dana Chemault Heilmuth Chemault alleges Ceres Environmental Services, Inc. breached its contract with her regarding compensation for her role within the company as Safety Director. This case is still open and pending.

Mark Shaffer v. DEH Disaster Relief, LLC; Ceres Environmental Services, Inc.; Beaufort County, SC, et al.; Beaufort County, SC [PENDING] Filed on or about August 24, 2017, plaintiff contends that a trailer being hauled by a contractor of DEH Disaster Relief, LLC, a subcontractor to Ceres in the cleanup of debris from Hurricane Matthew in Beaufort County, SC, on or about May 2, 2017, became disconnected from the truck, resulting in an accident that was fatal to the plaintiff's wife, Susan Shaffer. Ceres is a secondary defendant named in this matter. This matter is pending.

(N/A is not an acceptable answer - insert lines if needed)

15. List any judgments from lawsuits in the last five (5) years:

Due to space restraints here, for additional information on these and additional resolved cases in the past five years please see attached legal history.  
Luyenda Fresh Farms, Inc. & Daleon Produce Sales, Inc. v. Miami-Dade County, Arbor Tree, and Land, Inc. Ceres Environmental, Inc., CNC Management Group Inc., QT Holdings Inc., RAS Investments Corp., SFM Landscape Services, LLC, and U.S. Sweeping, Inc. [DISMISSED WITH PREJUDICE]  
Richard Vargas v. Ceres Environmental Services, Inc. dba Environmental & Demolition Services Group; The State of California Department of Resources, Recycling, & Recovery (CalRecycle) [DISMISSED]

(N/A is not an acceptable answer - insert lines if needed)

16. List any criminal violations and/or convictions of the Proposer and/or any of its principals:

None

(N/A is not an acceptable answer - insert lines if needed)

17. Has Proposer been banned or disbarred from any Federally Funded Project or Program?

Yes  No

  
\_\_\_\_\_  
Signature

\_\_\_\_\_  
Corporate Secretary  
Title

## LITIGATION SUMMARY

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

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

### Pending

1. *Dana Heimdahl Chernault v. Ceres Environmental Services, Inc.*

Filed June 2, 2023, plaintiff, former Ceres employee Dana Chernault Heimdahl Chernault alleges Ceres Environmental Services, Inc breached its' contract with her regarding compensation for her role within the company as Safety Director. This case is still open and pending.

2. *Mark Shaffer v. DEH Disaster Relief, LLC; Ceres Environmental Services, Inc.; Beaufort County, SC, et al.; Beaufort County, SC [PENDING]*

Filed on or about August 24, 2017, plaintiff contends that a trailer being hauled by a contractor of DEH Disaster Relief, LLC, a subcontractor to Ceres in the cleanup of debris from Hurricane Matthew in Beaufort County, SC, on or about May 3, 2017, became disconnected from the truck, resulting in an accident that was fatal to the plaintiff's wife, Susan Shaffer. Ceres is a secondary defendant named in this matter. This matter is pending.

3. *Edna Elizabeth Freeman and Godfrey Smith v. Ceres, Inc., and Matthew Ress; St. John, USVI [PENDING; Co-Defendant is Deceased]*

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

### Resolved

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

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

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

Filed on August 11, 2020, plaintiff Richard Vargas contends that he was diagnosed with sarcoidosis due to being a truck driver that hauled ash, debris, soil, metal, and concrete on Ceres CalRecycle project that cleaned up the City of Paradise fire in the summer of 2019. The plaintiff alleges he was in perfect health before working on this project. This case is dismissed.

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

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

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

Filed on or about June 14, 2019, plaintiff Ramon Valle contended that one of Ceres' subcontractors was not providing compensation in accordance with the Fair Labor Standards Act (FLSA) from June 2016 through the date of filing. Ceres was named as a co-defendant because the plaintiff was unable to locate the subcontractor and primary defendant. Since the initial filing, the subcontractor, Environmental Restoration Group, LLC, has been served a summons and has been identified as the defendant. This case was dismissed as Ramon Valle was a contractor not an employee of any company.

