

Proposal
in Response to
Boulder County
**Private Property Structural Debris
and Hazard Tree Removal Operations**

1325 Pearl Street
Boulder, Colorado 80302

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February 1, 2022



DUNS: 06-061-9285

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and Hazard Tree Removal Operations

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February 1, 2022

Boulder County
Purchasing Department
1325 Pearl Street
Boulder, Colorado 80302

RE: **RFP #7301-22, Private Property Structural Debris and Hazard Tree Removal Operations**
Due: February 1, 2022 at 10:00 AM MST

Dear Selection Committee Members:

We are pleased to submit the enclosed proposal in response to **RFP #7301-22, Boulder County Private Property Structural Debris and Hazard Tree Removal Operations**. Ceres Environmental Services, Inc. is an experienced disaster recovery and Government contracting firm capable of providing personnel, equipment and resources to rapidly and efficiently respond to a disaster recovery event. Our services include debris removal and segregation, demolition and hazardous material management, debris reduction and site management, and the collection/generation of FEMA-required project documentation.

In November 2020, Ceres began performing hazardous tree removal services for the Oregon Department of Transportation. Trees were damaged due to high winds and more than 30 active fires. The project included numerous technical challenges, yet Ceres completed all work to date, safely removing over 19,900 trees with no lost time accidents. Three of the four projects under this contract are complete, with the fourth having significant completion.

During the Camp Fire clean up in Butte County in 2019, Ceres daily operations consisted of 50 debris removal crews, over 400 hauling units, 120 traffic control personnel and a field supervision team of over 30 members. Our team members worked on over 2,800 properties, collecting and loading over 734,000 tons of debris. Out of the debris transported, 159,000 tons of metal and concrete were sent to recycling facilities and are destined for beneficial reuse. This project was the largest debris mission in the state of California in more than 100 years.

In 2017, nearly 9,000 wildfires tore through California, burning 1.3 million acres of land. While most did not affect residences, the Atlas, Tubbs, Nuns, Redwood Valley Complex, and Sulphur fires destroyed in excess of 9,000 residential structures across Sonoma, Napa, Lake, and Mendocino counties. Ceres 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 that time, Ceres managed hundreds Rights-of-Entries and **removed over 84,000 tons of hazardous debris**. 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. When the USACE was left with very difficult and inaccessible properties, Ceres was award two follow-on Task Orders to build temporary bridges, install sheet pilings and crane debris over environmentally sensitive streams.

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

We look forward to the opportunity to be your supplier of structural debris and hazardous tree removal services.

Sincerely,

Dawn Brown
Assistant Corporate Secretary
Ceres Environmental Services, Inc.
DUNS: 06-061-9285
Enc.

FLORIDA | TEXAS | MINNESOTA

8000 Professional Parkway | Sarasota, FL 34240 | office (800) 218-4424 | fax (888) 228-5000
ceresenvironmental.com

Ceres Environmental Services Facts and Highlights

- Founded in 1976 and incorporated in 1995, Ceres Environmental Services, Inc. has provided emergency management and other services for **46 years** to government entities throughout the United States.
- Ceres has **never defaulted on a contract or failed to complete any work awarded**.
- **No client of Ceres has been denied reimbursement for work Ceres has performed.** Ceres' professional staff assists our clients, upon request, with the preparation and submission of project worksheets for FEMA and other agencies.
- **No Regulatory or License Agency Sanctions** have ever been imposed on Ceres or any of its principals.
- Ceres' policy and practice is to **utilize qualified local small and disadvantaged business enterprises** to the maximum extent practicable to further aid in the recovery of the community.
- Exemplary Performance on **over \$2.5 billion dollars** of Emergency Debris Management contracts awarded by various government agencies within the past 30 years on over 250 FEMA-funded contracts.
- Following the 2018 Camp Fire in North-Central California, **Ceres demolished over 2,900 fire damaged buildings** as part of the largest debris mission in California in more than 100 years.
- When working as part of the U.S. Army Corps of Engineers (USACE) Disaster Recovery effort following the Northern California Wildfires in 2017, **Ceres did not have a single lost time accident** while the other two (2) prime contractors were plagued by safety issues.
- Ceres' **key achievements in earthquake recovery** include performing New Zealand's first building implosion for a 16-story building; mechanical (high-reach) demo of the tallest earthquake damaged building (11 stories); and demo of the largest (by footprint) earthquake damaged building (290,520 sq. ft.).
- Following Hurricane Michael, Ceres was activated by the USACE in **13 counties in Southwest Georgia**. Ceres collected and hauled a total of 4,236,363 cubic yards (CY) of debris, with a **maximum haul of 140,330 CYs in a single day**.
- In all of 2017, Ceres **received 54 major contract activations from cities, counties, and in the U.S. Virgin Islands (USVI)** for debris removal and off-island debris disposal. For the USVI work, Ceres received the **highest possible contract evaluation – Exceptional – in all categories for its pre- and post-Hurricanes Irma and Maria responses**.
- Ceres responded to Louisiana flooding in 2016, **removing over one million cubic yards of debris** as well as damaged white goods and putrescent food.
- Performed **simultaneous Hurricanes Katrina, Rita and Wilma recovery operations** in three states throughout 44 counties and parishes.
- During Hurricane Katrina recovery, 45,000 cubic yards of debris were hauled on the first day of operations and up to 200,000 cubic yards daily after that. In total, **more than 13 million cubic yards** were hauled and processed.
- Performed **over 40,000 Right of Entry (ROE) work orders for "Blue Roof" repairs** for the U.S. Army Corps of Engineers on five contracts, with concurrent operations in over 30 counties.
- Recipient of the **Million Work Hours Award** for our **superb safety record** on the Katrina Debris project for the U.S. Army Corps of Engineers.
- Federal Employer Identification Number **Confidential**

Acronyms and Abbreviations Used in the Proposal

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

1 QUALIFICATIONS AND EXPERIENCE

1.1 Company Capabilities and Experience

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, and Texas. Ceres first began operations in 1976. Since that time, Ceres has responded to hundreds of disaster events across the U.S., on remote island chains and even in different countries.

Ceres has been the prime contractor in post-event recoveries from such recent major events as Hurricane Ida in 2021, Hurricanes Delta, Laura, and Spring Tornadoes in 2020; Hurricanes Florence and Michael and the California Camp Fire (Butte County) in 2018; Northern California Wildfires (Lake, Mendocino and Napa Counties) and Hurricanes Harvey, Irma and Maria in 2017; Hurricane Matthew in 2016; Winter Storms Cara and Goliath in 2015; Winter Storm Pax in 2014; and Superstorm Sandy in 2012.

Ceres has grown from a single company into a multinational family of companies and divisions that provide resources, support, and services to the Storm Disaster Response Division. These business units currently employ a total of more than 400 trained and experienced core personnel; this core team is expanded to over 1,500 when necessary, during recovery response missions. Our team possesses competencies and capabilities in the following areas.:

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

Rapid Deployment

Over the years, we have developed and refined our ability for rapid response mobilizations. We respond before the storm hits, sending teams into strategic staging areas to sit out the storm. Within hours post-storm, we are driving our client's hardest hit areas to assess the damage. We work closely with the municipalities to prepare a Storm Response Plan, even prior to activation.

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

The company has more than 150 full-time professional and managerial staff with disaster experience, many of whom hold Master's and Bachelor's degrees in areas such as: Business Administration, Structural and Civil Engineering, Forestry, Geology, Science and Accounting. As part of the Company's dedication to quality and safety, many of Ceres' management staff are U.S. Army Corps of Engineers-certified in Construction Quality Management; certified in Emergency Management by FEPA; have been certified by FEMA in NIMS; are Red Cross certified in first aid; and have completed OSHA's 40-hour safety training course. Ceres' management is also experienced in a wide variety of geographic conditions. Their work histories include all U.S. states, and territories including Puerto Rico, and US Virgin Islands.

Ceres' management has demonstrated its ability to respond to large-scale events. following Hurricane Michael, Ceres was activated in 13 Southwest Georgia Counties for the U.S Army Corps of Engineers. 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.

Ceres has the resources and experience to handle multiple events and locations. 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 various 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 the same year. 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.

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

Ceres' management has demonstrated its commitment to safe operations. Safety is a key component of our company. We bring this emphasis to our debris management work as shown by being the recipient of several important awards; the National Safety Council (NSC) Occupational Excellence Achievement Award which recognizes outstanding safety achievements among its members, the 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

Ceres' management has demonstrated its commitment to superior performance and customer satisfaction. Ceres worked in the U.S. Virgin Islands under the USACE contract. For that work, Ceres received **Exceptional** ratings for nearly all of 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.

Ceres' management has demonstrated a high level of capability and adaptability. During years when multiple major hurricanes hit different area, subcontractors often become increasingly scarce. Ceres is one of the few prime contractors who uses its own equipment and can fulfill all of our client commitments without an interruption in service, despite extreme weather conditions that can cause significant delays.

Financial Stability

Ceres' excellent financial stability means that it can provide performance and payments bonds from treasury-listed carriers in amounts in excess of \$5,000,000,000 per single project. With liquid working capital and additional credit lines in excess of \$ **Confidential** , a lack of financial resources is never an obstacle for Ceres.

Equipment

Ceres owns and operates more than 1,000 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.

Ceres has taken numerous steps to mitigate any recurrence of the equipment shortages that have plagued the disaster industry in recent years.

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.

In addition to using local companies, Ceres is committed to promoting diversity through its partnership with Small, Disadvantaged, Woman or Minority Owned Businesses. We strive to exceed contract requirements and maintain long-term partnerships with these companies.

FEMA Knowledgeable

Ceres has been awarded over \$2.5 billion in FEMA-funded disaster recovery projects across the United States and 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. 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 during which the City was unable to provide complete truck certification logs. FEMA indicated that due to the missing truck documentation, they intended to take a reimbursement reduction from the City in excess of \$1,000,000. When the City notified Ceres about this matter, Ceres was able to provide the missing information from its well-organized records; the City subsequently received all of its eligible reimbursement without any reduction.

Our mission is to serve all 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 46 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.** Ceres always adheres to the highest standards of quality, integrity and safety.

1.2 Past Performance

Ceres Environmental Services, Inc. has been working actively in the disaster recovery business since our founding in 1976, completing over 250 FEMA-reimbursed projects. This section of our proposal features three (3) detailed past performance writeups that correspond to the references presented in proposal **Section 3, References**.

It also includes a selection of our Letters of Reference, followed by a list of Ceres past performance over the past ten (10) years.

Butte County, CA Camp Fire

Contract Name: Debris Removal & Recovery Services for the Camp Fire Butte County – Outside Town of Paradise

Contract Owner: CalRecycle

Recency: Ceres worked in Butte County, CA from February 2019 to March 2020.

Quality: Please see the attached PPQ.

Description: In November 2018, drought conditions and a faulty electric transmission line sparked one of the most destructive wildfires in California's history. The Camp Fire covered over 150,000 acres of Butte County and destroyed nearly 19,000 structures within the County.

From February 2019 through March 2020, Ceres actively worked in Butte County, California as a part of the CalRecycle Disaster Recovery effort.

During that time, Ceres managed 2,804 Rights-of-Entry and removed over 768,000 tons of hazardous debris.

The project posed many unique challenges, including:

- Completion of work within 1 year. Ceres completed all properties except for abatement properties with 9 months with most complete in 6 months.
- Ceres mobilized and managed 52 debris removal crews and 770 trucks.
- Ceres did not have a single loss time accident during the project.
- The project total was approximately \$246,000,000. During that time, Ceres did not have a single work stoppage relating to non-payment and continued paying subcontractors on a weekly basis.
- Installation of temporary bridges
- Asbestos abatement properties
- Strong QC program resulted in cheaper per property costs than lower priced contractors working under the same contract



Ceres Work on the Camp Fire Recovery

Project: CalRecycle Butte County Camp Fire		
A. Recency		✓
B. Relevancy		
Similar Services		✓
Contract Value		✓
Location		✓
Type of Disaster		✓
Scope of Services	Magnitude	✓
	Complexity	✓
	Types of Debris	✓
Sector Management		✓
Magnitude	Quantity	✓
	Geographic Dispersion	✓
C. Quality		✓

The project area covered Butte County, outside of the Town of Paradise.

Relevancy:

This contract is relevant as it is a very likely scenario in which the ACI may be required again by the State of California. Wildfires seem to occur each year, so there will be a need for an ACI-type contract to ensure rapid response on short notice. Additionally, many of the lessons learned from a large-scale ROE program can be applied to earthquake responses. Similarly, earthquakes will result in widespread private property debris removal. In either scenario, Ceres has the experience and expertise to rapidly respond and ensure performance.

CALIFORNIA WILDFIRES

Contract Name: Debris Removal Processing for Lake, Mendocino, and Napa Counties, CA

Contract Owner: USACE

In 2017, nearly 9,000 wildfires tore through California, burning 1.3 million acres of land. While most did not affect residences, the Atlas, Tubbs, Nuns, Redwood Valley Complex, and Sulphur fires destroyed in excess of 9,000 residential structures across Sonoma, Napa, Lake, and Mendocino counties.



Ceres Work on the USACE Northern California Wildfire Recovery

From December 2017 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. During that time, Ceres managed 202 Rights-of-Entry and **removed over 84,000 tons of hazardous debris**. 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.

The project posed many unique challenges, including:

- Large geographic area across three (3) counties – Lake, Mendocino and Napa
- Project followed other large events – Hurricane Harvey, Irma, and Maria
- Work was similar, but not directly comparable to existing demolitions following other disaster missions
- Ceres was assigned the last of the ROEs, which included properties that were difficult to access
- Working in areas of historical and cultural concern.
- Quality control with the appropriate sequencing of the from USACE assignment of a property through parcel completion reports.

The project area covered three (3) California counties. The geographic expanse required Ceres to set up management and operations with multiple areas/sectors per county. For example, while working in Napa County, Ceres designated separate Areas for Atlas Peak and Mt. Veeder. The drive time between the two (2) locations was 1.5 hours. A management cell could not effectively cover both areas and ensure quality of work. Similarly, in Mendocino County Ceres maintained two (2) management cells divided by the Redwood Valley. This allowed Ceres to cover all areas and ensure performance.

Because the project was followed Hurricanes Harvey, Irma, and Maria, many Ceres and subcontractor assets were deployed to other disaster operations. Ceres was closing out 8 projects in TX, 37 projects in FL, and projects in GA, Puerto Rico, and the USVI.

The work was similar to other large-scale demolition projects, but not directly comparable. Ceres previous work in Christchurch, New Zealand following earthquakes or demolitions in NOLA following Hurricane Katrina maintained a defined and visible structure; home sites following wildfires do not. Much of the structure was destroyed in the fire and the crew was removing the ash footprint. Compounded by the number of disasters and the uniqueness of the work, Ceres had to find new subcontractors and vet each against the excluded party list system, check appropriate licenses, and ensure that all personnel were appropriately credentialed for the work. Ceres wrote a Debris Removal Operations Plan (DROP) and provided pictures (a flipbook), identifying each phase of work.

Ceres was the last contractor mobilized and tackled the most difficult properties requiring z-pilings, temporary bridges and cranes to safely remove debris. By January, most of the properties in LMN were complete. The remaining properties assigned to Ceres generally had specific issues that resulted in lower production. Ceres installed and maintained temporary bridges. One property did not have traditional access

by vehicle across a steep ravine; instead, the homeowners used stairs and a rope bridge. Ceres had to load the debris by hand into demo bags and crane the bags out three (3) at a time. With each difficult property, Ceres learned new techniques. As a result, Ceres has the capabilities and the experience to handle most denial of access situations. Bridges fail in earthquakes much like in wildfires. Ceres has the experience and relationships to quickly install and maintain temporary bridges for immediate access into otherwise restricted areas.

Through this adversity, Ceres learned how to operate in California, identified a new subcontractor base with varying capabilities, and developed internal protocols to track operations. These lessons learned are now applied to through all Ceres projects, and particularly, the recently awarded Camp Fire debris removal project in Paradise, CA.

Relevancy:

Table 2.2-3 Relevancy Matrix for CA Wildfires		
Project 4: USACE CA Fires		
Similar Services		✓
Scope of Services	Magnitude	✓
	Complexity	✓
Sector Management		✓
Contract Type		✓
Key Personnel/Subcontracting Team		✓
Magnitude	Quantity	✓
	Geographic Dispersion	✓

2020 Oregon Wildfire Recovery Cleanup and Debris



Ceres Sennebogen Work on the ODOT Hazard Tree Removal Contract

Contract Name: Hazard Tree Removal Services B37922

Contract Owner: Oregon Department of Transportation (ODOT)

Contract Period: November 25, 2020 – Current

Completed Projects:

Branch 5 Thielsen Creek Fire Project

Value: \$1,755,121.88; 1,999 Hazardous Trees; 6/7/2021 – 9/16/2021

Branch 6 2-4-2 Fire Project

Value: \$ 4,786,772.76; 4,364 Hazardous Trees; 7/20/21 – 12/6/21

Oberchain Fire Project Jackson County

Value: \$469,046.44; 440 Hazardous Trees; 1/18/22 – 1/27/22

Active Project:

Branch 1 Archie Creek Fire Project

Value: \$26,959,914.60; 13,097 Hazardous Trees; 3/15/21 – 1/25/22

Description:

A culmination of multi-day high winds, a cold front, a critically dry ecosystem, and large amounts of underbrush in state forests resulted in over 30 active fires and more than one million acres burned in Oregon. More than 500,000 Oregonians were under an evacuation notice, and 40,000 people were evacuated.

Fires along the Santiam, McKenzie and Rogue rivers were pushed by up to 50-mile-per-hour sustained winds. Within two days, wind pushed flames as much as 55 miles west from the crest of the Cascades.

Hazardous tree removal was performed in Douglas and Jackson Counties for various private and public owners, including Oregon Parks Department, Jackson County, Douglas County, United States Forest Service (USFS) and Bureau of Land Management.