## EXPLANATION OF FAIR AND REASONABLE RATES

### Labor

Below are the commonly used labor classifications that apply to the requested hourly rates. When considering taxes, labor burden, field & office overhead, a reasonable profit markup and the emergency nature of the intended scope which affect housing and vehicle rentals, the proposed rates are within reason.

| Description                          | Rate (Davis Bacon) | Fringes |
|--------------------------------------|--------------------|---------|
| OPERATOR: Backhoe/Excavator/Trackhoe | \$ 23.75           | \$9.20  |
| OPERATOR: Forklift                   | \$ 23.25           | \$9.20  |
| OPERATOR: Mechanic                   | \$ 32.05           | \$9.20  |
| OPERATOR: Oiler                      | \$ 23.50           | \$9.20  |
| OPERATOR: Bulldozer                  | \$ 15.40           | \$1.90  |
| OPERATOR: Grader/Blade               | \$ 18.97           | \$ -    |
| OPERATOR: Loader                     | \$ 16.00           | \$2.82  |
| OPERATOR: Roller                     | \$ 14.43           | \$4.78  |
| LABORER: Common or General           | \$ 12.79           | \$ -    |

### Equipment

Ceres also compared the submitted rates to the latest FEMA hourly rates that correspond with the requested items in this solicitation. These can be viewed by accessing this link: <https://www.fema.gov/assistance/public/tools-resources/schedule-equipment-rates>. Upon analysis, it is evident that any amount exceeding the suggested FEMA rate falls within the 0.1 percentile. Note that the suggested rates do not include labor costs. For a detailed analysis, please refer to proposal **Tab 6, Price Proposal and Proposal Bond**.

For rates that do not closely match FEMA's suggested rates, please refer to the average submitted rates for various Florida jurisdictions shown below. These averages are based on information obtained through Ceres' FOIA requests to the respective jurisdictions. See **Tab 6, Price Proposal and Proposal Bond** for additional examples.

| Location             | Equipment Type  | Average Submitted Rates |
|----------------------|---|-------------------------|
| Deltona, FL          | Dozer, Tracked, D5 or Equivalent                        | \$114.00                |
|                      | Laborer w/ Small Tools, Traffic Control, or Flag Person | \$ 37.67                |
|                      | Lowboy Trailer w/ Tractor                               | \$108.33                |
| Fort Lauderdale, FL  | Dozer, Tracked, D7 or Equivalent                        | \$178.33                |
|                      | Laborer w/Small Tools, Traffic Control, or Flagperson   | \$ 60.00                |
|                      | Lowboy Trailer w/Tractor                                | \$120.00                |
| Hallandale Beach, FL | Dozer, tracked D5 or equivalent                         | \$127.00                |
|                      | Laborer w/small tools, traffic control or flag person   | \$ 42.29                |
| Homestead, FL        | Dozer - tracked, CAT D7                                 | \$155.52                |
|                      | Soil Compactor 80 HP, Case / Cat/ Wacker                | \$ 85.05                |
|                      | Soil Compactor 81 HP+, Case / Cat / Wacker              | \$136.47                |
| Key Biscayne, FL     | CAT D5 Dozer  | \$176.67                |
|                      | CAT D7 Dozer  | \$223.33                |
| Miami Beach, FL      | CAT D5 Dozer  | \$160.45                |
|                      | CAT D7 Dozer  | \$209.73                |
| Milton, FL           | Bulldozer, Tracked, D5 or Similar                       | \$139.92                |
|                      | Bulldozer, Tracked, D7 or Similar                       | \$175.33                |
|                      | Lowboy Trailer with Tractor for Equipment Transport     | \$122.33                |

## ABILITY TO HANDLE MULTIPLE CONTRACTUAL OBLIGATIONS/SAMPLE MOBILIZATION PLAN

Throughout our proposal, we have highlighted the experience and capabilities that make us an excellent choice to support City of Port St. Lucie in the event of a disaster. Ceres Environmental Services, Inc. has **48 years of experience** in disaster recovery and employs a professional and managerial staff with exceptional experience in the field. **Ceres 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. Refer to Sections

### Recent Event Responses and Activation of Multiple Contracts in Florida

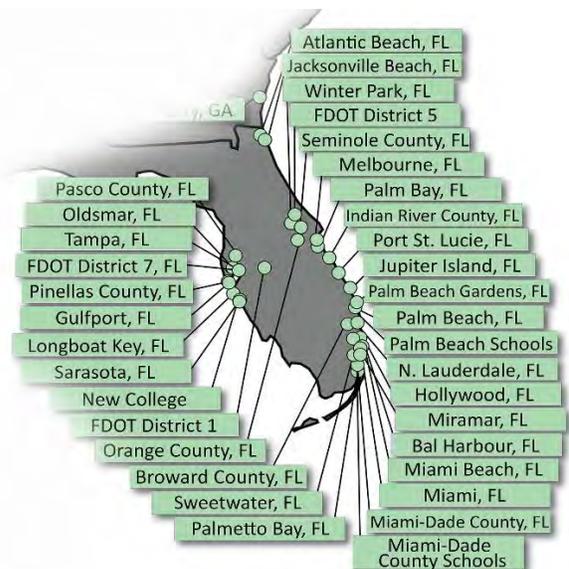
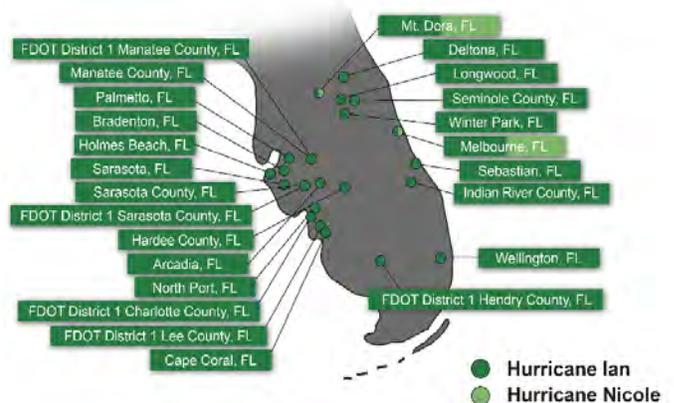
In 2023, Ceres responded to events across the U.S. In the spring, Ceres was activated to Merced and Tulare Counties in California following the destructive Atmospheric River that caused extensive flooding, mudslides, and general debris displacement. At the same time, strong winter storms impacted parts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

As Ceres forces were at work in Vermont, Hurricane Idalia made landfall just south of Perry, FL as a Category 3 storm. Many communities throughout Northern Florida and Georgia were impacted by heavy winds and rain. Ceres worked alongside the City of Perry, FL, Taylor County, FL, Glynn County, GA, Columbia County, GA, and FDOT to remove the debris that caused disruption for thousands of citizens. **Ceres removed 1.8 cubic yards of Hurricane Idalia debris in total.**

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

That same year, Ceres also responded to the South Carolina DOT following a winter storm, removed fire debris in New Mexico, and worked in Louisiana, Iowa, and South Dakota to clear debris from waterways.

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.



Ceres Response to Hurricane Irma 1

## Sample Mobilization Plan

Ceres is an 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 to minimize the financial damage to a community, cleanup activities must begin rapidly and proceed without delay.

| Service                            | Response Time | Service                            | Response Time |
|------------------------------------|---------------|------------------------------------|---------------|
| 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 2.B General Operations Plan.

### Pre-Landfall Activities

**Ceres Representative (Early Rep):** Ceres will provide, at the City's request, a representative prior to hurricane 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. 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.

### 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. 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.

### 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 Port St. Lucie 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.