The project posed many unique challenges, including:

- Managing various hazardous tree removal crews consisting of helicopters with fellers and hydraulic grapples, 200-ton Cranes, 100' Bucket trucks, Sennebogens, and tracked chippers
- Protection of sensitive biological, environmental, and cultural resources using various forestry BMPs and equipment matting on access points
- Development and execution of operational plans given substantial cultural, archeological, and environmental resources in varying climate, geographic and topographic areas

When the Archie Creek Fire Project is complete, Ceres will have collected, consolidated, loaded, and transported nearly 20,000 hazardous trees to designated log decking locations.

Chipped slash was used for erosion control purposes or utilized for biomass. Work was completed in compliance with the State of Oregon Debris Removal Task Force Environmental Protection Plan (EPP), and **Ceres did not have a single loss time accident during the project.**

Reporting Requirements:

Work was documented daily, including the Road Name, beginning and ending post mile marker location of work performed during that day, GPS coordinates of each tree removed, Appraiser's Parcel Number (APN) where trees within private property were removed, and a list of the trees felled for that day including tree assessment information such as property APN, tree site identification number, GPS location, species, diameter, height, and photographs of tree (pre-cut and marked stump).

Relevancy:

Project: ODOT Hazard Tree Removal Program		
A. Recency		✓
B. Relevancy		
Similar Services		✓
Contract Value		✓
Location		✓
Type of Disaster		✓
Scope of Services	Magnitude	✓
	Complexity	✓
	Types of Debris	✓
Sector Management		✓
Magnitude	Quantity	✓
	Geographic Dispersion	✓
C. Quality		✓

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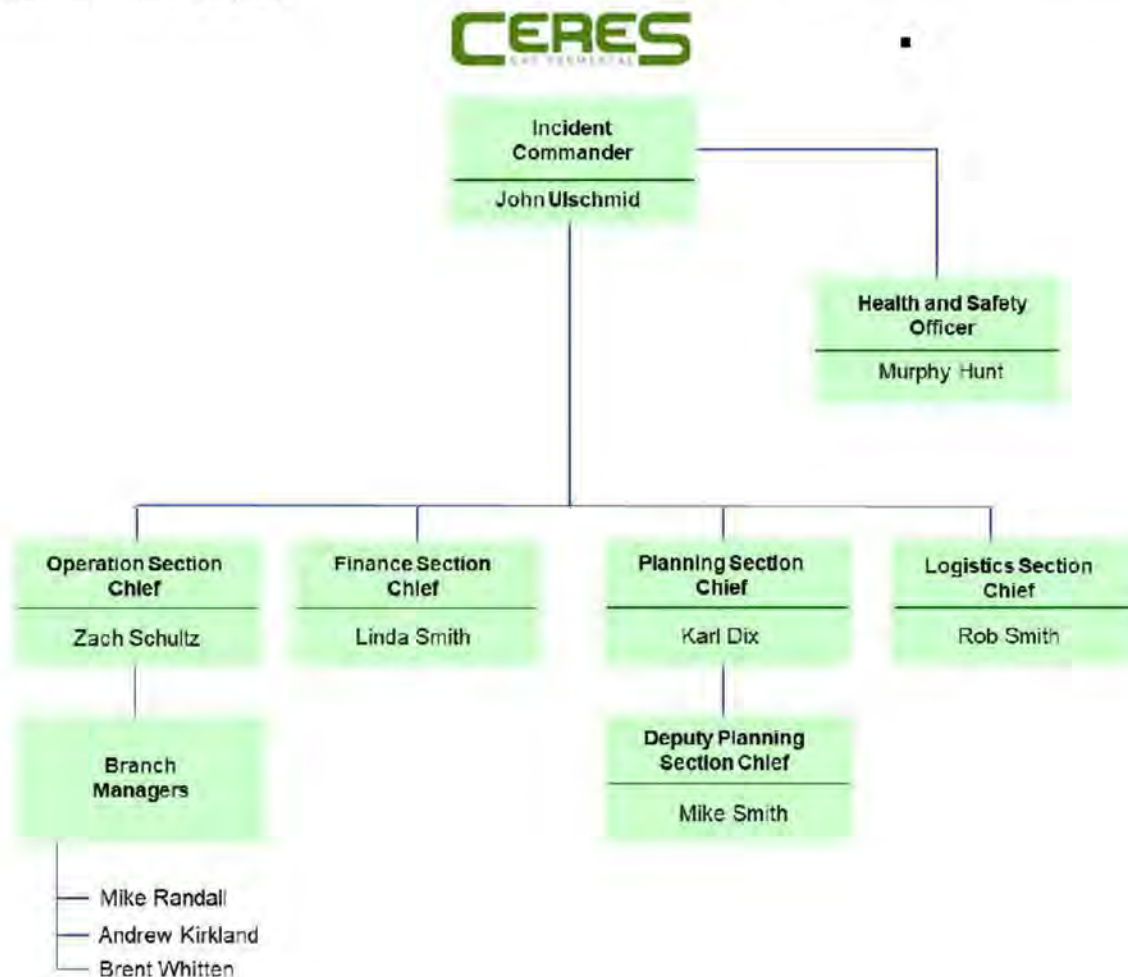
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1.3 Key Personnel

Ceres Environmental Services, Inc. has over 150 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 Boulder County, Ceres will provide exceptionally qualified personnel to lead the efforts for any event occurring for which our services are required. The following core team will be assigned to Boulder County for the life of the contract. Additional personnel will be assigned based on the size and severity of an event affecting Boulder County.

Collectively, in the past five (5) years, Ceres has performed more than \$400 million in private property structural debris removal and hazard tree removal projects resulting from wildfires. In those previous wildfire projects, Ceres implemented an Incident Command System (ICS) organizational structure to seamlessly integrate with clients. Personnel identified in the ICS organizational chart below participated in those projects and have significant experience in all aspects of private property structural debris removal and hazard tree removal projects.



Ceres' management has demonstrated its ability to respond to large-scale events. During the Camp Fire clean up in Butte County in 2019, Ceres daily operations consisted of 50 debris removal crews, over 400 hauling units, 120 traffic control personnel and a field supervision team of over 30 members. Our team members worked on over 2,900 properties, collecting and loading over 734,000 tons of debris. Out of the debris transported, 159,000 tons of metal and concrete were sent to recycling facilities and are destined for beneficial reuse. This project was the largest debris mission in the state of California in more than 100 years.

Ceres has the resources and experience to handle multiple events and locations. 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.

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.

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 (the highest possible) from the USACE for meeting and exceeding contract requirements and achieving the highest ratings available for quality, customer satisfaction, management/personnel/labor, cost/financial management and safety/security.

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 information on the qualifications of Ceres project management team, please see their resumes that follow. 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 Boulder County event, or are not acceptable to the County, personnel with equivalent or better backgrounds and skills will be made available and will be presented for approval.

Key Personnel Resumes

Management Oversight

David A. McIntyre, Sole Shareholder and President

David McIntyre is the founder and sole shareholder of Ceres Environmental Services, Inc. and affiliated companies. He created the company in 1976 and has personally managed or supervised over over 250 FEMA-reimbursed contracts, including over 100 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 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.

PROFESSIONAL EXPERIENCE

- **Oregon Wildfire Recovery 2020 – Current.** 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.
- **Oklahoma Ice Storm 2020.** Management oversight for debris removal in 5 cities following an ice storm.
- **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 derecho generated debris.
- **California Wildfires – Camp Fire, Butte County 2020 – Current.** 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.
- **Jones County, MS Tornado 2020.** Provided management oversight for removal and disposal 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.
- **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– present.** Oversight of response to Christchurch earthquake. Established a New Zealand branch office of Ceres to work in conjunction with the Canterbury Earthquake Recovery Authority (CERA) to provide extensive disaster response services including debris management, design-build seismic stabilization, demolition/deconstruction/implosion services and large-scale materials recycling operations. Working as a capital partner, developer and construction manager in the country to help salvage and repair damaged buildings.
- **Haiti 2010-2013.** Oversight of response to the devastating earthquake that hit Haiti in January 2010. Provided management oversight of a survey contract for the International Office on Migration, an \$11M landfill management and debris reduction site contract for the Haitian Ministry of Public Works and Communications (MTPTC) and The World Bank, environmental remediation projects for World Vision and new construction in the country.
- **Hurricane Ike 2008.** Presided over debris collection, transportation, and disposal on 11 different contract locations in Texas and Louisiana
- **Hurricane Gustav 2008.** Oversight of collection, transportation, processing, and disposal of over 1.9 million cubic yards of debris; Trimming and removal of hazardous trees in Louisiana
- **Hurricane Dolly 2008.** Provided oversight and management guidance in debris collection, transportation, recycling, and disposal in Texas
- **Hurricane Wilma & Rita 2005.** Directed debris collection, transportation, and disposal; Emergency temporary roofing installation in Florida
- **Hurricane Katrina 2005.** Lead Project Manager for collection, transportation, processing, and disposal of over 13 million cubic yards of debris; Trimming and removal of over 165,000 hazardous trees; Asbestos abatement and demolition of 916 buildings; Decontamination and disposal of over 315,000 white goods in 11 Louisiana Parishes; Emergency temporary roofing installation of over 21,000 buildings in 32 Mississippi counties
- **Hurricane Ivan 2004.** Project Manager in collection, transportation, and disposal of over 680,000 cubic yards of debris including the processing of over 505,000 cubic yards of debris in Florida

- **Hurricane Jeanne & Frances 2004.** Managed the collection, transportation, and disposal of over 404,000 cubic yards of debris in 13 Florida counties
- **Hurricane Charley 2004.** Directed Debris collection, transportation, and disposal; Emergency temporary roofing installation in 4 Florida counties
- **Hurricane Isabel 2003.** Project Management to debris removal and disposal in Virginia
- **Hurricane Floyd 1999.** Lead Project Manager to debris removal and disposal in North Carolina
- **Oklahoma City Tornadoes 1999.** Lead project manager for USACE contract providing debris removal, managing multiple debris sites, and demolishing damaged residential structures.
- **Hurricane Georges 1998.** Presided over collection and disposal of over 2.3 million cubic yards of debris; Management of 17 TDSR sites; Emergency temporary roofing installation on over 3,000 buildings in Puerto Rico.
- **Hurricane Fran 1996.** Project management for USACE contract providing debris removal, reduction and site management.
- **Hurricane Andrew 1992.** Lead Project Manager to debris collection, transportation, and disposal; Provided USACE with 25 new chippers/grinders with 48 hours in Florida

EDUCATION/CERTIFICATIONS

- Graduate coursework in Physics, Chemistry, and Mathematics from the University of Minnesota Institute of Technology and University of Minnesota
- Licensed Florida General Contractor

David A. Preus, Senior Vice President, Project Manager

Mr. Preus has been employed for more than 20 years with Ceres Environmental Services, Inc. directing the Emergency Management Services Division and providing project management on more than 100 FEMA reimbursed disaster recovery contracts including hurricanes, tornadoes, ice storms, windstorms, and floods. Mr. Preus leads and provides overall guidance to the company's Emergency Response Team in the areas of preparatory, mobilization, and implementation of operations. Mr. Preus has participated in nearly 20 USACE emergency recovery contracts with Ceres as prime contractor.

PROFESSIONAL EXPERIENCE

- **Oklahoma Ice Storm 2020.** Operations Manager for debris removal in 5 cities following an ice storm.
- **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.** Operations Manager for removal, reduction, and disposal of derecho generated debris.
- **Hamilton County, TN Tornado 2020.** Operations Manager for removal and disposal of tornado generated debris in Hamilton County.
- **Jones County, MS Tornado 2020.** Operations Manager for removal and disposal of tornado generated debris in Jones County.
- **Hurricane Michael 2018.** Operations Manager 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.
- **Hurricane Florence 2018.** Operations Manager and Project Manager for the North Carolina Department of Agriculture and Consumer Services for the disposal of biological debris generated as a result of Hurricane Florence throughout the State of North Carolina.
- **Hurricane Irma 2017.** Management Oversight for Ceres response to more than 25 jurisdictions throughout the State of Florida that were impacted by Hurricane Irma.
- **Hurricane Harvey 2017.** Provided management oversight for ten (10) individual projects throughout the State of Texas following the damage caused by Hurricane Harvey and the resulting floods.
- **Hurricane Maria Recovery, Puerto Rico** Providing management oversight for USACE PR Blue Roof and the Government of Puerto Rico Transportation and Public Works Department (DTOP) contracts following Hurricane Maria.
- **Hurricanes Hermine and Matthew 2016.** Provided management oversight for over 20 individual projects following Hurricane Hermine in September and Hurricane Matthew in October. Also worked in the field as project manager after Hurricane Matthew.
- **Louisiana Flooding 2016.** Provided management oversight for Ceres response to Louisiana floods in August following heavy rains.
- **Oklahoma Ice Storms 2015.** Provided management oversight to Ceres response to Winter Storms Cara and Goliath. Ceres responded to six different jurisdictions in Oklahoma.
- **Livingston Parish Waterway Cleanup 2015.** Management oversight for Ceres response during the removal of vegetative, C&D and white goods debris removal in Louisiana.
- **Alabama Tornadoes 2014.** Management oversight for Ceres response in several Alabama cities damaged by May tornadoes. Ceres provided removal and disposal services for eligible debris.
- **Winter Storm Pax 2014.** Management oversight for Ceres response in Georgia and North Carolina. Ceres provided removal and disposal of storm-related debris in both states.
- **Upper Midwest Ice Storm 2013.** Led Ceres' debris management prime contracts in South Dakota and Minnesota, including work in rights of way, parks and waterways.
- **Hurricane Sandy 2012-2013.** Management oversight for Ceres' response in New York and New Jersey. Ceres performed multiple projects in New York and New Jersey as prime contractor.
- **Hurricane Isaac 2012.** Management oversight of five separate contracts in response to Hurricane Isaac. Ceres provided recovery services to Jefferson Parish, Kenner, Livingston Parish, Denham Springs and St. Bernard Parish.
- **Winter Storm Alfred 2011.** Provided management oversight for response to unseasonal snowstorm in the Northeast. Ceres managed over 320,000 CY of debris in two locations.
- **Hurricane Irene 2011.** Provided management oversight for response to Hurricane Irene's impact on the Atlantic coast. Ceres managed 120,000 CY of debris in two locations.

- **Alabama Tornadoes 2011.** Provided management for Ceres' response to record-setting tornadoes as Ceres hauled 1,191,553 CY of debris, reducing the vegetative portion by grinding.
- **Haiti Earthquake 2010-2013.** Project Manager working with the International Organization for Migration on camp population and needs. Managed transitional housing prototypes. Participated in World Bank-financed 4.15 million CY rubble recycling project.
- **Hurricane Ike 2008,** Project management and operations management in 3 counties in Texas to clear and haul hurricane debris under Ceres' USACE ACI contract.
- **Hurricane Gustav 2008,** Project oversight for three contracts totaling over 2,000,000 cubic yards for debris removal and disposal, trimming and removal of hazardous trees, and removal and disposal of white goods in Louisiana.
- **Hurricane Katrina 2005,** Project Manager for emergency temporary roofing installation on more than 21,000 homes and buildings throughout 32 MS counties. Assisted in removal of over 13 million cubic yards of debris throughout 11 LA Parishes.

EDUCATION/CERTIFICATIONS

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

Key Project Team

John Ulschmid, Incident Commander

Mr. Ulschmid has more than 25 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

- **ODOT Archie Creek Fire Tree Removal 2020 – Current.** Senior Director for tree removal project as a result of 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.
- **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

Murphy Hunt, Health and Safety Officer

Mr. Hunt is a dedicated and performance-driven Industrial HSE Safety Manager with expertise writing and reviewing project-specific safety, fire prevention, and storm water pollution prevention plans. Strategic and resourceful planner who evaluates policies and procedures to continuously improve processes, mitigate risk, minimize incidents, and optimize quality and safety assurance. Articulate communicator and respected leader who trains and mentors dynamic teams to resolve customer issues, improve sustainability, ensure compliance, and advance organizational objectives.

PROFESSIONAL EXPERIENCE

- **SAFETY 1ST PRO SERVICES LLC 2018-2021, CSP**

STIR, ARCTEX, WeldSpec, Synflex, Thermon, AquaDrill.

Craft Type-training, explosion investigation, electrical and instrumentation, Welding Inspection & Xray, Insulation, heat trace, industrial cleaning. Provided regulatory oversight, project safety assessment/evaluations, in depth PSM studies & Hazops for multiple organizations. Assisted in a reconstructing an explosion incident to determine causal factors. Performed multiple training assessments/classes for industrial equipment operations as well as OSHA 10/30. Managed Safety accounts such as DISA, ISN, AVETTA, NCMS.

- **SABER POWER SERVICES LLC: Rosharon, TX, 2015-2018, Construction Safety Manager**

Craft Type- Electrical Testing and Construction, heavy civil, industrial equipment operation, High Voltage, excavation, steel erection, warehouse

Selected Accomplishments:

Effectively implemented Company's key injury prevention programs at all assigned facilities, such as Near Miss Program, Pre-Job Safety Planning, Employee Safety Observations, etc. Established and sustained appropriate programs and policies for maintaining an effective safety culture. Coordinated regular safety calls with leaders at assigned facilities to review injury prevention programs, share best practices, etc. Ensured assigned facilities achieve pro-active metric reporting targets, such as number of Near Misses, Number of Safety Observations, etc. Ensured assigned facilities meet the established injury tolerances (TCR, etc.) Provided support and oversight to assigned locations to ensure compliance with all applicable OSHA regulatory requirements, such as LOTO, Powered Industrial Trucks and Electrical Safety. Ensured assigned facilities fully comply with OSHA regulatory requirements. Ensured assigned facilities complete all required one-time and recurring Safety Compliance and Injury Prevention Tasks, assisting with completion, as necessary. Provided on-going/as-needed safety support to assigned facilities with respect to injury prevention programs and OSHA compliance initiatives. Provided Corporate Safety support, such as updating new Safety Standards and associated compliance and training documents, researching future regulatory requirements and their impact on Company operations, etc. Lead Fire Risk Reduction Efforts to ensure that the number of fires are minimized, to include coordinating detailed investigations of all fire events and driving corrective actions. Performed all required reporting to, interfacing with and responses to OSHA and similar regulatory agencies. Coordinated and performed all required internal reporting on key safety events, such as Lost Time Injuries and Major Fires. Provide safety review/response for all capital authorization and major project work. Conducted periodic Safety Compliance Assistance and Audit Site Visits to assigned facilities, following a standardized review process. Participated in Corporate Safety Initiatives, such as Safety Council Meetings, Safety Audits, etc. Consistently maintained a record low (.64) experience modification rate (EMR). Achieved 1M safe man hours and received the Silver Safety Excellence Award for two consecutive years.