### 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.



**NOTICE TO ALL PROPOSERS:**

To ensure fair consideration is given for all Proposers, it must be clearly understood that upon release of the proposal and during the proposal process, firms and their employees of related companies as well as paid or unpaid personnel acting on their behalf shall not contact or participate in any type of contact with City employees, department heads or elected officials, up to and including the Mayor and City Council. The **"Cone of Silence"** is in effect for this solicitation from the date the solicitation is advertised on DemandStar, until the time an award decision has been approved by City Council and fully executed by all parties. Information about the Cone of Silence can be found under the [City of Port St. Lucie Ordinance 20-15, Section 35.13](#). Contact with anyone other than the Issuing Officer may result in the vendor being disqualified. All contact must be coordinated through Nathaniel Rubel, Issuing Officer, for the procurement of these services.

All questions regarding this Solicitation are to be submitted in writing to Nathaniel Rubel, Procurement Assistant Director with the Procurement Management Department via e-mail [nrubel@cityofpsl.com](mailto:nrubel@cityofpsl.com), or by phone 772-344-4230. Please reference the Solicitation number on all correspondence to the City.

All questions, comments and requests for clarification must reference the Solicitation number on all correspondence to the City. Any oral communications shall be considered unofficial and non-binding.

Only written responses to written communication shall be considered official and binding upon the City. The City reserves the right, at its sole discretion, to determine appropriate and adequate responses to the written comments, questions, and requests for clarification.

\*NOTE: All addenda and/or any other correspondence before bid close date (general information, question and responses) to this solicitation will be made available exclusively through the [DemandStar Website](#) for retrieval. All notice of intent to award documentation will be published on the [DemandStar Website](#). Proposers are solely responsible for frequently checking these websites for updates to this solicitation.

**I understand and shall fully comply with all requirements of City of Port. St. Lucie Ordinance 20-15, Section 35.13.**

Typed Name: Tia Laurie

Signed: 

Company and Job Title: Ceres Environmental Services, Inc. Corporate Secretary

Date: June 6, 2024



**eRFP #20230046**  
**CONTRACTOR'S CODE OF ETHICS**

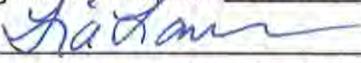
The City of Port St Lucie ("City), through its Procurement Management Department ("Procurement Management Department") is committed to a procurement process that fosters fair and open competition, is conducted under the highest ethical standards and enjoys the complete confidence of the public. To achieve these purposes, Procurement Management Department requires each vendor who seeks to do business with the City to subscribe to this Contractor's Code of Ethics.

- ◆ A Contractor's bid or proposal will be competitive, consistent and appropriate to the bid documents.
- ◆ A Contractor will not discuss or consult with other Vendors intending to bid on the same contract or similar City contract for the purpose of limiting competition. A Vendor will not make any attempt to induce any individual or entity to submit or not submit a bid or proposal.
- ◆ Contractor will not disclose the terms of its bids or proposal, directly or indirectly, to any other competing Vendor prior to the bid or proposal closing date.
- ◆ Contractor will completely perform any contract awarded to it at the contracted price pursuant to the terms set forth in the contract.
- ◆ Contractor will submit timely, accurate and appropriate invoices for goods and/or services actually performed under the contract.
- ◆ Contractor will not offer or give any gift, item or service of value, directly or indirectly, to a City employee, City official, employee family member or other vendor contracted by the City.
- ◆ Contractor will not cause, influence or attempt to cause or influence, any City employee or City Official, which might tend to impair his/her objectivity or independence of judgment; or to use, or attempt to use, his/her official position to secure any unwarranted privileges or advantages for that Vendor or for any other person.
- ◆ Contractor will disclose to the City any direct or indirect personal interests a City employee or City official holds as it relates to a Vendor contracted by the City.
- ◆ Contractor must comply with all applicable laws, codes or regulations of the countries, states and localities in which they operate. This includes, but is not limited to, laws and regulations relating to environmental, occupational health and safety, and labor practices. In addition, Contractor must require their suppliers (including temporary labor agencies) to do the same. Contractor must conform their practices to any published standards for their industry. Compliance with laws, regulations and practices include, but are not

limited to the following:

- Obtaining and maintaining all required environmental permits. Further, Contractor will endeavor to minimize natural resource consumption through conservation, recycling and substitution methods.
- Providing workers with a safe working environment, which includes identifying and evaluating workplace risks and establishing processes for which employee can report health and safety incidents, as well as providing adequate safety training.
- Providing workers with an environment free of discrimination, harassment and abuse, which includes establishing a written antidiscrimination and anti-bullying/harassment policy, as well as clearly noticed policies pertaining to forced labor, child labor, wage and hours, and freedom of association.

Name of Organization/Proposer Ceres Environmental Services, Inc.

Signature 

Printed Name and Title Tia Laurie, Corporate Secretary

Date June 6, 2024

DISCLAIMER: This Code of Ethics is intended as a reference and procedural guide to contractors. The information it contains should not be interpreted to supersede any law or regulation, nor does it supersede the applicable contractor contract. In the case of any discrepancies between it and the law, regulation(s) and/or contractor contract, the law, regulatory provision(s) and/or vendor contract shall prevail.



E-Verify Form

Supplier/Consultant acknowledges and agrees to the following:

1. Shall utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the Supplier/Consultant during the term of the contract; and
2. Shall expressly require any subcontractors performing work or providing services pursuant to the state contract to likewise utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the contract term.

E-Verify Company Identification Number 69082

Date of Authorization 11/21/2007

Name of Contractor Ceres Environmental Services, Inc.

Name of Project Disaster Debris Removal Services

Solicitation Number (If Applicable) 20230046

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on June, 6, 2024 in Sarasota (city), FL (state).

  
 \_\_\_\_\_  
 Signature of Authorized Officer

**Tia Laurie, Corporate Secretary**  
 \_\_\_\_\_  
 Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME

ON THIS THE 6th DAY OF June, 2024.

NOTARY PUBLIC Megan Foy

My Commission Expires: 9/26/27





**NON-COLLUSION AFFIDAVIT**  
**Solicitation#20230046**  
**Disaster Debris Removal**  
**Services**

State of Florida }

County of Sarasota }

**Tia Laurie**

\_\_\_\_\_ , being first duly sworn, disposes and says that:  
(Name/s)

1. They are Corporate Secretary of Ceres Environmental Services, Inc. the Proposer that  
(Title) (Name of Company)

has submitted the attached PROPOSAL;

2. He is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such PROPOSAL;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the contract for which the attached proposal has been submitted or to refrain from proposing in connection with such Contract or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Port St. Lucie or any person interested in the proposed Contract; and

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(Signed) Tia Laurie

(Title) Corporate Secretary





**DRUG-FREE WORKPLACE FORM**  
**e-RFP #20230046**  
**Disaster Debris Removal Services**

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that

Ceres Environmental Services, Inc. does:  
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under proposal a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 Florida Statutes or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

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

  
\_\_\_\_\_  
Consultant's Signature

June 6, 2024

Date

**CITY OF PORT ST. LUCIE, FLORIDA**  
**eRFP No. #20230046**  
**PROJECT TITLE: Disaster Debris Removal Services**

***Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Primary Covered Transactions***

The Contractor certifies that, the firm or any person associated therewith in the capacity of owner, partner, director, officer, principal, investigator, project director, manager, auditor, and/or position involving the administration of federal funds:

(a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions, as defined in 49 CFR s29.110(a), by any federal department or agency;

(b) have not within a three-year period preceding this certification been convicted of or had a civil judgment rendered against it for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state, or local government transaction or public contract; violation of federal or state antitrust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property

(c) are not presently indicted for or otherwise criminally or civilly charged by a federal, state, or local governmental entity with commission of any of the offenses enumerated in paragraph (b) of this certification; and

(d) have not within a three-year period preceding this certification had one or more federal, state, or local government public transactions terminated for cause or default.

The Contractor certifies that it shall not knowingly enter into any transaction with any subcontractor, material supplier, or vendor who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this project by any federal agency unless authorized by the Florida Department of Transportation."

Company Name: Ceres Environmental Services, Inc.