- **BAY INDUSTRIAL SAFETY SERVICES, Richmond, TX, 2013-2015, Project Safety Manager**

Craft Type- Tank building, coating, electrical, steel erection, environmental cleanup, midstream, Firewatch, welding, excavation

Selected Accomplishments:

- Developed and executed health and safety plans in the workplace according to legal guidelines
- Prepared and enforced policies to establish a culture of health and safety
- Evaluated practices, procedures and facilities to assess risk and adherence to the law
- Conducted training and presentations for health and safety matters and accident prevention

- Monitored compliance to policies and laws by inspecting employees and operations
 - Inspected equipment and machinery to observe possible unsafe conditions
 - Investigated accidents or incidents to discover causes and handle worker's compensation claims
 - Recommended solutions to issues, improvement opportunities or new prevention measures
 - Reported on health and safety awareness, issues and statistics
- **SABER POWER SERVICES LLC, Rosharon, TX, 2013, Site Safety Supervisor**
Craft Type- Electrical Testing and Construction, heavy civil, industrial equipment operation, High Voltage, excavation, steel erection, warehouse
Selected Accomplishments:
Managed occupational injury program, transitional duty coordination, and incident investigation efforts. Supervised the OSHA compliance efforts including PPE, LOTO, BBP, PIT, Confined Space, etc. Served as the main contact for the contracted Security Personnel. Coordinated and conducted Team Member safety training. Developed and coordinated the I.H. Monitoring Plan. Mitigated potential risk and delivered all projects with zero recordable incidents by training 100% of employees in risk management, quality control, and safety compliance.
 - **SOLARIS POWER SYSTEMS, Houston, TX, 2012-2013, Safety Technician**
Craft Type- Low voltage electrical, UPS systems, batteries and chargers. DOT, acid chemical hazards
Selected Accomplishments:
 - Minimized incidents by developing and implementing a full safety program.
 - Maintained understanding of environmental, health, & safety regulations as defined by OSHA, other regulatory agencies, customers, and best industry or management practices.
 - Assisted in mitigating and controlling hazardous working conditions and unsafe acts through interface at all levels within the organization. Conducted regular walk through safety audits, inspections, surveys of worksites to ensure and determine compliance with appropriate rules and regulation. Completed all reports in a timely manner, documenting findings, and following up to validate any corrective actions. Conducted safety training to advance safety awareness and understanding in accordance with regulatory and organizational safety processes.
 - Ensured appropriate care is administered when employee injuries occur. Investigated the injury or incident and complete all required documentation. Implemented a plan / process to prevent future occurrences. Coordinated with all employees and customers to ensure all safety standards and requirements are met.
 - **INDUSTRIAL PROCESS INSULATION, Port Neches, TX, 2011-2012, Warehouse Manager**
 - **TIME WARNER CABLE, Nederland, TX, 2009-2011, Installation and Fiber Technician**
 - **TURNER INDUSTRIES, Houston, TX, 2008-2009, Iron Worker**

EDUCATION/CERTIFICATIONS

- Bachelor of Applied Science, Current- Columbia Southern
- Associate of Applied Sciences, OHST- College of the Mainland
- Certified Safety Professional (CSP)-35131
- Associate Safety Professional (ASP)-289903
- Certified Site Safety Technician (CSST)
- Certified Occupational Safety Specialist (COSS)
- OSHA 500, OSHA 501, Hazwopper 40, & NFPA70E Certifications
- AHA Certified CPR Trainer

Zach J. Schultz, Operation Section Chief

After over a decade as a Heavy Equipment operator, Mr. Schultz began to take on more responsibility, first as a construction foreman, then as a superintendent, and most recently as a Project Manager. He has worked for some of the largest ski resorts in the U.S., work that required meticulous oversight and a strong regard for safety.

PROFESSIONAL EXPERIENCE

- **Poudre Canyon Mudslide and Flood 2021.** Project Superintendent for debris management services in Larimer County, CO.
- **Oregon Wildfire Recovery 2020 – Current.** Project Superintendent 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.
- **California Wildfire – Camp Fire, Butte County 2019.** Site Superintendent for the CalRecycle/CalOES 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.
- **Northern California Wildfires Debris Removal 2018.** County Manager for the fire reclamation project in Napa County, CA following the fires between October and December of 2017.
- **Hurricane Florence 2018.** Project Manager for debris clean-up project in Lenoir County, NC.
- **Hurricane Irma 2017.** Project Manager overseeing debris clean-up in Miami Beach, FL.
- **Hurricane Matthew 2016.** Project Superintendent for various debris removal and disposal projects.
- **MK Weeden Construction July 2013-May 2014.** Reclamation Superintendent managing reclamations of oil well locations in the Bakken oil field, including but not limited to overseeing scrapers, dozers, and other excavating equipment.
- **Snow Mountain Services July 2012-July 2013. Excavating Superintendent,** managing all scopes of work from mass excavating, pipe welding, utility installation and pump house building/assembly.
- **The Canyons Ski Area November 2009-2016.** Grooming Foreman and heavy equipment operator who is responsible for grooming and excavating crews including scheduling, hiring, and personnel matters.
- **Snow Mountain Engineering May 2004-December 2008.** Foreman/Operator responsible for operating heavy equipment including excavators, bulldozers, front end loaders, and haul trucks.
- **Moonlight Basin Ski Area August 2003 - May 2004.** Director of Snow Surfaces responsible for managing and grooming the snow making departments as well as maintaining and repaired grooming equipment.
- **Canyons Resort June 1997-March 2003.** Heavy Equipment Operator/Foreman who participated in building the fourth largest ski resort in the US. Worked directly with Ctec/Poma/Dopplemayr in building of ski lifts. Worked directly with SMI/Techno Alpine/HKD/Lenko in the installation and operation of snow guns.

EDUCATION/CERTIFICATIONS

- 40-hour HAZWOPER Training, Certificate Number 1712141219955
- CPR certified
- H2S Safety
- OSHA 10
- Ground disturbance training and HESS training
- Heavy Bids 101 formal training

EQUIPMENT

- | | |
|-----------------------------------|---------------------------|
| ▪ Excavators (Cat 315-375) | ▪ Hydraulic side booms |
| ▪ Bulldozers (Cat D5-D9L) | ▪ Articulated haul trucks |
| ▪ Front end loaders (Cat 950-980) | ▪ Forklifts |

Linda Smith, Finance Section Chief

Ms. Smith has over 30 years of experience in leading accounting teams in day to day activities while providing owners, shareholders, and executives with 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.
 - **Oregon Wildfire Recovery 2020 – Current.**
 - **California Wildfires – Camp Fire, Butte County Hazardous Tree 2020**
 - **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.
- **Sage-Dey Inc. 1989 – 1993.** Merchandise Accounting Supervisor overseen 10 employees, coordinated inventory and reconcile results while leading implementation of new hardware and software systems.

EDUCATION

- Bachelor of Science, Accounting 1989
- Minor in Economics, State University of New York at Oswego

CERTIFICATIONS

- ICS-100 Introduction to Incident Command System

Karl A. Dix, III, Planning Section Chief

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

PROFESSIONAL EXPERIENCE

- **Oregon Wildfire Recovery 2020 – Current.** Operations Planner 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.
- **Oklahoma Ice Storm 2020.** Provided operational oversight for debris removal in 5 cities following an ice storm.
- **Hurricanes Laura, Hanna, Sally, Delta, and Zeta 2020.** Provided operational oversight for 13 individual contract activations across Louisiana, Texas, and Florida.
- **Linn County, IA Derecho 2020.** Operations Planner for removal, reduction, and disposal of derecho generated debris.
- **California Wildfires 2019 – 2020.** Operations Planner 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.
- **Hurricane Michael 2018.** Operations Planner 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.
- **Southeast Tornadoes 2017.** Operational oversight for debris removal and disposal project in the City of Albany, GA.
- **Hurricane Matthew 2016.** Project Manager for Charleston County, SC and Bald Head Island, NC debris removal and disposal projects following Hurricane Matthew in October.
- **Hurricane Hermine 2016.** Project Manager for Glynn County, GA debris removal and disposal project.
- **Oklahoma Ice Storms 2015.** Quality Control and Assurance for debris removal and disposal projects for Oklahoma Emergency Management Authority, Oklahoma City, and Warr Acres following severe winter storms.
- **Winter Storm Ulysses 2014.** Quality Control and Quality Assurance for NCDOT project resulting in the removal and disposal of 300,000 cubic yards of ice storm debris. Reviewed contract for FEMA eligibility and ensured overall project performance to contract specifications.
- **Winter Storm Pax 2014.** Quality Control and Quality Assurance for Columbia County, GA project resulting in the removal and disposal of 500,000 cubic yards of ice storm debris. Reviewed contract for FEMA eligibility, drafted FEMA compliant inter-local agreements and ensured performance of the project to contract specifications.
- **Black Forest Fire 2014.** Project support for El Paso County, CO contract resulting in the removal of over 1,500 fire-damaged trees. Provided operational planning in support of the PM.
- **Mississippi/Alabama Tornadoes 2014.** Quality Control and Quality Assurance to 4 projects resulting in the removal and disposal of 200,000 cubic yards of tornado debris. Oversaw contract negotiations and reviewed contract for FEMA eligibility.
- **Hurricane Sandy 2012-2013.** Program Lead, Project Administration, Safety and Support for multiple projects in NJ and VA. Removed roughly 150,000 CYs across all projects.
- **Hurricane Isaac 2012.** Program lead, project administration, safety and support in response to Hurricane Isaac. Removed over 1,000,000 CY of debris from Mississippi River levees in Plaquemines Parish.
- **Virginia Derecho 2012.** Program Lead/Project Manager for debris site management, grinding and disposal following a derecho event impacting Virginia.
- **North Dakota Flooding 2011.** Program lead, project administration for USACE emergency debris removal and mobile home group site construction missions after historic flooding in spring of 2011 near Minot, North Dakota.

- **Hurricane Irene 2011.** Program Lead, Project Administration, Safety and Support for response to Hurricane Irene's impact on the Atlantic coast. Removed over 110,000 CY of debris on 5 projects.
- **Alabama/Tennessee Tornadoes 2011.** Program Lead, Project Management and Administration, Safety and Support for three debris projects and one haul and install THUs in response to the April tornadoes. Removed over 240,000 CY across two municipal projects.

EDUCATION/CERTIFICATIONS

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

Robert Smith, Logistics Section Chief

Mr. Smith creates strong team environments through customer focus, a clear vision and goals, and a strong performance management structure with the ability to implement corporate directives and ensure safety compliance.

PROFESSIONAL EXPERIENCE

- **Camp Fire Tree Removal, Butte County 2020 – current.** Project Manager for the removal, processing, and final disposition of hazardous trees due to the 2018 Camp Fire. This work includes both right of entry (ROE) and rights-of-way (ROW) hazardous tree removal.
- **Oklahoma Ice Storm 2020.** Project Manager overseeing three projects: City of El Reno, City of Kingfisher, and the City of Piedmont. The work performed consisted of leaner and hanger removal, ROW vegetative removal, DMS operations, and the reduction of vegetative debris.
- **Hurricane Hanna 2020.** Project Manager overseeing three separate projects: Hidalgo County, the City of Pharr, and the City of Edinburg. Conducted ROW collection, disposal of vegetative debris and construction and demolition debris with all three clients. Also collected and disposed of white goods, household hazardous waste and electronic waste.
- **Camp Fire, Butte County 2018 – 2019.** Project Manager for the Clean-up project hauling and disposal of debris generated by the Camp Fire wildfire in North-Central California in 2018.
- **Hurricane Irma and Maria 2017.** Project Management oversight for vegetative, construction and demolition, and metal debris removal from local municipality ROW and other eligible public property in the U.S Virgin Islands for USACE ACI project following Hurricanes Irma and Maria. Work also included site preparation, debris reduction - chipping/mulching/grinding, and debris disposal.
- **Evergro Organic Recycling 2016-2017.** Vice President of Operations researching and acquiring a track of land that meets all TCEQ criteria to construct a biosolid composting facility. Focused on site operating plans and providing a permit application along with drawings drafted by a local project engineer.
- **New Earth Soils and Compost 2010-2016.** Vice President of Operations overseeing over 35 teams within two facilities, new constructions, and existing biosolid composting operations.
- **The Garick Corporation**
 - **Vice President of Operations 2007-2009.** overseeing six facilities and 250 associates in five different states, ensuring EPA/DEP and OSHA compliance practices, plant staffing, daily productions goals, payroll management, and inventory control.
 - **General Manager 2006-2007.** Responsible for the safety and productivity of a large group during peak season, including environmental compliance, profitability, and leadership development. Drafted and implemented operational procedure manual for companywide plant and safety operations.
- **United States Army 1991-2000.** Airborne Ranger as Scout Team Leader for the 25th Infantry Division in Oahu, Hawaii, a Pathfinder for the 101st Pathfinder detachment and a U.S. Army Ranger Instructor at the Mountain Phase of Ranger School. Responsible for assisting the squad leader to ensure squad combat readiness, including planning and supervision of soldier training. Assisted with tactical employment and continuous surveillance of the enemy while being responsible for daily training and safety of 600 rangers annually in mountaineering and combat missions.

EDUCATION

- Austin Peay State University, Clarksville, TN 2000

CERTIFICATIONS

- IS-00027 FEMA Logistics
- IS-00393.b Hazard Mitigation
- IS-00632.a Debris Operations
- ICS-100 Incident Command System
- IS-00200.c Initial Response
- IS-00042 Social Media, Emergency Management
- IS-00240.b Leadership and Influence
- IS-00552 Public Works Role, Emergency Management
- OSHA 30 Construction

Michael Smith, Deputy Planning Section Chief

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 Laura 2020.** Project Manager in Santa Rosa County, FL for debris cleanup.
- **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 and disposal, DMS establishment & management, hangers, leaners, stumps and vegetative reduction in Highland, and Okeechobee Counties.
- **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.
- **Sky view Safety Services 2005-2006.**
Safety Supervisor responsible for all Safety Training and Orientation. Supervision of subordinate safety staff and monitoring a safety procedure in a Heavy Industrial setting.

EDUCATION/CERTIFICATIONS

- Home Inspection Certification for the State of Ohio – 2013
- Mold remediation & inspection Certification for the State of Ohio – 2010
- USACE Construction Quality Control Management for Contractors – 2006
- OSHA Certification: 30 Hours Construction and Safety Standards
- OSHA Certification: 10 Hours Construction Safety
- OSHA Training – Refinery Safety Courses – CSE Attendant/Entrant, Fire Prevention, Hazardous Gases, LOTD, First Aid/CPR and refinery safety standards.

Andrew Kirkland, Branch Manager

Andrew Kirkland has been involved in disaster recovery resulting from a wide variety of natural disasters and weather events. Mr. Kirkland's experience includes Quality Control and Project Management of FEMA-reimbursed disasters such as hurricanes, ice storms, windstorms, floods and wildfires.

PROFESSIONAL EXPERIENCE

- **Hurricane Delta 2020.** Project Manager in the City of Nederland, TX for hurricane generated debris removal and disposal.
- **Jones County, MS Tornado 2020.** Project Superintendent in Jones County, MS for tornado debris removal and disposal.
- **California Wildfires – Camp Fire, Butte County 2019 – 2020.** Lead Quality Control Manager for Concow, CA as part of the CalRecycle clean-up project for hauling and disposal of debris generated by the Camp Fire wildfire in North-Central California in 2018, the largest debris mission in California in more than 100 years.
- **Kansas Ice Storm 2019.** Project Manager in Olathe, Kansas on behalf of Ceres.
- **Hurricane Michael 2018-2019.** Quality Control oversight for up to eight (8) counties simultaneously throughout Southwest Georgia for the removal of more than 3 million cubic yards of debris as part of the USACE ACI SAD Restricted contract activation. Managed two debris management sites and assisted in the planning, set up and execution of USACE approved site plan.
- **Hurricane Florence 2018.** Project Manager in North Carolina Department of Transportation District 2, Jones County, overseeing the removal of vegetative, C&D, and white goods debris from all NC DOT roads.
- **Hurricane Irma 2017-2018.** Project Manager for the City of Miami, Florida for the collection of nearly 200,000 cubic yards of vegetative and C&D debris.
- **California Wildfires 2018.** Certified Quality Management working under Ceres contract with the U.S. Corps of Engineers following the 2017 fires. Ceres Lead Quality Control specialist in eastern Napa Valley. Worked with USACE to determine structural integrity in accordance with EM 385 1-1, as well as the planning, installation & safe removal of temporary bridges.
- **Hurricanes Irma and Maria 2017.** Provided Quality Control in St. Thomas and St. Croix, U.S. Virgin Islands for the segregation and separation of over 250,000 cubic yards of mixed, vegetative, and C&D debris for reduction and removal from the islands via barge. Ensured the integrity of debris piles by leading hand separation crews to sort the debris by categories – vegetative, C&D and recyclable metals.
- **Operations Supervisor, Sergeant, U.S. Marine Corps 2003-2007.** Team leader for on-target completion of teams during three (3) tours of duty during a 22-month timeframe. Earned distinction for sound judgement and ability to make rapid decisions in high pressure situations.

EDUCATION/CERTIFICATIONS

- HAZWOPER 40
- FEMA ICS 100
- FEMA IS-632a
- FEMA IS-101a
- USACE CQM certified
- First Aid/CPR certified
- Combat Lifesaver
- DoD Secret Clearance (2004-2007)

AWARDS

- Combat Action Ribbon
- Global War on Terrorism Expeditionary Medal
- Global War on Terrorism Service Medal
- Iraq Campaign Medal
- Expert Marksman Parris Island
- National Defense Service Medal
- Sea Service Deployment Ribbon (x3)
- Navy Unit Commendation Medal
- Good Conduct Medal

Brent Whitten, Branch Manager

Mr. Whitten has been involved in debris management and disaster recovery services for nearly 15 years. His work has ranged from demolition of residential and commercial sites after Hurricane Katrina to quality control for the U.S. Army Corps of Engineers to environmental sampling and monitoring after Hurricane Isaac. He is FEMA-certified in Debris Operations and the Incident Command System. He is also a FEMA-certified Disaster Housing Inspector. His responsibilities include direct supervision of a project and ensuring compliance with all safety and quality control regulations. Mr. Whitten brings strong organizational skills and the ability to motivate to any job.

PROFESSIONAL EXPERIENCE

- **Hurricane Ida 2021.** Project Superintendent for Livingston Parish, LA as a result of Hurricane Ida.
- **Livingston Parish Emergency Watershed 2019 – Current.** Project Manager in Louisiana for the waterway debris removal project.
- **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.
- **Hurricane Irma 2017.** Project Manager in Pinellas County, FL for the Disaster Debris Collection and Removal 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.
- **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.
- **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.
- **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.

Additional Personnel (Alphabetically by Last Name)

Omar Arroyo, EHS Manager

Mr. Arroyo has more than 17 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.** Site 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 employees 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 work place 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
 - OSH- Safety Program Management
 - OSH- Physical Hazards Control
 - OSH- Accident Prevention, Inspection, and Investigation
 - OSH- OSHA Regulation General Industry
- College of the Mainland (Conducting Safety Audits)
- OSHA 30 Hour Construction
- 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
- First Aid-CPR-AED Certification #1M39060022

Donald Bauer, Grinding Operations Manager

Mr. Bauer has been involved in disaster recovery resulting from a wide variety of natural disaster recovery as a Project Manager with Ceres Environmental Services, Inc. Mr. Bauer is highly skilled in Emergency Operations Debris Removal for Hurricanes, Major floods and tornados.

PROFESSIONAL EXPERIENCE

- **California Wildfires – Camp Fire, Butte County 2019.** Grinding Operations Manager for the CalRecycle clean-up project for hauling and disposal of debris generated by the Camp Fire wildfire in North-Central California in 2017.
- **Hurricane Michael 2018.** Grinding Operations for work in Georgia.
- **Hurricanes Florence 2018.** Grinding Operations Manager in North and South Carolina for the clean-up of storm debris in September.
- **Hurricanes Harvey 2017.** Grinding Operations Manager for the disaster recovery projects in Florida and Texas.
- **Southeast Tornadoes 2017.** Grinding Operations Manager for debris removal and disposal project in the City of Albany, GA.
- **Hurricanes Hermine 2016.** Grinding Operations Manager for Glynn County, GA debris removal and disposal project.
- **Livingston Parish Waterway Cleanup 2015.** Grinding Operations Manager for the removal of vegetative, C&D and white goods debris removal in Louisiana.
- **Alabama Tornadoes 2014.** Grinding Operations Manager for Ceres response in several Alabama cities damaged by May tornadoes.
- **Winter Storm Pax 2014, Guilford County, NC.** Grinding Operations Manager for the cleanup and disposal of over 400,000 cubic yards of debris.
- **Hurricane Sandy 2012-2013.** Grinding Operations Manager for Ceres response in New York and New Jersey.

Mike L. Beevers, Project Manager

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

PROFESSIONAL EXPERIENCE

- **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.
- **Santa Rosa County, FL Wind Event 2020.** Project Manager for Santa Rosa County, FL debris removal project after a severe storm and wind event.
- **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, Texas.
- **Hurricane Matthew 2016.** Project Manager for debris removal project in Beaufort County, South Carolina. Oversaw debris collection and removal from County-wide public and private roads and rights-of-way, resulting in over 1,000,000 cubic yards of debris collected.
- **Hurricane Hermine 2016.** Project Manager for debris removal project in Taylor County, Florida following a September hurricane. Oversaw collection of vegetative and C&D debris, as well as white goods and household hazardous waste.
- **Louisiana Floods 2016.** Project Manager for Ceres response to the City of Zachary following August flooding.
- **Louisiana Levee Construction 2014 – 2015.** Fleet Logistics Manager for USACE levee construction projects in LA.
- **Winter Storm Pax 2014.** Truck Boss for ice storm clean up in Guilford County, North Carolina.
- **Black Forest Fire 2013.** Superintendent for debris removal following forest fire in El Paso County, Colorado.
- **Upper Midwest Ice Storm 2013.** Project Manager/Truck Boss in Rapid City, SD debris removal project as well as mulch haul superintendent. Knuckleboom operator in Minneapolis for stump removal project.
- **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

Stanley D. Bloodworth, Project Manager

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

PROFESSIONAL EXPERIENCE

- **Hurricane Ida 2021.** Project Manager for 6 Louisiana jurisdictions: Denham Springs, Gonzales, Covington, Mandeville, Livingston Parish, and St. Helena Parish.
- **Poudre Canyon Mudslide and Flood 2021.** Project Manager for debris management services in Larimer County, CO.
- **Sabine River Authority 2021.** Project Manager for debris removal services.
- **Oklahoma Ice Storm 2020.** Project Manager for debris removal in 5 cities following an ice storm.
- **Hurricane Sally 2020.** Performed as Project Manager for Santa Rosa County, FL and Escambia County School Board as a result of Hurricane Sally.
- **Hamilton County, TN 2020.** Project Manager for collection, reduction, and disposal of tornado generated debris in Hamilton County, TN.
- **Emergency Watershed Protection August 2019 – Current.** Performed dual roles as Senior Project Manager/Operations Planner for emergency channel debris removal for Livingston Parish, LA.
- **Hurricane Michael 2018 – 2019.** Senior Project Manager in Dougherty County and City of Albany, GA for clean-up after Hurricane Michael. This project was eventually overtaken by the USACE ACI SAD Region Restricted contract activation, at which time Mr. Bloodworth maintained an oversight role until the USACE ACI project was completed in early 2019. Ceres was reactivated at that time in order to complete the clean-up and disposal work for the County and the City; Mr. Bloodworth maintained his position and participation through the entire project.
- **Hurricane Maria 2017.** Project Manager/Operations Planner for the Puerto Rico Department of Transportation (DTOP) Disaster Recovery Project. Mr. Bloodworth worked closely day to day with DTOP Representatives ranging from the Secretary of Transportation to local Municipal Mayors and District Managers. Mr. Bloodworth prepared and implemented a successful Operations Plan that provided an operations solution expediting a re-establishment of adequate transportation routes for such activities as emergency services, utility repairs, reopening schools, citizen access and a very important return of commerce. The Operations Plan included accurate scheduling of all activities related to debris removal and disposal and provided successful tool for budgeting public fund expenditures for DTOP disaster recovery.
- **Hurricane Irma 2017.** Project Manager in Tampa City, FL clean-up following the heavy destruction caused by Hurricane Irma.
- **Louisiana Floods 2016.** Project Manager and Planner for Livingston Parish project involving clean-up following heavy rains and flooding in Louisiana in August 2016. Mr. Bloodworth expertly organized over 20 different subcontractors with more than 100 debris removal trucks for this project. Mr. Bloodworth provided these subcontractors with a detailed operations plan to begin concurrent debris removal efforts in all areas affected by the flood. Mr. Bloodworth ensured proper removal and disposal/recycling of many different classifications of flood related debris, including C&D, Household Hazardous Waste, E-waste, and White Goods. Total debris removed: over 1,000,000 CY.
- **Texas Floods 2016.** Project Manager in Bastrop County following flooding in the county.
- **Winter Storm Goliath 2015.** Project Manager for clean-up of several cities and counties under the Oklahoma Emergency Management Authority following Winter Storm Goliath over Christmas 2015.
- **Winter Storm Pax 2014.** Operations Manager for Columbia County clean up after Winter Storm Pax. Managed removal and disposal of over 500,000 CY of debris.
- **June Microburst Storm 2013.** Project Manager for cleanup project of debris and tree removal in Albemarle, NC following a summer microburst storm.

- **U.S. Army Corps of Engineers 2006-2011.** Numerous large-scale U.S Army Corps of Engineers, multiple state DOT and municipality debris removal and heavy construction contracts. Specifically, two debris removal and one heavy construction contract with the Minneapolis-St. Paul District Army Corps of Engineers. These USACE contracts were part of the recovery effort following the Mouse River Flood of Spring 2011 in Minot, North Dakota Duties required and successfully completed, included constant, 24/7 communication and availability with the Minot, USACE Disaster Recovery field office. Possessed complete knowledge and responsibility of all contract operation management functions. Retained full authority as company officer to commit to any/all requirements of the contracts including preparation, negotiation and execution of any additional contracts or change order/ modifications. Managed preparation and implementation of all aspects of Quality Control, Accident Prevention, Regulatory and Operation Planning. Worked closely with local and state officials to ensure compliance with permits and licensing. Supervised subordinate managers.
- **2004 – 2006: Program/Project Manager** for Disaster Recovery Operations where he served on numerous disaster recovery contracts including:
 - 2004 Hurricane Charley Tampa, Orlando, Deltona, Daytona, Florida
 - 2004 Hurricane Frances, Tampa, Daytona, Jacksonville, FL
 - 2004 Jeanne, Daytona, FL
 - 2004 Tropical Storm Ivan, Perdio Key, FL/Pensacola Beach, FL
 - 2004 Tropical Storm Dennis,
 - 2005 Hurricane Katrina, Louisiana
 - 2005 Hurricane Wilma, Miami
 - 2008 Hurricane Ike, Galveston, TX

EDUCATION/CERTIFICATIONS

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

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

- **California Wildfires – Camp Fire, Butte County 2020 – Current.** 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 – Current.** 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

Jonathan Campos, Project Superintendent

Mr. Campos has over 15 years of experience in emergency response. While with the United States Air Force, he managed crews at numerous emergencies, managed and tracked equipment, reviewed and drafted standard operating guides and used language skills to communicate with Spanish and Italian speakers in times of crisis. After leaving the United States Air Force, Mr. Campos wanted to continue his career in emergency response by serving as Project Superintendent for Ceres.

PROFESSIONAL EXPERIENCE

- **Hurricane Michael 2018.** Project Superintendent during emergency response debris removal in Jackson County, FL
- **Hurricane Maria 2017 – 2018.** Project Superintendent responsible for collecting vendor quotes, tracked project deliverables and revamped vehicle fleet while conducting operations in Puerto Rico.
- **Hurricane Dorian 2018.** Project Superintendent perform disaster debris removal, reduction and disposal in Horry County.
- **United States Air Force 2018.** Training Director created plans and developed annual training plan for 32 personnel. Facilitates training through various means including instructor-led training, self-study and e-learning; builds strong relationships between key stakeholders and employees. Implements and tracks training requirements for all personnel. Conducts ongoing needs assessment to facilitate multi-level training and advancement. Reports monthly metrics to Fire Chief and Executives. Creates and justifies annual budget for outside courses, guest instructors and additional needs.
- **United States Air Force, 2016** Logistics Director. Ensured strict compliance with the Federal Acquisition Regulation (FAR) while executing annual budgets for the fire department. Planned/Requested/Executed \$3.5M funds for fire department operational and contractual requirements. Managed & tracked \$1.5M worth of equipment, wireless communications, and information technology assets and enabled training and certification of 18 emergency dispatchers and 32 DOD level II, antiterrorism officers.
- **United States Air Force Emergency Communications Center 2015** Directed communications amongst 10 agencies for over 1,000 alarms on aircraft & building emergencies. Identified undisclosed classified military base security risks as mission assurance assessment team member. Facilitated operations, training and maintenance for four person, 24-hour base emergency communication center. Drafted and executed \$700K contract for 20 phone lines, 215 building alarm system, and office furniture items
- **United States Air Force, Fire Departments 2014** Geographical Area Manager and Incident Commander. Reviewed and drafted 100+ standard operating guides, oversaw daily operations for 18 stations/8 bases. Controlled and commanded crews at numerous man-made and natural incidents/emergencies. Coordinated with emergency and non-emergency entities to ensure the protection of life, property and incident stabilization. Developed team cohesiveness for American, Korean, Italian, & British firefighters while stationed abroad. Planned, coordinated, and deployed various strike and task forces during various emergencies and non-emergency situations. Established fire department and airfield operations at remote bases with limited home-station equipment/supplies. Used local resources to accomplish mission by establishing agreements and understandings while conducting ethical business negotiations.

EDUCATION

- Master of Arts – International Relations, University of Oklahoma 2017
- Bachelor of Arts – Sociology, Ashford University 2012
- Associate of Applied Science and Fire Science, Community College of the Air Force 2009
- U.S. Air Force Senior Leadership and Management, Air University, 2018
- U.S. Air Force Leadership and Management, Air University, 2016
- U.S. Air Force Leadership, Air University, 2009
- Department of Defense Fire Academy, Goodfellow Air Force Base, 2004

CERTIFICATIONS

- National Registry EMT
- Emergency Response to Terrorism
- Incident Command System 300, NIMS
- Incident Command System 400, NIMS
- Fire Department Health and Safety Officer
- Fire Department Incident Safety Officer
- Fire Inspector I & II
- Fire Officer I, II, & III
- Hazardous Materials Incident Commander
- Hazardous Materials Technician
- HazMat Awareness and Operations
- Public Telecommunicator I/I
- Rescue Technician I
- Competent Communicator, Toastmaster's International

VOLUNTEER SERVICE

- Curry County Local Emergency Response Committee, 2016 – Present (Member)
- Southern Nevada Burn Center, 2010

Brad Deville, Superintendent

Mr. Deville has nearly 20 years of experience in equipment and mechanical issues. He has worked as a manager both in house and in the field on heavy civil construction jobs. Mr. Deville has experience in managing multiple projects at once, sorting priorities on each project assigned and managing equipment and personnel for multiple jobs and job sites.

PROFESSIONAL EXPERIENCE

- **Kuykendahl Detention Basin 2015 – Present.** Superintendent for excavation of stormwater detention basins in Harris County, Texas.
- **Falgout Canal Road Levee Segment 2015.** Superintendent for a 4-mile stretch of levee as part of the Morganza-to-the-Gulf project to protect Terrebonne and Lafourche parishes in Louisiana.
- **Ward 7 Levee Improvement and Extension 2014.** Superintendent for levee reconstruction project in Terrebonne Parish, Louisiana
- **Reach G2B and Reach G 2-c Earthen Levees 2014.** Superintendent for flood control levees in Terrebonne Parish as part of the Morganza-to-the-Gulf project.
- **Reach H-1 Levee 2013-2016:** Superintendent for Reach H-1 levee, connecting Reach G-2 with Reach H-2 segments of the Morganza-to-the-Gulf project.
- **Reach F Earthen Levee 2013-2015:** Superintendent for levee segment of Reach F, part of the Morganza-to-the-Gulf project in Terrebonne and Lafourche parishes in Louisiana.
- **Shop Manager, Ceres Environmental Services, Inc., 2012 – 2015.** Oversaw all maintenance of equipment in Ceres shop, located in Houston, TX. Manager of all employees in the shop.
- **Operator/Mechanic/Shop Supervisor, Luhr 1997 – 2012.** Started out as operator of heavy equipment for two years. Moved up to mechanic for two years, in charge of solving mechanical issues and spent the nine years as a Shop Supervisor, supervising shop and employees.
- **Owner, Trucking Company 1990 – 1997.** Owned and operated trucking company. Hauled and received contracts for hauling.

EDUCATION/CERTIFICATIONS

- OSHA certified
- Diesel Mechanic courses
- OSHA Safety Courses
- HazMat trained

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

- **Oregon Wildfire Recovery 2021 – Current.** 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.
- **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

- **Hurricane Laura 2020 – Current.** Project Manager in Cameron Parish, LA for the collection, reduction, and disposal of Hurricane Laura generated debris.
- **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)

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 Sally 2020.** Project Superintendent for Ceres response in Santa Rosa County, FL.
- **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 the debris collection, reduction and disposal 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 the debris removal and disposal in North Carolina.
- **Oklahoma City Tornadoes 1999.** Project Superintendent providing debris removal, managing multiple debris sites, and demolishing damaged residential structures.
- **Hurricane Fran 1996.** Project Superintendent for USACE contract providing debris removal, reduction and site management.

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

Brandon Gelinas, Project Superintendent

Mr. Gelinas has over 15 years of experience in multiple aspects of emergency response. He has spent eleven years with Citrus County Fire Rescue as a state certified Firefighter assisting in water rescue, public safety and hazmat operations. After leaving the rescue team he wanted to continue his career in responding to emergency services by serving as a regional Project Superintendent in central Florida.

PROFESSIONAL EXPERIENCE

- **Hurricane Laura 2020.** Project Manager for Allen Parish, LA for debris removal and disposal.
- **Macon-Bibb County, GA Bulk Waste 2020.** Project Manager in Macon-Bibb County for the removal of bulk waste as result of decreased staff due to COVID-19.
- **Hurricane Michael 2018.** Project Superintendent in Jackson County, FL for the clean-up of debris generated by Hurricane Michael in October of 2018.
- **Hurricane Michael 2018.** Haul-Out Coordinator 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.
- **Hurricane Michael 2018.** Project Superintendent in Leon County and the City of Tallahassee, FL for the clean-up of debris generated by Hurricane Michael in October of 2018
- **DRC Emergency Services 2017-2018.** Worked as a regional Project Manager and Trainer in the central Florida region. Was entrusted to manage seven different projects and project managers during the response of the debris impacts of Hurricane Irma. Regular attendance to meetings with all levels of county officials. Traveled across the state of the Point of Contact in the initial phases of initial damage assessment and kick off meetings for the pre-existing contracts. Training city personnel for self-monitoring debris management and safe operations. Conclude projects after site reclamation once it has met FEMA and contractual requirements.
- **Witt O'Brien's 2016.** After working briefly as a Debris Monitor, a promotion was received to Field Operations Supervisor for the Debris Removal Operations in Citrus County, FL following Hurricane Hermine. Responsible for oversight of the Debris Monitors in Citrus County, ensuring that goals and deadlines were met, submitting payroll documentation, generating paperwork needed to secure FEMA funding, and producing documentation to update county officials regarding the progress.
- **OTR Truck Driver 2012-2016.** Worked as an independent contractor transporting goods (ranging from produce to hazardous materials) interstate, requiring knowledge of Federal and State regulations governing commercial trucking.
- **Citrus County Fire Rescue 2001-2012.** Worked as a State Certified Firefighter, Emergency Medical Technician, certified in Water Rescue, Public Safety, and Hazmat Operations. First responder for the following Hurricanes, Ivan, Jeanne and involved with implementation of FEMA's Public and Individual Assistance programs.