Authorized By:  Tia Laurie  
(Sign) (Print Name)

Title: Corporate Secretary Date: June 6, 2024

**\*\*All subcontractors are required to submit this form with the prime contractor's proposal\*\* This is a mandatory document. No exceptions will be made.**

**CITY OF PORT ST. LUCIE, FLORIDA**  
**eRFP No. #20230046**  
**PROJECT TITLE: Disaster Debris Removal Services**

**CERTIFICATION REGARDING LOBBYING**

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

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form – LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions [as amended by "Government wide Guidance for New Restrictions on Lobbying", 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, *et seq.*)]
- (3) The undersigned shall require that the language of this certification be included in the awards documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

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

[Note: Pursuant to 31 U.S.C. 1352 (1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure]

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

Company Name: Ceres Environmental Services, Inc.

Authorized By:  Tia Laurie  
(Sign) (Print Name)

Title: Corporate Secretary Date: June 6, 2024

**\*\*\*ALL SUBCONTRACTORS ARE REQUIRED TO FILL OUT THIS FORM AND SUBMIT WITH BID PACKAGE\*\*\* This is a mandatory document. No exceptions will be made.**

### Sample Self-Certification

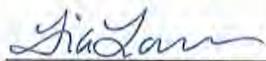
The undersigned acknowledges that the Build America, Buy America Act (BABA) requires that NEH will not provide federal financial assistance for "infrastructure" projects "unless all of the iron, steel, manufactured products, and construction materials used in the project are produced in the United States" (Section 70914 of Public Law No. 117-58, §§ 70901-52). The undersigned certifies that for the Disaster Debris Removal Services for Port St. Lucie (Project Name and Location) that the iron, steel, manufactured products, and construction materials used in this contract are in full compliance with BABA requirements, including:

All iron and steel used in the project were produced in the United States. This means all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.

All manufactured products purchased with NEH financial assistance were produced in the United States. For a manufactured product to be considered produced in the United States, the cost of the components of the manufactured product that are mined, produced, or manufactured in the United States is greater than 55% of the total cost of all components of the manufactured product, unless another standard for determining the minimum amount of domestic content of the manufactured product has been established under applicable law or regulation.

All construction materials were manufactured in the United States. This means that all manufacturing processes for the construction material occurred in the United States.

The Contractor or Subcontractor, Ceres Environmental Services, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor or Subcontractor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Tia Laurie, Corporate Secretary Signature of Contractor or Subcontractor's Authorized Official  
June 6, 2024 Name and Title of Contractor or Subcontractor's Authorized Official  
Date



**OFFICE OF MANAGEMENT  
AND BUDGET**

**Solicitation Addendum Form**

|   |   |
|---|---|
| <b>Solicitation Number: RFP 20230046</b>                            | <b>Solicitation Title: Disaster Debris Removal Services</b> |
| Issuing Officer: Nathaniel Rubel,<br>Procurement Assistant Director | Solicitation Initially Posted to Internet: See DemandStar   |
| e-mail Address: nrubel@cityofpsl.com                                | Telephone: o:772-344-4230 c: 772-203-7733                   |
| Addendum Number: 1  | Date: 05/21/2024  |

**Additional Information**

The list of Disaster Debris Management Sites pre-authorized by the Florida Department of Environmental Protection is provided and attached as part of this Addendum.

Note: In the event of a conflict between previously released information and the information contained herein, the latter shall control. Please let us know of any questions.

Cordially,

Nathaniel Rubel – Procurement Assistant Director

Signature

6/3/2024

Date



FLORIDA DEPARTMENT OF  
Environmental Protection

Bob Martinez Center  
2600 Blair Stone Road  
Tallahassee, Florida 32399-2400

**Ron DeSantis**  
Governor

**Jeanette Nuñez**  
Lt. Governor

**Shawn Hamilton**  
Secretary

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Sent via email to: [kkrumbholz@gocaptec.com](mailto:kkrumbholz@gocaptec.com)

Date: February 12, 2024

Mariana Feldpausch  
121 SW PORT ST. LUCIE BLVD  
PORT ST LUCIE FL 34984

RE: 2024 - Pre-Authorization for Disaster Debris Management Sites (DDMS)

Dear Mariana Feldpausch

This is to notify you that on February 12, 2024, the Department of Environmental Protection (the Department) received your request for pre-authorization of a disaster debris management site(s) (DDMS) for 2024. Disaster debris includes hurricane/storm-generated debris and all other types of disaster debris.

The Department has evaluated your request for a DDMS at the following location(s):

**Site Name:** PORT ST. LUCIE DDMS-99869  
**Site Address:** CALIFORNIA BLVD. TRACT C Port St. Lucie, FL, 34984  
**Waste Planned for Management:** Yard Trash  
**On-Site Contact:** Richard Perkins  
(772) 370-4396, [rperkins@cityofpsl.com](mailto:rperkins@cityofpsl.com)  
**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682, [naquita.dandrade@floridadep.gov](mailto:naquita.dandrade@floridadep.gov)

**Site Name:** HILLMOOR DDMS-105338  
**Site Address:** 2161 SE HILLMOOR DRIVE Port St. Lucie, FL, 34950  
**Waste Planned for Management:** Yard Trash  
**On-Site Contact:** Richard Perkins  
(772) 370-4396, [rperkins@cityofpsl.com](mailto:rperkins@cityofpsl.com)  
**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682, [naquita.dandrade@floridadep.gov](mailto:naquita.dandrade@floridadep.gov)

**Site Name:** WESTPORT DDMS-105335  
**Site Address:** 3725 SW DARWIN BLVD Port St. Lucie, FL, 34953  
**Waste Planned for Management:** Construction & Demolition Debris, Yard Trash  
**On-Site Contact:** Richard Perkins  
(772) 370-4396, [rperkins@cityofpsl.com](mailto:rperkins@cityofpsl.com)  
**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682, [naquita.dandrade@floridadep.gov](mailto:naquita.dandrade@floridadep.gov)

**Site Name:** ST. JAMES/AIROSO DDMS-105332  
**Site Address:** 281 ST. JAMES DRIVE Port St. Lucie, FL, 34983  
**Waste Planned for Management:** Construction & Demolition Debris, Yard Trash

**On-Site Contact:** Richard Perkins  
(772) 370-4396, rperkins@cityofpsl.com  
**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682, naquita.dandrade@floridadep.gov

**Site Name:** JULIET AVENUE DEBRIS STAGING AREA-98373  
**Site Address:** 1501 SW CAMEO BLVD Port St. Lucie, FL, 34953  
**Waste Planned for Management:** Construction & Demolition Debris, Yard Trash  
**On-Site Contact:** Gary Jones  
(772) 370-4396, gjones@gocaptec.com  
**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682, naquita.dandrade@floridadep.gov

**Site Name:** WEST TORINO/BLANTON DDMS-105333  
**Site Address:** NW WEST BLANTON BLVD Port St. Lucie, FL, 34953  
**Waste Planned for Management:** Yard Trash  
**On-Site Contact:** Richard Perkins  
(772) 370-4396, rperkins@cityofpsl.com  
**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682, naquita.dandrade@floridadep.gov

**Site Name:** MORNINGSIDE DDMS-105337  
**Site Address:** 2701 SE WESTMORELAND BLVD Port St. Lucie, FL, 34952  
**Waste Planned for Management:** Yard Trash  
**On-Site Contact:** Richard Perkins  
(772) 370-4396, rperkins@cityofpsl.com  
**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682, naquita.dandrade@floridadep.gov

**Site Name:** WALTON DDMS-105336  
**Site Address:** SE WALTON ROAD Port St. Lucie, FL, 34952  
**Waste Planned for Management:** Yard Trash  
**On-Site Contact:** Richard Perkins  
(772) 370-4396, rperkins@cityofpsl.com  
**DEP/Local Program Contact:** Naquita Dandrade, (561)681-6682, naquita.dandrade@floridadep.gov

Unless you receive a subsequent notification from the Department concerning the status of these sites, you may consider them pre-authorized as disaster debris management sites.