EDUCATION

- College of Central Florida
- Citrus County Fire Academy
- Withlacoochee Technical College
- FEMA Emergency Management Institute

CERTIFICATIONS

- | | |
|------------------------------------|--|
| ▪ FEMA IS-5a Intro Hazmat | ▪ Florida Certified Fire Engineer |
| ▪ FEMA IS-33.18 FEMA Ethics | ▪ National Certified Emergency Medical Technician |
| ▪ FEMA IS-35.18 FEMA Safety | ▪ Radiological Awareness and Response |
| ▪ FEMA IS-100.b Incident Command | ▪ Hazmat Decontamination Team |
| ▪ FEMA IS-200 Initial Incident | ▪ Hazmat Response Team |
| ▪ FEMA IS-300 Expanding Incident | ▪ Citrus County Fire Academy |
| ▪ FEMA IS-632.a Debris Operations | ▪ CPR/AED/First Responder Instructor |
| ▪ FEMA IS-633 Debris Plan Dev. | ▪ Certified Emergency Medical Dispatcher |
| ▪ FEMA IS-634 Public Assistance | ▪ Hurricane Mitigation Workshop |
| ▪ FEMA IS-700.a NIMS | ▪ Natural Resource Damage Assessment Training |
| ▪ OSHA 40 HAZWOPER | ▪ Trained Terrorist Bombing Responder |
| ▪ OSHA 30 Construction | ▪ CERT Instructor |
| ▪ Florida Certified Firefighter II | ▪ WMD/Terrorism Awareness for Emergency Responders |

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

- **Oklahoma Ice Storm 2020 – Current.** Senior Project Manager in Oklahoma City, El Reno, and Piedmont for collection, reduction, and disposal of ice storm generated debris.
- **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.
- **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 subcontractors for curbside pickup, haul, DMS coordination vis a vis the grinding function, All aspects lease negotiation, curbside pickup, processing, final disposal. Negotiations with city for use of a subset of its landfill for our DMS. Material was staged and processed at the landfill. Secured secondary DMS in town via planning and negotiating with US Army Reserves for use of its property, led all communications, planning between Ceres and the municipal command office in downtown Savannah.
- **Flood: City of Denham Springs, LA 2016;** Start-up PM; role included the planning and coordination with city and subcontractors of all curbside collection, transport via direct haul to final disposal landfill. No reduction of waste prior to disposal at Waste Management landfill.
- **Rubicon Global, LLC, Atlanta, GA, 2015 - 2016,** Regional subcontractor relationship manager responsible for prospecting, bidding, planning, contracting and managing services provided to client base. Direct management of approx. 7,000 haulers servicing over 16,000 customers.
- **ECO Systems, Inc. Atlanta, GA 2012 – 2015.** Professional Consultant, International and domestic environmental consulting in the field of hazardous and non-hazardous waste management, as well as Emergency Management Services in Disaster Response. Both of these service areas include program development/design/planning, training and overall project management. Service areas included the Continental US, Venezuela, Dominican Republic, Mexico and the island of Guam.
- **Asplundh Environmental Services, Inc. Atlanta, GA 2003 – 2012.**
Senior manager responsible for overall project management for all emergency response efforts supplied by the company to state, federal, municipal and private sector clients. These services include but are not limited to logistical and infrastructure support for remediation, transportation, disposal and recovery. These project missions, focusing primarily on disaster response generated revenues of \$100+ million per year.

EDUCATION/CERTIFICATIONS

- Bilingual in English and Spanish

Michael Hansen, Resources Manager

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

PROFESSIONAL EXPERIENCE

- **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.
- **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 – Present,** Logistics Manager in charge for shipping supplies and equipment for operations in New Zealand.
- **Haiti Earthquake 2010 - Present,** Logistics Manager in charge of shipping supplies and equipment for operations in Haiti.
- **Ice Storm 2009,** Operations and Logistics Management and support for debris removal and disposal from county rights-of-ways in Kentucky
- **Hurricane Ike 2008,** Operations and Resources Management for debris removal and disposal for 11 different locations; Logistics management of positioning, establishing and set up of field offices in Texas
- **Hurricane Gustav 2008, Resources and Operations Management** for debris removal and disposal in Louisiana; Positioned, located, and set up of field offices including maintenance
- **Hurricane Dolly 2008,** Operations, Logistics, and Resources Management and support providing critical resources such as equipment, personnel, office equipment, and networks to debris removal and disposal in Texas
- **Iowa Flood 2008,** Project Administrative and Operations support for debris removal due to Cedar River flooding in Iowa
- **Flood Control, Rio Puerto Nuevo, Rio Fajardo 2007,** Operations, Logistics and Resources management to Floodway Control project in Puerto Rico including shipping and receiving equipment
- **Ice Storm 2007,** Operations and Resources Management to debris removal in response to Winter Ice Storm in Oklahoma

- **Hurricane Katrina 2005**, Operations and Logistics Management support to debris removal, processing, and disposal operations of over 13 million cubic yards of storm debris in Louisiana
- **U.S. Coast Guard**, Auxiliary Service Engineer, EMT, Fuel/Oil & Water Engineer, and Machinery Technician. 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 certified quality management professional with approximately 30 years of civil and construction project management and planning experience. He has expertise in guiding a wide range of civil project operations, including road and bridge construction/reconstruction, drainage and erosion control, soil testing and sampling, and field inspections. Mr. Hardy is proficient in project construction/layout, concrete and asphalt roadway operations, 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 in order to drive a strong team with multiple trades.

PROFESSIONAL EXPERIENCE

- **Oregon Wildfire Recovery 2020 – Current.** Quality Control Manager 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.
- **California Wildfires – Camp Fire, Butte County 2020 – Current.** Quality Control Manager for the CalRecycle removal of hazardous trees generated by the Camp Fire wildfire in North-Central California in 2017.
- **Kuykendahl, Glen Forest and Aldine Westfield Detention Basin 2019 – Current.** Quality Control Manager for several detention basins in Houston, TX.
- **Paradise Butte County, CA Fire 2019.** Quality Control Manager for the CalRecycle clean-up project for hauling and disposal of debris generated by Camp Fire in 2018.
- **Hurricane Michael 2018.** Quality Control Manager for work provided for the USACE ACI in 13 Georgia counties. Trained all Ceres operations personnel, sub-contractors operation crew and Ceres flaggers in a classroom setting ATSSA Flagger Training and Traffic Control. Ensured quality control personnel and subcontractors met the required qualifications of the project contract. Reviewed and understood 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.
- **Harris County, Texas Storm Water Detention Reservoir 2015 – 2018.** Project Operations – attended monthly construction meetings and engaged in an active role of establishing the scope of all construction projects with Architects and Engineers. Acquired all support documentation and generated submittals for project excavation disposal sites as per requirements of HCFCD Guidelines. Perform project material and supply procurement.
- **Morganza Hurricane Levee Project 2015.** Operations Planner – responsible for planning, scheduling, conducting and coordinating detailed phases of the engineering. Supervised and coordinated the work of engineers, draft persons, plan reviews, as-built, specifications and testing frequencies to develop an accurate cost proposal.
- **Glendo Wyoming Reservoir Rehabilitation 2015.** Operations Planner – Responsible for the continuation of production and maintenance of quality as a prime objective. 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; reviewed daily timesheets and performance reviews.

EDUCATION/CERTIFICATIONS

- Bachelor of Science – Civil Engineer from the University of Louisiana at Lafayette.
- USACE Construction Quality Management for Contractors Certificate
- DOTD Asphaltic Concrete Roadway with Asphaltic Concrete Observation Certification
- DOTD Embankment and Base Course Certification
- DOTD Portland Cement Concrete Paving Certification
- DOTD Portland Cement Concrete Structural Certification
- DOTD Portland Cement Concrete Structural Certification
- OSHA 30 for Construction Certificate
- Radiation Safety Officer APNGA Certification
- Radiation Safety Officer NORM Certificate

- Heavy Bid Training Certificate
- ATSSA Certified Flagger/Traffic Control Instructor
- USACE Construction Quality Management for Contractors Certificate

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. 2018 – 2019.** Chief Safety Manager for 13 counties in Georgia on the Hurricane Michael USACE ACI Debris Project.
- **Liberty Lift Solutions.** Corporate Safety Manager- administered OSHA and DOT compliance programs, conducted safety audits, incident investigation and drug & alcohol testing, conducted all safety training across the organization, Managed EHS data for ISNetwork, Avetta, PEC SSQ Systems.
- **InnoSpec Oil Field Services 2017 – 2018.** Frac Assistant/Safety Collection and management of all chemical data and safety audits.
- **Transwood Inc. 2017.** Safety/Sand Coordinator- Ensured safety & DOT compliance, all employee safety training. Incident investigation and drug and alcohol testing.
- **Lehoski Welding 2015 – 2016.** Safety Manager / PEC Instructor-Conducted all new hire orientation, PEC and field safety training, composed safety policies and procedures, Conducted safety audits, incident investigation and drug & alcohol testing, Managed EHS data for ISNetwork.
- **L&P Pipeline and Construction 2014 – 2015.** Safety Coordinator /Safety & PEC Instructor-In charge of all new hire orientation including drug testing, DOT, field safety audits, Incident investigation.
- **Big Star Crude 2013 – 2014.** Safety Adviser / Asst. Terminal Manager- All new hire orientation, drug testing, DOT, field safety audits, managed all billing of the clients and drivers, all DOT inspections, Performed accident, injury investigations and safety audits.
- **Safety Medics 2012 – 2013.** Safety Inspector-Safety audits of large oil field construction sites, pipeline construction and drilling rigs. Performed accident, injury investigations.
- **Sierra Industries 2011 – 2012.** Fire Chief / Safety / Training-Army UC-35 project in charge of DCMA audits airport safety and training including all fire calls and emergency issues, New hire orientations training for employee, drug testing and wrote all safety policy and procedures for company-wide programs.
- **Pinkerton Government Services 2010 – 2011.** Shift Fire Captain- In charge of all fire and medical calls on shift at Sikorsky Helicopter Facility.
- **Smirfit Stone Paper Mill 2007-2010.** Safety and Medic Cared for all employees' injuries, Performed safety audits in the mill.
- **Gulf Coast State College 2004-2008.** Adjunct Instructor Courses for Fire, Paramedic, Emergency Medical Technicians and Hazardous Materials.
- **Bay Medical Center 2001-2009.** EMT, Paramedic – Took emergency calls county wide transported to hospital.
- **Bay County Fire Rescue 1994-2009.** Battalion Captain EMT-P- Supervised 40 Officers and fighters, All fleet maintenance, Fire Department Training, Safety Officer, Hazardous Materials Officer and Medical Officer.

EDUCATION/CERTIFICATIONS

- **Certified Occupational Safety and Health Officer (CSHO I & II) –** TEEX Estimated Date: Dec 2019
- **NWCG** qualified S-131, S-190, S-205, S-215
- **FEMA** certified ICS-100, ICS-200, ICS-300, IS-00005.a, IS-00035.18, IS-100, IS-200, IS-244, IS-315, IS-317, IS-340, IS-346, IS-700, IS-800, IS-804, IS-907, IS-1900
- **OSHA-** 501,511, 2055, 2225, 3015, 3115, 7205, 7505
- OSHA Outreach Instructor
- Medic First Aid CPT Instructor

Dana Heimdahl Chernault, Health and Safety Manager

Ms. Dana Heimdahl Chernault Health and Safety Manager with over 20 years of experience providing safety, health, and environmental leadership in several industries, to include the military, manufacturing, construction, agriculture, healthcare, and consulting. Extensive experience in all aspects of safety oversight, including strategic planning, program creation and implementation, and team development. Continually exceeds expectations by building valuable relationships and works well with people at all levels of an organization, including stakeholders, management, team members, and clients. Ms. Heimdahl Chernault ensures all compliance are met within all state and federal safety and health regulations including OSHA requirements as well as appraised and implemented new safety policies as they related to ongoing operations.

PROFESSIONAL EXPERIENCE

- **Oregon Wildfire Recovery 2020 – Current.** Health and Safety Manager 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.
- **Hurricane Laura 2020.** Health and Safety Manager for Vermillion and Cameron Parish, LA.
- **California Wildfires – Camp Fire, Butte County 2020 – Current.** Health and Safety Manager for Butte County Hazardous Tree Removal Project.
- **Sunbelt Rentals 2018.** Director of Safety, Health and Environmental who over 200 profit centers for 2 of Sunbelt Rentals' business units (Power/HVAC and Climate Control) to include developing and implementing strategic safety plans. Led 8 regional safety managers to assist with day-to-day SH&E operations, identifying key initiatives and worked to strengthen both programmatic and leadership principles within the business units. Managed health and safety resources as well as related departmental budgets while serving as the primary contact on health and safety issues as the subject matter expert for employees, regulators, and construction and emergency response clients. Created, managed, and reviewed site-specific health and safety plans while establishing or maintaining positive working relationships with clients, site health and safety managers, corporate division managers, local representatives, or subcontractors. Built the company's electrical safety program from the ground floor up with a team of key experts as well as created and implemented a "Drive Safe" initiative and a "Driver Summit" process to promote driver safety. Developed, updated, and managed workplace safety programs, procedures, and policies as well as created employee training programs while establishing and maintaining complete safety training records. Conducted safety audits and inspections to ensure compliance with occupational and environmental health and safety requirements while ensuring that project personnel were adequately trained in emergency response plan procedures.
- **BAE Systems 2016 – 2018.** Directed the SH&E oversight of 5 business units and 7,000 employees worldwide that supported US government and military contracts. Contracts included military vehicle maintenance, radar repair work, shipyard work, construction projects, and manufacturing, helped reduce recordable incidents by 37% from 2016 to 2017 and 22% from 2017 to 2018, led a team of 11 full-time SH&E managers and 70 part-time leads, strengthening the company's safety and health focus by implementing and launching a SH&E management system, engaging key stakeholders to ensure applicability to the business. Strategized and reorganized safety, health, and environmental functions to better support the integrated business plan, setting injury reduction goals and key performance indicators for the business, reducing incident rates by over 80% in the first year, Led the Significant Injury and Fatality initiative, implementing a behavior-based safety program, ensuring that safety near misses, incidents, and injuries were properly managed and documented, Conducted scheduled and surprise safety audits that included a brief summary report noting any deviations from the Safety and Environmental Management Systems, implementing corrective actions to promote the health and safety of workers and the contracts.

- **Goodyear Tire and Rubber Company 2014 – 2016.** Led safety operations for a large, unionized plant of 56 acres under roof and 2200 employees, managing a team of 3 of safety professionals. Realized a 22% reduction of recordable incidents and a 43% reduction of total incidents. Influenced and strengthened the relationships of a team of business center managers, an appointed union safety committee of 8 employees, and 90 union business center safety representatives. Created a safety system that included new and updated policies and procedures, job hazard analyses, a new behavior-based safety program, and an incident investigation process. Set injury goals and reductions, generated a robust incident reporting, investigation, and management system as well as maintained or updated emergency response plans or procedures and developing standardized emergency procedures. Inspected or evaluated workplace environments, equipment, or practices to ensure compliance with safety standards and government regulations, recommending measures to help protect workers from potentially hazardous work methods, processes, or materials.

Education/Certificates

- University of Wisconsin-Stout - Master of Science in Risk Control
- Stole University of New York - Bachelor of Arts in Spanish and Latin American Studies
- Certified Safety Professional- Certificate # 19177 - Board of Certified Safety Professionals

Eric Kelleran, Grinder Operator

Mr. Kelleran has 15 years of experience in equipment operation and maintenance. Mr. Kelleran has spent 7 years with the Armor Volunteer Fire Company for the Fire station in Erie County, NY as a state certified firefighter and lieutenant in emergency response.

PROFESSIONAL EXPERIENCE

- **Ceres Environmental Services, Inc. 2017 – Current.** Grinder Operator overseeing the grinding crew and all maintenance required during the grinding operations to assist the cleanup and recovery process following natural disasters.
- **Kelleran Services, Inc. 2015 – 2017.** Heavy Equipment Operator and Mechanic responsible for completion of projects in an efficient time, maintenance and repairs on heavy equipment and trucks.
- **Owczarczak Construction 2012 – 2015.** Heavy Equipment Operator and Mechanic responsible for maintenance and repairs on heavy equipment and trucks and completion of projects in an efficient time.
- **Armor Volunteer Fire Company**
 - Assistant Fire Chief 2015
 - Senior Fire Lieutenant 2012
 - Truck Lieutenant 2009 – 2011
 - Firefighter/EMT 2008
- **Ingalls Site Development Inc. 2009 – 2011.** Equipment Operator responsible for the maintenance and repairs on heavy equipment and trucks.
- **United Materials Concrete Company 2009.** Mechanic and Shop maintenance assisted with truck maintenance during an internship. Responsibilities included truck repairs, assembling and organizing concrete blocks for sale.
- **Holmes and Murphy Construction 2005 – 2006.** Mechanic cleaner who assisted with managing auctions.
- **Gullo's Garden Center, LLC. 2003 – 2008.** Equipment Operator also assisted with sales, customer service and landscaping.