In the event of a major storm event or other disaster which results in the Department issuing an Emergency Final Order (the Order) for your county, you may begin using a temporary DDMS as necessary, while also requesting issuance of a field authorization from the Department. Once activated, a DDMS is subject to the following conditions, in addition to the requirements of the Order and Florida Statute 403.7071:

- 1) **The Department must be notified when the site is opened and begins accepting debris, and when the site is closed and all debris has been removed;**
- 2) Standing water must not be allowed to accumulate in or within 50 feet of areas used to store or process disaster debris;
- 3) Access must be controlled to prevent unauthorized dumping and scavenging;
- 4) A DDMS must have spotters to correctly identify and segregate waste types for appropriate management;
- 5) Once the site is open, a spotter must be located in the area where the waste is being deposited in order to spot and remove prohibited waste items;
- 6) A DDMS is limited to managing the waste identified above for each site; any putrescible waste received at the DDMS must be removed within 48 hours, and all other types of prohibited waste should be managed in accordance with the guidance document (see link below);

7) Unless otherwise approved by the Department in response to a written request from you, the DDMS must cease operation and all disaster debris must be removed from the sites on or before the expiration date of an Order that has been executed by the Department, unless it is modified or extended by further authorization.

Failure to comply with the conditions of the field authorization, or failure to adequately close a site by the required closure date, may result in enforcement action by the Department.

The Department has also prepared a guidance document on the establishment, operation, and closure of a DDMS for disaster debris. This guidance document includes recommended practices, which you are expected to follow as much as practicable, as well as additional requirements from the Order. A copy of this guidance document is available on the DEP website

<https://floridadep.gov/waste/permitting-compliance-assistance/documents/guidance-establishment-operation-and-closure>

This guidance is not a substitute for federal requirements and guidance, including those from the Federal Emergency Management Agency (FEMA).



**OFFICE OF MANAGEMENT  
AND BUDGET**

**Solicitation Addendum Form**

|   |   |
|---|---|
| <b>Solicitation Number:</b> RFP 20230046                            | <b>Solicitation Title:</b> Disaster Debris Removal Services |
| Issuing Officer: Nathaniel Rubel,<br>Assistant Procurement Director | Solicitation Initially Posted to Internet: See DemandStar   |
| e-mail Address: nrubel@cityofpsl.com                                | Telephone: o:772-344-4230 c: 772-203-7733                   |
| Addendum Number: 2  | Date: 05/31/2024  |

**Questions and Answers**

1. On page 22, section 3.2 Bonds, it says a proposal bond is required. Since this is an electronic submission, should this be an electronic proposal bond, or should we mail in the hard copy of the original proposal bond? If it is to be mailed, what is the mailing address?

*Response: Proposers shall submit a copy of the Proposal Bond with their proposal. The original Proposal Bond must be received by the City within 10 business days after the Proposal Due Date or the proposal may be deemed non-responsive. Proposal Bonds should be delivered in a sealed envelope to:*

*City of Port St. Lucie – Procurement Management Division  
Attn: Nathaniel Rubel  
121 SW Port St. Lucie Blvd.  
Port St. Lucie, FL 34984*

2. We already have a pre-established form for Form A: Collection and/or TDMS Operating Experience as a Prime Contractor Only for which our company collected and/or processed greater than 1 million cubic yards of debris and Form B: Collection and/or TDMS Operating Experience as a Prime Contractor Only for the past 3 years. Can we attach our form in lieu of filling out Forms A and B?

*Response: No, please complete and submit Form A and Form B as instructed in the RFP.*

3. Will annual contract price increases based on Consumer Price Index (CPI) be allowed?

*Response: Please refer to Section VII – Payment Adjustment Schedule of Attachment A – PSL Contract Agreement for how price increases will be handled throughout the life of the Contract.*

Note: In the event of a conflict between previously released information and the information contained herein, the latter shall control. Please let us know of any questions.

Cordially,  
Nathaniel Rubel – Procurement Assistant Director

Signature

6/3/2024

Date