EDUCATION

- Bachelors Fire Safety Engineering Technology, University of North Carolina 2015
- Associates Degree Emergency Management, Erie Community College 2015
- Associates Degree Fire Protection Technology, Erie Community College 2012
- Vocational Diesel Mechanics Course 2009

CERTIFICATIONS

- | | |
|--|---------------------------------------|
| ▪ OSHA 10 Construction Outreach Training | ▪ American Heart Association CPR/AED |
| ▪ OSHA 30 | ▪ Class B Foam Operations |
| ▪ OSHA 40 Hazwoper | ▪ Accident Victim Extrication |
| ▪ OSHA 8 Hazwoper Supervisor | ▪ Coordinated Live Fire Attack |
| ▪ OSHA Confined Space | ▪ Live Fire Training NFPA |
| ▪ Trenching and Excavation Safety Class | ▪ Apparatus Operator EVOC |
| ▪ National Fire Fighter 1 | ▪ School Bus Rescue |
| ▪ Fire Fighter 1 | ▪ Principles of Instruction |
| ▪ Fire Fighter 2 | ▪ Terrorist Indicators/Suspicious Act |
| ▪ Highway Safety Awareness First Responders | ▪ FEMA ICS 100 A |
| ▪ Flashover Training | ▪ FEMA ICS 100.FWA |
| ▪ Radio Policies and Procedures | ▪ FEMA ICS 200 |
| ▪ Intro to Fire Officer 1 | ▪ FEMA ICS 240.A |
| ▪ Fire Officer 1 | ▪ FEMA ICS 700 |
| ▪ Rescue Tech Basic | ▪ FEMA ICS 701.A |
| ▪ Weapons of Mass Destruction Radiological | ▪ FEMA ICS 704 |
| ▪ WMD/Terrorism Awareness for Emergency Responders | ▪ FEMA ICS 706 |
| ▪ American Heart Association CPR/AED | ▪ FEMA ICS 800.B |
| ▪ Class B Foam Operations | ▪ FEMA IS 2900 |
| | ▪ FEMA IS 100 FDA |
| | ▪ FEMA IS B |

Kerry Kennedy, Project Manager

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.

PROFESSIONAL EXPERIENCE

- **California Wildfires – Camp Fire, Butte County 2019.** 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.
- **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

Tia Laurie, Subcontractor 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

- **Oregon Wildfire Recovery 2020 – Present.** Director of Administration including subcontracting and contract management for Oregon Department of Transportation Hazard Tree Removal Project.
- **Oklahoma Ice Storm 2020.** Director of Administration including subcontracting, and management of 5 contract activations as a result of the Oklahoma Ice Storm.
- **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.
- **Hamilton County, TN and Jones County, MS Tornadoes 2020.** Director of Administration including subcontracting. Managed 6 subcontractors providing debris collection, reduction, and disposal.
- **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.
- **Paradise and Butte County, CA Fire 2019.** Director of Administration including subcontracting and managing over 23 subcontractors and working contract administration with CalRecycle.
- **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.
- **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

Michael A. Lee, Estimator

Mr. Lee, a 27-year veteran of Ceres Environmental Services, Inc., provides quality control and project management to the company's heavy civil projects, including recent work on the reconstruction and repair to Louisiana levees breached by Hurricane Katrina storm surges and flooding. Mr. Lee is responsible for procurement of project task costs and preparation of bids for a variety of Ceres projects, including UST removal and installation, environmental consulting, environmental mitigation/restoration, levee installation and repair, erosion control/stabilization, earthwork, construction, and disaster related emergency work. Mr. Lee has experience with selective land clearing and demolition projects, including asbestos, lead, and PCB abatement. He is also responsible for environmental regulatory compliance expertise and construction quality control management and project cost analysis.

PROFESSIONAL EXPERIENCE

- **Aldine West Field Detention Basin 2019 – Current.** Chief Estimator providing production analysis calculations, project cost analysis, and sub quote analysis.
- **Puerto Rico Blue Roof 2018.** Buyer purchased and shipped materials from Florida to Puerto Rico.
- **Kuykendahl Detention Basin 2015 - Current.** Chief Estimator providing production analysis calculations, project cost analysis, and sub quote analysis.
- **Falgout Canal Road Levee Segment 2015.** Chief Estimator providing production analysis calculations, project cost analysis, and sub quote analysis.
- **Ward 7 Levee Improvement and Extension 2014.** Chief Estimator providing production analysis calculations, project cost analysis, and sub quote analysis.
- **Reach G 2-b and Reach G 2-c Earthen Levees 2014.** Chief Estimator providing production analysis calculations, project cost analysis, and sub quote analysis.
- **Reach H-1 Levee 2013-2016.** Chief Estimator providing production analysis calculations, project cost analysis, and sub quote analysis.
- **Reach F Earthen Levee 2013-2015.** Chief Estimator for Reach F levee which involved construction of earthen levee with floodgate structures. Provided production analysis calculations and project cost and sub-quote analyses.
- **Birdland Park Levee Improvements 2010-2012.** Quality Control and administrative support to levee improvement project in Des Moines, Iowa. Work included increasing the levee's height, constructing six gate wells, and modifying existing pump stations to accommodate the new dimensions.
- **Flood Control, Little Calumet River 2009-2011.** Quality Control and administrative support to Calumet River Flood Control project which includes tree clearing and construction of a levee in Indiana
- **Flood Control, Rio Puerto Nuevo, Rio Fajardo 2007.** Quality Control and management support to Floodway Control project which included river channelization and levee construction in Puerto Rico
- **Hurricane Katrina 2005.** Project Management to emergency levee repair and construction of approximately 12 miles of levees to Lake Ponchartrain and Plaquemines Parish, Louisiana
- **U.S. Army Corps of Engineers, Sulphur River 2005.** Project Management, Supervision, and Quality Control of excavation and environmental restorations to water control project including installation of pumps, soil treatment, and extraction remediation systems
- **U.S. Army Corps of Engineers, Trinity River 2004.** Quality Control and administrative support to Trinity River Dallas Floodway Extension project which included the excavation and construction of swales, wetland, levees, and flood conveyance in Texas

EDUCATION/CERTIFICATIONS

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

Earl Lutz, III, Area Manager

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

PROFESSIONAL EXPERIENCE

- **New Zealand Earthquake 2011- present.** Managing demolition projects and providing training for recovery efforts.
- **Alabama Tornadoes 2011.** TDSR Site Manager for Jefferson County tornado response. Managed processing and reduction of over 1 million CY of debris at multiple sites. Managed overall allocation of equipment and personnel resources.
- **Haiti Earthquake 2010.** Assistant Logistics Manager and Construction Manager. Assisted with supplies management and oversaw Kaypèpla™ temporary house design process.
- **Hurricane Ike 2008.** Operations Management support of county and city debris removal and disposal including hauling of 330,000 cubic yards meeting County's deadline for completion of work maintaining very high safety standards in Texas
- **Hurricane Gustav 2008.** Field Operations Superintendent for emergency debris removal and disposal of over 1.9 million cubic yards of storm debris; Trimming and removal of hazardous trees; Removal and disposal of white goods in Vermillion and East Baton Rouge Parishes
- **Hurricane Dolly 2008.** Operations and Logistics Management support for removal, reduction, and disposal of hurricane debris in Cameron County, Texas
- **Ice Storm 2007.** Operations and Logistics Management support for removal and disposal of vegetative debris generated by the ice storm in cities of Broken Arrow and Nichols Hills, Oklahoma
- **Hurricane Katrina 2005.** Area Manager for debris removal operations including 13 million cubic yards of hurricane debris in 11 Louisiana Parishes; Trimming and removal of over 165,000 hazardous trees; Supervised 75,000 cubic yards of debris removal per day; Supervised 25 subcontractors who operated a total of 300 crews
- **Hurricane Ivan 2004.** Operations and management support for debris removal and disposal of over 680,000 cubic yards of debris and processing of over 505,000 cubic yards of debris in Florida
- **Hurricanes Jeanne & Frances 2004.** Operations management support for collection, transportation, and disposal of over 404,000 cubic yards of debris throughout 13 Florida counties
- **Hurricane Isabel 2003.** Operations and Logistics Management support for removal and disposal of hurricane debris; Trimming and removal of hazardous trees in Virginia
- **Ice Storm 2002.** Field Operations Superintendent for debris removal and disposal of over 510,000 cubic yards of hazardous trees and other vegetative debris in Oklahoma
- **Hurricane Georges 1998.** Site Superintendent for Grinding Reduction Site and crew management, site operations, production, finished product quality, and site safety. Also responsible for monitoring debris receipt documentation, documentation of daily production rates, and equipment usage.

EDUCATION/CERTIFICATIONS

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

Bruno Mancilla, EHS Manager

Mr. Mancilla has more than ten years of safety experience in oil refineries, chemical plants, new construction, civil construction. He holds certifications for all aspects of Environmental Health and Safety Management training associated with his areas of focus. Specific experience includes hazard recognition and elimination, team building and behavioral based safety programs (BBS), medical management, record keeping, policy development/implementation, OSHA compliance/inspection, safety program training, leading daily safety meetings, new hire orientation, incident reporting, accident investigation and research. Mr. Mancilla also has experience in providing fire watch and confined space watch training, field audits, client turnaround safety meetings, and drug screening. He has also served as a Spanish translator between contractors and clients for safety-related issues.

PROFESSIONAL EXPERIENCE

- **Ceres Environmental Services, Inc. 2018-2019.** Site Health and Safety Officer overseeing vegetative, construction and demolition (C&D), and metal debris removal from local municipality Rights-of-Way (ROW) and other eligible public property in the U.S. Virgin Islands for USACE ACI project following Hurricanes Irma and Maria. Work also included site preparation, debris reduction – including chipping/mulching/ grinding – and debris disposal.
- **SPI Industrial 2017-2018.** Site Safety Supervisor overseeing several sites in Beaumont and Port Arthur, Texas
- **A&L Industrial Services 2017.** Site Safety Supervisor for the fall shutdown at Total-PAR in Port Arthur, Texas.
- **STARCON International 2015-2017.** HSSE Site Field Safety for the NAG-OF project in Baytown, Texas.
- **Ram Solutions 2009-2015.** HSSE Site Field Safety for Calabrian Corporation in Port Neches, Texas.
- **Beacon Maritime 2008-2009.** HSSE Site Field Safety for 8 months in Shipyard Orange, Texas.
- **Signal International 2005-2008.** HSSE Site Field Safety for 5 months in Shipyard Orange, Texas.

EDUCATION/CERTIFICATIONS

- Osha 30 Hour Construction
- Construction Site Safety Supervisor NCCER
- Safety Technology NCCER
- Field Safety NCCER
- Construction Site Safety Technician CSST/NCCER
- Scaffold NCCER
- Houston Area Safety Council (Basic Plus)
- Criminal Justice Certificates of completion
- Lamar State College Port Arthur undergraduate
- Lamar State College Orange – Criminal Justice

Ricky Morales, Superintendent

Mr. Morales has twelve (12) years of experience that includes vessel recovery and vegetative debris management, including push, pile, and burn projects. His work has been performed as a result of weather events such as The Camp Fire, Hurricane Maria, Irma and Matthew, as well as from regional vegetative diseases such as the Citrus Greening Disease in the state of Florida. Mr. Morales' skills include material handling expertise, production management, and managing safety and sanitation standards.

PROFESSIONAL EXPERIENCE

- **Camp Fire Butte County, CA 2019.** Superintendent overseeing all operations for self-performing debris removal team. Debris removal includes all vehicles, metal, ash, concrete and contaminated soil on residential properties affected by the fire.
- **Hurricane Maria 2017-2019.** In charge of all operations in St. Croix, U.S. Virgin Islands. The project included vessel recovery and off island disposal, vegetative debris removal and grinding, C&D debris grinding, and management of debris for STEP program.
- **Hurricane Irma 2017.** Superintendent overseeing debris clean-up in Florida
- **Hurricane Matthew 2016.** Burn Supervisor for vegetative debris reduction of 650,000 cubic yards of debris following Hurricane Matthew.
- **Production Superintendent, Riverside Citrus Harvesting, LLC, 2008-2017.** Managed human resources and production activities for timely project execution. Investigated potential improvements to quality, productivity and cost reduction and implemented favorable ideas. Acted as point of contact for client base, responsible for satisfaction and retention.

EDUCATION

- Associate Degree Nashville Auto Diesel College

CERTIFICATIONS

- OSHA 30 General Construction Certificate
- OSHA Excavation Certificate
- OSHA 40 Hazwoper
- OSHA Hazwoper Supervisor for Construction
- Workplace Harassment Prevention for Managers
- First Aid CPR AED

Thomas "Allen" Morse, Senior Debris Management Advisor

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

PROFESSIONAL EXPERIENCE

- **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.
- **Fire Island 2014.** Provided technical assistance to USACE for the highly specialized debris removal mission off the coast of Long Island, NY.
- **Alabama Tornadoes 2011.** Special advisor and liaison to state and Federal partners for the tornado clean up in Alabama and Joplin, MO.
- **Haiti Earthquake 2010.** Consultant to the World Bank on debris management, environmental assessments, and bidding documents for a World Bank sponsored debris project.
- **Eagle, Alaska 2009.** Authored plans and specifications for specialized debris clean up following ice flow damage. Acted as legal advisor for the city.
- **Hurricane Rita 2007.** USACE Debris Task Force Leader.
- **Hurricane Katrina 2005.** USACE Senior debris manager/coordinator for \$2.5 billion in debris contracts in Alabama, Mississippi, and Louisiana
- **Florida Hurricanes 2004.** Lead ESF#3 representing USACE
- **Weapons of Mass Destruction Debris Management Guide 2001-2004.** Project Manager and contributing author of the FEMA-sponsored "Weapons of Mass Destruction Debris Management Guide."
- **World Trade Center 2001.** Senior Project Manager over disposal operations for USACE following terrorist attack.
- **Suriname South America 1993.** Managed the design and construction of a base camp for 2,500 occupants.
- **Hurricane Andrew 1992.** Debris team leader for USACE
- **Kuwait 1991.** Reconstruction team for rebuilding of infrastructure.

EDUCATION/CERTIFICATIONS

- B.S. degree in Civil Engineering from University of South Alabama
- FEMA/ICS certified 100, 200, 700 and 800
- Author of U.S. Army Corps of Engineers Debris Forecasting Model and U.S. Army Corps of Engineers commodities planning model

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

- **Soteria (Ceres affiliate) 2018 – Current.** 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 – Current.** Project Accountant and database supervisor for civil construction projects in Texas.
- **Hurricane Irma and Maria 2017 – Current.** Project Accountant and database supervisor for projects in St. Croix and St. Thomas, US Virgin Islands.
- **Louisiana Levee Construction – 2013 to present.** Project Accountant and database supervisor for USACE levee construction projects in LA.
- **Hurricane Isaac 2012.** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **Winter Storm Alfred 2011** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **North Dakota 2011 Flood Recovery** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and client, subcontractor payments, and billings to client.
- **Hurricane Irene 2011** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **Alabama Tornadoes 2011** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to clients.
- **Haiti Earthquake 2010 - Present** Project Accountant and database supervisor. Managed data, reconciliation with subcontractors and clients, subcontractor payments, and billings to client.
- **Ice Storms 2009,** Project Accountant managing the set-up, extraction and maintenance of databases to prepare A/R billings to clients in Kentucky; Reconciliation of all tickets with the clients; Management and preparation of subcontractor payments, reconciliation and management of accounts, management of internal audit functions.
- **Hurricane Ike 2008,** Project Accountant managing design, extraction of data and maintenance of databases for multiple contracts in Texas
- **Hurricane Gustav 2008,** Project Accountant managing the set-up, extraction, and maintenance of databases to prepare A/R billings to the clients in 3 Parishes in Louisiana; Reconciliation of all tickets with the clients; Management and preparation of subcontractor payments, reconciliation and management of accounts, management of internal audit functions; Liaison with Parishes and subcontractors to insure data and procedural integrity and security
- **Hurricane Dolly 2008,** Project Accountant managing the design, extraction of data and maintenance of databases to prepare A/R billings to the clients in Texas; Reconciliation of all tickets with the clients; Preparation of all subcontractor payments, reconciliation and management of accounts, management of internal audit functions;
- **Hurricane Katrina 2005,** Project Accountant managing the design, extraction of data, maintenance of databases to prepare A/R billings to the U.S. Army Corps of Engineers; Reconciliation of all payments with USACE; Management and preparation of subcontractor payments, reconciliation and management of accounts, management of internal audit functions; Administrative support to project manager compiling data for submissions to USACE relating to the Hurricane Katrina service contract; Management and processing of payables for Hurricane Katrina service contract
- **Executive Analyst,** George S. May International 2003-2005, Financial Management and leadership in determining areas of weakness in accounting controls and bookkeeping.

EDUCATION/CERTIFICATIONS

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

Derek Pruner, EHS Manager

Mr. Pruner has more than 18 years of Health, Safety, and Environment Management field & safety supervisory experience both in the field and facilities on power generation construction, O&M projects and disaster recovery. Extensive safety & health training experience with large and small groups. Train using motivation and incentive techniques to implement safety changes.

PROFESSIONAL EXPERIENCE

- **Ceres Environmental Services, Inc. 2018.** SSHO for the Redwood Complex (Mendocino County) and Sulphur (Lake County) fire. Working under the auspices of the USACE EM-385-1-1, CALOSHA and CALDOT. Overall safety responsibility for performance, contract compliance, State & Federal environmental compliance standards, safety protocols for handling storm refuse, traffic control, sub-contractor inspections and safety compliance & training. Received "Recognition for Excellence in Safety" award, mission coin from the USACE Sacramento CA office.
- **The Daniels Group; Weston Solution 2019.** SSHO / QC for multiple projects under the Weston Solutions umbrella. Dam site restorations, clean construction under the auspices of the USACE, EM-385-1-1, overseeing site restoration in Oak Ridge, OR. Serves as technical safety resource. QC oversight on project work plan and scope of work provided. Provides daily reports on scope and progress of work being performed. Responsible for all safety activities and protocols.
- **HPM Consulting, Inc. 2018.** Safety Manager overseeing contractor's safety protocols and responsibilities for scaffolds, insulation and clean-up work. Audit, inspect, train and lead team members to drive for a continuous safety culture improvement. Serves as technical safety resource. Worked closely with contractor operations and safety management for continuous application of client's safety culture and protocols
- **BRACE Integrated Services 2018.** Safety Team member overseeing contractor's safety protocols and responsibilities for scaffolds, insulation and clean-up work. Audit, inspect, train and lead team members to drive for a continuous safety culture improvement. Serves as technical safety resource. Worked closely with contractor operations and safety management for continuous application of client's safety culture and protocols
- **Power Source Services 2018.** Oversee Lead Contractor's Safety protocols with identified Best Safe Work Practices to drive continuous safety culture improvement serving as a technical safety resource working closely with project operations management. Developed and presented safety training pre hire and post hire site and job specific, striving for continuous safety improvement and training.
- **Winter Storm Pax 2014, Guilford County, NC.** Project Manager for Ceres response to ice storm in North Carolina. Oversaw cleanup and disposal of over 400,000 cubic yards of debris.
- **Winter Storm 2013, Sioux Falls, SD.** Project Superintendent / Safety Manager for cleanup of vegetative storm debris. Responsible for overall safety, environmental compliance, traffic control, inspections and training.
- **Christmas Snowstorm 2012, Little Rock, AR.** Project Superintendent / Safety Manager responsible for overall safety & operations responsibility for performance, State & Federal environmental compliance standards, safety protocols for handling storm refuse, traffic control, sub-contractor inspections and safety compliance & training.
- **Superstorm Sandy 2012, Queens and Breezy Pointe, NY and Medford Township, NJ.** Project Superintendent / Safety Manager for Ceres response to Superstorm Sandy. Worked with Project Manager on performance, client satisfaction, State & Federal environmental compliance standards.

EDUCATION/CERTIFICATIONS

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

Garrett Shores, Project Manager

Mr. Shores has 20 years as an operations leader in the disaster recovery industry most recently serving as a contract Area Manager for Ceres Environmental on its 2018 ACI SAD Contract activation in Southwest Georgia. Mr. Shores is an expert at debris response particularly when it comes to debris quantity estimation, sectoring, subcontractor management and heavy equipment. Mr. Shores also owns a tree clearing business in Illinois yet is available to Ceres on an as-needed basis for CAT 4-5 or higher hurricanes.

PROFESSIONAL EXPERIENCE

- **Linn County, IA Derecho 2020.** Project Manager in Linn County, IA for collection, reduction, and disposal of over 1 million CY of debris.
- **Hurricane Michael 2018.** Area Manager in South Georgia for the USACE ACI Area 1 project.
- **Hurricane Irma 2017.** Area Manager in Glynn County, Georgia for Disaster Debris Collection and Removal of debris generated by Hurricane Irma.
- **Waterway Project 2017.** Area Manager in Savannah, Georgia.
- **Hurricane Matthew 2016.** Area Manager in Glynn County, Georgia following Hurricane Matthew in October.
- **Livingston Parish Floods 2016.** Area Manager for Ceres response to during the removal of vegetative and debris removal in Louisiana.
- **Littleton Storm and Timber 2013 – 2015.** Operations Manager for Hurricane Virginia in 2012 assisting on the DOT project.
- **Timer Exports 2009 - 2011**
- **Hurricane Ike 2008** Operations Manager in Harris County and Galveston County for Galveston Island Beach reclamation project.
- **Texas DOT contracts in Savannah, Georgia**
- **Hurricanes Katrina, Rita and Wilma, 2005.** Operations Manager
- **Hurricane Charley 2004.** Operations Manager for the massive damage in Deltona, Stanley Ormand Beach, and West Palm Beach in Hillsboro and Indian River counties.
- **Hurricane Isabel 2003.** Operations Manager for Virginia Beach, Virginia State Parks and Virginia DOT projects.
- **Louisiana Hurricane 2001.** Operations Manager during the Houston flood projects in Duscon, Eunice, and Abbeville City.
- **Arkansas Ice Storm 2000.** Operations Manager in several southwest Arkansas counties.
- **Wind Storm 1999.** Operations Manager in Burlington, North Carolina

Kevin Sudbury, Project Superintendent

Mr. Sudbury has a 20-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, technology and client support. 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 is experienced with public and private sector clients and possesses demonstrated capability to analyze and translate complex customer requirements, plan for as well as execute simultaneous projects while ensuring project engagement across diverse groups of staff, management and clients.

PROFESSIONAL EXPERIENCE

- **Hurricane Ida 2021.** Project Superintendent for Covington, LA in response to Hurricane Ida.
- **Sabine River Authority 2021.** Project Superintendent for Sabine River Authority for the removal and disposal of hurricane generated debris.
- **Hurricane Sally 2020.** Project Superintendent for Escambia County School Board, FL following Hurricane Sally.
- **Butte County California Fire Debris 2019.** Logistics Chief/Subcontracting Manager. Responsible for project-wide and self-performing crew logistics support including resource planning, equipment acquisition, materials selection, competitive pricing evaluation, personnel housing and asset management. Secured required local permits for equipment 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 \$400K. 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. Actively involved in project closeout planning and responsible for the successful demobilization of all Ceres-owned assets.
- **Hurricane Michael Storm Debris 2018.** Operations Manager/Subcontracting Manager. Initially assigned as Subcontracting Manager 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. Elevated to Operations Manager for the final stage of the project with USACE approval. Responsible for the direct management of over 120 ROW debris haulers and haul-out subcontractors (1,000+ containers) across 13 counties. Duties included operational planning, zone closeout plans, DMS closeout plans, 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 that drove planning and operations decisions. Led the successful 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 across 3 sites in different states 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, FDEP/EPA funded \$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 the 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, \$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, \$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 be proceeding 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
- FDOT Resident Compliance Specialist – Local Agency Program
- US DOT Title VI
- Microsoft Certified Systems Engineer (Retired)

SPEAKING ENGAGEMENTS/PROFESSIONAL ACKNOWLEDGEMENTS

- Florida Department of Transportation – “Simplifying Davis Bacon”
- Florida Department of Environmental Protection – “SRF: A Local Government Perspective”
- American Water Works Association – “SRF: A Local Government Perspective”
- Florida Department of Transportation Disadvantaged Business Enterprise SME
- Florida Department of Environmental Protection - Davis Bacon and American Iron and Steel SME
- **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 2020 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

Timothy Zanor, Imaging Supervisor, IT Support

Mr. Zantor brings 17 years of experience to Ceres of direct and remote computer support administration with extensive experience in multi-workstation and server configurations. Mr. Zantor is responsible for Ceres' electronic document library, image scanning and maintenance of electronic document retention guidelines. He is proficient in software including Maxwell Systems, Citrix, RMS/QCS, SQL Servers, VOiP Systems, Blackberry Servers and Exchange Servers.

PROFESSIONAL EXPERIENCE

- **California Wildfires and Camp Fire, Butte County 2018-2019.** Provided network administration, technical support, imaging and systems maintenance support to disaster response contract for Camp Fire in 2018 and the USACE Northern California Wildfires project in 2017.
- **Hurricanes Michael and Florence 2018 – 2019.** Provided network administration, technical support, imaging and systems maintenance support to disaster response contract 13 Georgia Counties, North and South Carolina and Florida.
- **Hurricane Harvey, Irma and Maria 2017.** Provided network administration, technical support, imaging and systems maintenance support to disaster response contract for three project recovery projects.
- **Hurricanes Hermine and Matthew 2016.** Provided network administration, technical support, imaging and systems maintenance support to disaster response contract.
- **Livingston Parish Waterway Cleanup 2015.** Provided network administration, technical support, imaging and systems maintenance support to disaster response contract in Louisiana.
- **Mississippi and Alabama Tornadoes 2014.** Provided network administration, technical support, imaging and systems maintenance support to disaster response contract in Mississippi and Alabama.
- **Winter Storm Pax 2014.** Provided network administration, technical support, imaging and systems maintenance support to disaster response contract in Georgia and North Carolina.
- **Hurricane Sandy 2012-2013.** Provided network administration, technical support, imaging and systems maintenance support to hurricane recovery contracts.
- **Hurricane Isaac 2012.** Provided network administration, technical support, imaging and systems maintenance support to hurricane recovery contracts in Louisiana.
- **Winter Storm Alfred 2011.** Provided network administration, technical support, imaging and systems maintenance support to winter storm recovery projects in Connecticut.
- **North Dakota Flood Recovery 2011.** Provided network administration, technical support, imaging and systems maintenance support to flood recovery operations.
- **Hurricane Irene 2011.** Provided network administration, technical support, imaging and systems maintenance support to hurricane recovery operations in Virginia and North Carolina.
- **Alabama Tornadoes April 2011.** Network administrative, imaging and systems maintenance support to debris clean up in nine Alabama locations which included trimming, loading, and hauling of debris. Also administrated data management and tabulation for Jefferson County and Jasper.
- **Haiti Earthquake 2010 – Present.** providing network administration, technical support, imaging and systems maintenance support to earthquake recovery operations in Port-au-Prince, Haiti.
- **Ice Storm 2009.** Network administrative, imaging and systems maintenance support to emergency debris clean up after Winter ice storm which included trimming, loading, and hauling of vegetative debris for county rights-of-ways in Kentucky
- **Hurricane Ike 2008.** System and electronic resources administration and operations support to county and city debris removal and disposal in Texas
- **Hurricane Gustav 2008.** Procurement, installation and configuring of network servers and workstations in support of field operations for emergency debris removal and disposal of over 1.9 million cubic yards of debris in Louisiana; Imaging support for debris tickets; Creation of wide area network (WAN) for secure TDSR sites and field offices; Maintenance management of network systems and electronic resources
- **Hurricane Dolly 2008.** Network administration and system maintenance support to debris removal, processing and disposal operations from county rights-of-ways in Texas
- **Iowa Flood 2008.** System support including network and internet access security to field operations for debris removal and disposal which also included white goods, C & D, and household hazardous waste removal and disposal in Iowa

- **Flood Control, Rio Puerto Nuevo, Rio Fajardo 2007.** Procurement, configuration, and IT support for Floodway Control (USACE) project in Puerto Rico
- **U.S. Army,** Aviation Battalion 1st Platoon Utility and Battalion Commanders Helicopter Crew Chief, Aviation Life Support Officer, and NBC Officer responsible for nuclear, biological, and chemical warfare prevention.

EDUCATION/CERTIFICATIONS

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

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

- **Hurricane Laura 2020.** Project Superintendent in Vermillion Parish and City of Scott, LA for debris clean-up after Hurricane Laura in September 2020.
- **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, site restoration and turf establishment
- **Fort McCoy, Wisconsin Demolition 1994.** Project Manager for the demolition of WWII wood frame buildings with concrete foundations project.
- **Wood Waste Recycling 1992 – 2020.** Grinder Superintendent for the Libertyville Navel Training Facility in Minnesota and Texas.
- **Seasonal Snow Removal 1992 – 2020.** Performing 28 years of snow removal for Ceres during the winter season. Clearing areas of snow accumulation and removing to off-site storage areas and responding to snow emergencies.
- **Fred Miller Asphalt 1992 – 1998.** Operator responsible for setting grades for crew members, operating equipment and CDLA.

EDUCATION/CERTIFICATIONS

- OSHA Standard 1910.178

1.4 Potential Subcontractors

Our objective at Ceres Environmental Services, Inc. is to perform all work associated with this contract in an efficient and safe manner through the effective administration and management of our equipment, personnel, subcontractors, and suppliers. It is important for Ceres to provide opportunities for local companies and their employees to work on any project that may result from this contract.

In accordance with Ceres' policies and programs, the work plan for this contract will be developed and executed assisting, counseling, advising, and utilizing, to the maximum extent possible and to the extent consistent with Boulder Colorado's interest, Local and other Small Businesses (SB) as well as Small Disadvantaged Businesses (SDB) such as HUBZone, Veteran-owned (VO), Service Disabled Veteran-Owned (SDVO), Woman-Owned (WOSB) for the provision of equipment, labor, services and supplies.

As final subcontractor selection is made and agreements with subcontractors are finalized, Ceres will provide additional subcontractor information to Boulder County on request.

Potential Subcontractors

Company	Address	Contact	Scope of Work
Cooper Building Group	372 West Elm Street Louisville, CO 80027	Mirek Maez, 720-595-9684	Debris Removal
Nixcavating, Inc.	1821 Boston Avenue Longmont, CO 80501	Scott Nix, 303-776-8898	Debris Removal
E-Z Excavating, Inc.	8123 Indian Peaks Avenue Frederick, CO 80516	Nick Davies, 303-250-9618	Debris Removal
Keeter Enterprises, LLC	6379 Valmont Road Boulder, CO 80301	Ben Keeter, 303-442-2131	Trucking/Debris Removal
RCI General Engineering	P.O. Box 2531 Oroville, CA 95965	Spencer Mendez, 530-682-0368	Debris Removal
C.T.L. Forest Management, Inc. (Ceres subsidiary)	6069 Enterprise Dr, Diamond Springs, CA 95619	Jeff Holland, 530 957-3247	Tree Removal
McGuckin Hardware	2525 Arapahoe Avenue Boulder, CO 80302	Bill Hamison, 720-406-2050	Supplies



Potential Landfills

Company	Address	Contact	Scope of Work
Buffalo Ridge Landfill	11655 Wcr 59 Keenesburg	Michelle Wittenbrink 303-229-8085	Landfill
Front Range Landfill	1830 Wct 5 Erie Co	Randy Tourville	Landfill
Tower Landfill	8480 Tower Road	Steve Derus 720-590-4046	Landfill
WM-Denver Arapaho Disposal	3500 S Gun Club Road Aurora Co	Davin Mattila- 720-552-0890	Landfill



Contractor License

Boulder County Building Safety & Inspection

2045 13th Street • PO Box 471 • Boulder, Colorado • 80306

Phone: 303.441.3926 • Fax: 303.441.4856

Ceres Environmental Services, Inc

Licensee Name

6968 Professional Pkwy, Sarasota, FL 34240

Licensee Address

CON-22-0015

License Number

Class M

License Type

January 12, 2022

Issue Date

January 12, 2025

Expiration Date

Sarah St

License Approved By

01/12/2022

License Approved Date





Resource Conservation Division

Public Works Department

1901 63rd Street • Boulder, Colorado 80301

Tel: 720.564.2220 • Fax: 720.564.2227 • www.BoulderCountyRecycles.org

January 4, 2022

Attention: Tia Laurie
Ceres Environmental Services, Inc.
6968 Professional Pkwy
Sarasota, FL 34240

RE: BOULDER COUNTY COMMERCIAL HAULER LICENSING PROGRAM

Dear Ms. Laurie:

Your company is hereby granted a Boulder County Commercial Waste Hauler's License for 2022.

Boulder County Hauler License Number: 112

Number of Stickers Supplied: 1

Fee Paid: \$50.00

Check number: CC

Thank you for licensing your hauling operation in Boulder County. Please keep this letter as a receipt for your records. Enclosed are the decals that must be affixed to your licensed vehicles. Please peel off the back of the decal and place it on the inside of the vehicle's windshield in the lower left-hand corner.

Through a partnership with Boulder County, haulers and companies will now report for all areas of Boulder County using the same software program, Re-TRAC. The reporting forms can be found online through <http://bouldercolorado.gov/zero-waste/boulder-waste-hauler-form> or directly at <https://connect.re-trac.com/login>. Please follow the instructions on our webpage which contains the **Waste Hauler Reporting Guide** and links to Youtube.com videos should you need additional help: <http://www.bouldercounty.org/env/trash/pages/haulerlicense.aspx>.

No paper forms will be accepted this year. All data reported to the city and the County shall be treated as confidential commercial documents under the provisions of the Colorado Open Records Act, Section 24-72-201, C.R.S., *et seq.* Please note, Re-TRAC is being implemented for reporting waste hauled from within the City of Boulder, City of Louisville, City of Lafayette, City of Longmont, City of Broomfield, Town of Erie, Town of Nederland, Town of Lyons, and unincorporated Boulder County. Haulers may enter data for other communities listed in the Annual Service Summary form; however, this is optional and not required during this reporting cycle.

Annual reports must be submitted by January 31, 2023. All information provided will be kept confidential.

If you have any questions or need assistance with the new reporting system, please contact me at 720-564-2757

Matt Jones County Commissioner

Claire Levy County Commissioner

Marta Loachamin County Commissioner

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Cody Lillstrom', with a stylized, cursive script.

J. Cody Lillstrom
Waste Hauler Licensing Program

cc: File

2 PROJECT SCHEDULE

The following is a discussion of Ceres' proposed timeline for the project schedule and general work plan to Boulder County for the Marshall Fire. The proposed timeline is aggressive. However, the proposed timeline is born from Ceres deep experience responding to countless wildfires over the past 5 years and managing large-scale debris removal operations. The follow-on work plan really intends to demonstrate Ceres' depth of knowledge and highlight Ceres willingness to partner with Boulder County to collaborate and educate County staff, local contractors and the community in safe and efficient fire debris removal operations.

Timeline Overview

During the Camp Fire clean up in Butte County in 2019, Ceres daily operations consisted of 50 debris removal crews, over 400 hauling units, 120 traffic control personnel and a field supervision team of over 30 members. Our team members worked on over 2,800 properties, collecting and loading over 734,000 tons of debris. Out of the debris transported, 159,000 tons of metal and concrete were sent to recycling facilities and are destined for beneficial reuse. This project was the largest debris mission in the state of California in more than 100 years. The Camp Fire dataset provides a valuable resource to determine a number of assumptions including the estimated quantity of debris per parcel and the average number of days to parcel completion.

Deliverables

Over the past 5 years, Ceres has developed comprehensive operational, health and safety, environmental, and quality control plans specifically for structural debris removal and hazard tree removal from wildfires. These plans provided detailed scopes of work for all phases of debris removal and included such unique circumstances as installation of temporary bridges for access to fire destroyed properties and tree removals from steep slopes. Within 5 days of NTP and prior to the start of debris removal operations, Ceres shall provide to the County the following plans:

- Debris Removal Operations Plan (DROP)
- Hazard Tree Removal Operations Plan
- Project Specific Health and Safety Plan
- Stormwater Protection Plan/Erosion Control Plan
- Quality Control Plan
- Property Specific Historical Protection Plan (2 total based on Q&A Question No. 274)

The plans development and subsequent review by the County will help all key stakeholders understand the requirements for the project.

Workday and Work Hours

All on-site debris removal work will be performed between the hours of 0700 to 1900, Monday through Saturday, in accordance with local noise ordinances. Given the pace of fire debris removal operations and to preserve personnel sharpness, Ceres operations does not work Sundays. However, Ceres planning and quality control operations continue to work through Sunday.

Crews may commence health and safety and end of shift briefings, which should not impact compliance with the noise ordinance, outside of those hours. Additionally, once each week, Ceres shall hold an all-hands safety meeting at 0630, at a location to be determined for all project personnel.

Crew Count Considerations

For the purposes of this program, Areas and Sectors are delineated in concert with the USACE while zones and subzones are identified by Ceres utilizing local government geographic distinctions in conjunction with debris distribution. Local government geographic distinctions include municipal/county jurisdictional boundaries, solid waste districts, zip codes, public works mapping zones, major or subordinate arterial roadways and various other methodologies. The Operations Manager, Operations Planner, Area Manager and Sector Manager will grid out each respective Sector into Zones/Sub-zones based on the following criteria:

- Access to properties
- Quantity of each debris type
- Thickness of concrete
- Estimated depth of footings and caissons
- Load out procedures

- Location of existing and potential final disposal locations or recycling centers
- Estimated haul distances
- Estimated wait times at the final disposal locations or recycling centers

Crew Count Assumptions

The number of crews assigned to each Operations Area depends on the volume, type of debris, average completion time per parcel, and truck turnaround times. As such, Ceres determined the number of debris removal and each ancillary crew for each Operation Area by utilizing the following assumptions:

- Project length is 150 days.
- Completion days for structural debris removal operations is 100 days.
- Accounts for 14 weather days.
- Average parcel completion time for debris removal through grading
 - Operation Area 1 – 4 days
 - Operation Area 2 – 1.5 days
 - Operation Area 3 – 3 days
- Average truck turnaround times
 - Operation Area 1 – 3 hours
 - Operation Area 2 – 2.5 hours
 - Operation Area 3 – 2.5 hours
- Using the temporary scales line item to install temporary scales at the final disposal locations for faster throughput.

Projected Debris Removal Crew Count

Based on the crew count assumptions, Ceres can achieve substantial completion 40 total crews within 100 days. Ceres has demonstrated this performance previously during the Camp Fire project with 52 debris removal crews. In Boulder County, Ceres would immediately begin mobilizing veteran fire debris removal crews from our internal resources and subcontractor base while onboarding and training local subcontractors.

	Destroyed	Damaged	Hazard Trees	Total	Total No. of Days	Days Per Parcel	No. of Crews
Operation 1 - Unincorporated							
Residential	170	128	607	298	100	4	12
Operation 2 - Town of Superior							
Residential	391	63	587	454	100	1.5	7
Operation 3 - City of Louisville							
Residential	550	132	1087	682	100	3	21

Ramp Up Schedule

Ceres proposes the following ramp up schedule to Boulder County. This ramp up schedule and total crew count is aggressive, but once fully operational, Ceres expects to achieve substantial completion within 150 days of NTP.

Days After NTP	No. of Debris Removal Crews
5 days	8
10 days	20
21 days	40

Typical Property Timeline

Please see the Boulder County Schedule presented at the end of this section of our proposal.

Strategic Local Partnerships

Over the past 2 weeks, Ceres has identified several local contractors and suppliers in and around Boulder to support Ceres during performance of this project and keep dollars right here in Boulder County. The following local contractors and suppliers are:

Company Name	Address	Scope of Work
Cooper Building Group	372 West Elm Street Louisville, CO 80027	Debris Removal
Nixcavating, Inc.	1821 Boston Avenue Longmont, CO 80501	Debris Removal
E-Z Excavating, Inc.	8123 Indian Peaks Avenue Frederick, CO 80516	Debris Removal
Keeter Enterprises, LLC	6379 Valmont Road Boulder, CO 80301	Trucking
RCI General Engineering	P.O. Box 2531 Oroville, CA 95965	Debris Removal
McGuckin Hardware	2525 Arapahoe Avenue Boulder, CO 80302	Supplies



Project Organization

Ceres assumes an ICS based structure to integrate with Boulder County's and the debris monitoring firm's organization. With the extensive experience over the past several years, Ceres has substantial managerial capacity to fulfill each role identified below and Branch Directors and Division Supervisors with 40-hour HAZWOPER to immediately begin operations.

Team Titles	Responsibilities
Incident Commander	Overall management, compliance, and direct oversight for all Ceres systems. Takes on special projects.
Health and Safety Officer	Development of IIPP, AHAs and COVID-19 Plan ensuring all Ceres operations work in a safe and efficient manner
Planning Section Chief	Oversees crew scheduling for all Ceres operations balancing crew types and County requirements
Operations Section Chief	Direct oversight of all Ceres operations including operational methodology and placement of crews based on site topography and conditions; Supported by Branch Directors and Division Supervisors.

Team Titles	Responsibilities
Logistics Section Chief	Direct oversight to the mobilization, onboarding and demobilization of personnel and equipment from the project including field offices and housing for project personnel.
Finance Section Chief	Responsible for all financial aspects of the project including ADMS integration with Ceres financial systems, subcontractor reconciliation, certified payroll, financial project reporting and invoicing to County

Deployment of the ArcGIS/DropBox System

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

- Safety Forms
- Quality Control Report
- Property Progress Report
- Difficult Property Form
- Delay Form
- Final Sign-Off 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 Branch then street then address/APN. At any time while on a property, field personnel can access the DropBox to review previous reports or examine the Asbestos Survey Report, Site Assessment and/or ROE. Simultaneously, Planning and office staff can review Difficult Property Forms and other information to appropriately advise County planning and develop the schedule to maximize production of crews. Below is a screenshot of a typical property record maintained in DropBox.

→ All → BARDEES__BAR__RD → 058-520-009

Name ↑	Modified	Members
811	—	13 members
Incident Forms	—	13 members
QC Forms	—	13 members
Rock Request Forms	—	13 members
Safety Forms	—	13 members
058-520-009_AAC_08012019.pdf	8/9/2019, 8:03 PM	13 members
058-520-009_ASF_07232019.pdf	8/9/2019, 8:03 PM	13 members
058-520-009_ASR_070252019.pdf	8/9/2019, 8:03 PM	13 members
058-520-009_ROE_01302019.pdf	8/9/2019, 8:03 PM	13 members
058-520-009_SSF_07182019.pdf	8/9/2019, 8:03 PM	13 members

Ceres also provides training and access for its subcontractors to ArcGIS and DropBox. This creates situational awareness amongst the Ceres, its debris removal crews and the debris monitoring firm to ensure the parcel meets the expectation of the residents and the County's established cleanup goals.

Planning Phase

Ceres has already started the planning phase prior to bid submittal. Since the RFP was released and after receiving entry passes from the Boulder County Sheriff's Office and the Louisville Police Department, Ceres personnel have assessed hundreds of burned properties to determine access requirements, debris quantities, chimneys, and other special considerations.

Receipt of Right-of-Entries (ROEs)

Immediately upon receipt of NTP, Ceres will request all available ROEs to begin reviewing for specific ROE requests, upload to Ceres' cloud-based applications for quick recall by administrative and field staff, internal property assessments, and populate the scheduler and runways. During operations, Ceres provides access to redacted copies of the ROEs to all field personnel including the supervisors and foremen of debris removal crews to review property specifics. With past projects, this has become an invaluable resource to all personnel to ensure that residents requests are acknowledged and, where operationally and contractually possible, met.

Development of the Scheduler and Individual Runways

Prior to the start of any operations, Ceres working in concert with the County will develop a critical path through the project. Ceres generally prosecutes this by utilizing Google sheets or other cloud-based spreadsheet to communicate which debris removal crews are on what properties and what properties are queued next. This spreadsheet is called the scheduler. Each debris removal crew is assigned a Task Force Number and a runway. A runway is a crew's responsible properties planned out at least 20 properties deep. The development of the scheduler and the runways are a critical planning phase to keep debris removal crews moving efficiently through the project and to communicate to all key stakeholders the plan of operations.

Following is a screenshot of the scheduler used during Ceres Camp Fire debris removal operations. Note, each color has a special significance. For example, blue boxes are properties currently worked by the debris removal crew while green boxes are read for debris removal operations with all HHW, asbestos, locates called, etc. Properties designated in purple have not cleared asbestos abatement yet.

DIV AA				DIV BB				DIV CC			
TF #1	TF #2	TF #3	TF #4	TF #13	TF #15	TF #16	TF #17	TF #18	TF #25	TF #26	TF #27
SUTTON	SUTTON	SUTTON	SUTTON	P31	P31	P31	P31	P31	P31	BRAD INGRAM	BRAD INGRAM
PONDEROSA WAY	WEST PARK DRIVE	RANGER COURT	ANDOVER DRIVE	ADRIAN DRIVE	SHAW CIRCLE	SKYWAY	CONCORD COURT	WEST PARK DRIVE	ANDOVER DRIVE	NORWICH CIRCLE	CHATHAM COURT
1312	13936	13475	13720	13434	6433	14007	6434	13106	13621	13169	6309
RUTGERS COURT	13864	ADRIAN DRIVE	13728	13356	6452	ACHILLES COURT	6437	13707	13623	13114	CRESTON ROAD
13937 (%)	13816	13820	13734	JARVIS CIRCLE	VENTURA DRIVE	13475	RIDGEWAY	NAPA COURT	13637	14146	14030
13880	13812	13519	13740	14002	6418	VENTURA DRIVE	6978	13300	13841	14200	FINCH COURT
13866	13084	13545	13744	13956	6402	6434	6968	13754	13853 (Chimney)	14206	13700
HOBART COURT	13800	13536	13752	13950	6403	6451	GLENDALE DRIVE	13754	13875	Moving to Div HH	13866
13920	13796	13370	13779	13989 (Chimney)	6407		GLENDALE DRIVE	13754	13875	CASCADE DRIVE	13774
13917	13811	13421	13791		6417		6365	6329	13910		13771
PONDEROSA WAY	CARVER DRIVE	13511	13795		6425		6373	6339			13770
6240	13909	ANDOVER DRIVE	13944		6429		6377	6345			13765
6245	13890	13631	13940		6428		6383	6359			WEST PARK DRIVE
6246	13895	13599	13929				6385	6359			13767
6253	JARVIS CIRCLE	13558	13933				6391	6361			13744

Once a property is completed for debris removal operations, the property is removed from this list and placed on another scheduler for erosion control and site approval.

Onboarding of Subcontractors

Onboarding Process for Personnel

Ceres maintains a detailed process to onboard subcontractors and debris removal crews. First and foremost, subcontractors must meet Ceres stringent subcontracting requirements including executing subcontracts, providing COIs and being checked against the Excluded Party List system which precludes debarred contractors from receiving federal funds. Following successful completion of this process, the subcontractor is routed to the project. At the project level, each subcontractor must provide the following:

- Subcontractors must present 40-hour HAZWOPER certifications and medical fit tests for each debris removal crew member.
- Evidence of first aid certificates for at least 2 members of each debris removal crew.
- All Ceres and subcontractor personnel participate in a 2-hour classroom training on the Ceres Debris Removal Operations Plan (DROP). This classroom training specifically discusses the requirements for HAZWOPER, proper site setup, sequencing of debris, special debris considerations like chimneys, retaining walls, etc., burrito wrapping, and, most importantly, health and safety. Ceres training also includes how to use the ArcGIS and DropBox for quick access to property information and reporting while in the field.

Onboarding Process for Trucks

Trucking is the most visible and risky segment of the debris removal process. Ceres requires all trucks to submit to a DOT-inspection and truck certification by the debris monitoring firm. Each month, 10% of the Ceres trucking fleet is re-inspected. During operations, particularly off steep lots or from higher elevations, Ceres requires 7-point brake inspections with each load. Additionally, each piece of equipment goes through an initial inspection by the Ceres Safety Team. Each day, the debris removal crew is responsible for equipment checks, toolbox safety meetings and JSA review.

Once the personnel training and equipment checks are complete, the debris removal crew is ready for operations.

Call 811s

Ceres strives for zero line strikes during the course of any project. Ceres maintains strict protocols to ensure debris removal crew personnel are appropriately trained during the onboarding process, 811 protocols are in place and followed during the planning phase, and buried utilities are carefully found and protected during debris removal operations.

811 Training

During the onboarding process, Ceres shall train all personnel exposed to excavation hazards during debris removal operations in the 811 notification requirements and excavation practices. Additionally, Ceres shall cover with all debris removal crew personnel the requirements to provide all 811 clearances back to the Planning Section Chief prior to an individual property being released for debris removal operations and line strike notification procedures.

Requirements of 811 Clearance

Before starting debris removal operations, the approximate locations of all underground installations that may be encountered during work must be identified.

The debris removal crew foreman or supervisor planning to conduct debris removal operations must notify the following entities of the excavator's intent to dig at least five working days before starting any debris removal operations: (1) the appropriate regional notification center and/or (2) all known owners of underground installations in the area who are not members of a notification center.

Before notifying the appropriate regional notification center, the property area must be marked on the ROW for easy identification by the surveyor.

For Boulder County, the regional notification center is Colorado 811.

Website: <https://www.colorado811.org/>

Phone: 8-1-1

After notifying the regional notification center and prior to beginning debris removal operations, the foreman or supervisor must receive positive responses from all known owners/operators of underground installations

confirming the locations of underground installations or confirming the owner/operator does not operate an underground installation. All positive response must be provided to the Planning Section Chief.

During Debris Removal Operations

During debris removal operations, the debris removal crew shall take great care to not impact or damage any underground utility. After the approximate locations of underground installations are determined and debris removal operations begin, the exact location of underground installations must be determined by safe and acceptable means (such as digging with hand tools), when approaching the approximate location of an underground installation. Any damage to underground installations discovered or line strikes caused during excavation work must be reported to the facility owner/operator or regional notification center immediately as well as the Ceres Operations Division Supervisor and/or Branch Manager.

Issuance of Work Orders

Ceres maintains tight control over each property to ensure all pre-work requirements are met prior to start of debris removal operations. In order for a property to be ready for debris removal operations, the following pre-work requirements must be met:

- Site inspection complete
- Asbestos survey report available
- Household hazardous waste cleared
- 811 clearances received
- Resident notifications tried or complete

Once the pre-work requirements are completed, Ceres formally assigns the property to an individual debris removal crew with a work order. This work order binds the crew to that specific property including any re-scrapes. The work order will also identify specific disposal locations for each debris type. This allows the Planning Section to ensure that trucks are balanced across all disposal facilities with no specific disposal facility receiving too many loads per day resulting in production delays. A sample work order is below.

CERES		Work Order Attachment Checklist	
Work Order No.: P23-0190		ROE No.: 058-450-008-000	
Contract (Owner): California		Assign Date: 1/25/2020	
Contract No.: 0651218		Assign Time: 1200	
Ceres Job No.: 3023 - Camp Fire - Outside Paradise		Day of Week: Su <input type="checkbox"/> M <input type="checkbox"/> Tu <input type="checkbox"/> We <input checked="" type="checkbox"/> Th <input type="checkbox"/> F <input type="checkbox"/> Sa <input type="checkbox"/>	
Property Information			
Property Owner Information:		APN Numbers	
Anthony Serr 27 Madine Dr Cir Concord, CA 95009		058-450-008-000 058-450-009-000 058-450-013-000	
Work Order Attachment Checklist			
Instructions: Please complete the following information below. Identify the date of completion and any special notes. Once the entire form is complete, place into the ROE file folder.			
<input checked="" type="checkbox"/>	✓	Checked Date	Special Comments
<input type="checkbox"/>		Right of Entry	Attached.
<input type="checkbox"/>		Site Assessment Form	Table Tech-1 is in the process of completing the site assessment. Once complete and transmitted to Ceres, Ceres shall provide to subcontractor. At the time of transmission, the site assessment form becomes duly incorporated into this work order document.
<input type="checkbox"/>		Debris Removal Operations Plan (DROF)	Please use the latest version of the DROF, V1.2.
<input type="checkbox"/>		Job Safety Analysis (JSA)	Use sign form attached.
<input type="checkbox"/>		Auto/Deck/Debris Disposal Location	Real Road Recycling and Waste Facility 3023 Real Road Paradise, CA 95628 Hours: Mon-Thru 0700-1800
<input type="checkbox"/>		Concrete Debris Location	Franklin Construction, Inc. - Real Road Facility 310 Real Road Paradise, CA 95625 Hours: Mon-Thru 0700-1800, Fri 0700-1500
<input type="checkbox"/>		Metal Debris Location	This property should not have metals, but if metals are discovered use facility below: Real Road Recycling and Waste Facility 3023 Real Road Paradise, CA 95628 Hours: Mon-Thru 0700-1800
ROE No.: 058-450-008-000			
Subcontractor Signature			
Signature:		Name:	Date:

Upon execution of the individual property work order, the debris removal crew is ready for operations.

Crew Configurations

Below are the crew configurations for each operational area defined the RFP.

Operation 1 – Unincorporated Boulder County

Debris Removal Crew:

- Equipment
 - Excavator, Cat size 320-336
 - Skid steer, Cat size 279-299
 - Small wheel loader or rubber tire backhoe as needed.
 - 500-gallon water buffalo
 - Hauling trucks for the various debris types
 - End dumps
 - Side dumps
 - Tandem, tri- and super dumps
 - Self-loading grapple trucks
 - Concrete breaker as needed on excavator, skid steer or rubber tired backhoe
 - Hand tools to possibly include, but not limited to:
 - Cutting torches
 - Brooms/shovels
 - Cutoff saws
 - Tarping tools
 - Roller magnet
 - Mats and/or trench plating as needed for moving equipment from site to site
 - Portable toilets
 - Decontamination stations
 - Consumables/safety supplies including, but not limited to:
 - Fuel/oil and lubricants for equipment
 - Gas for hand tools and water buffalo pumps
 - 6mm plastic to line truck beds and burrito wrap loads, as well as to place vehicles that are slated to remain on site
 - Tyvek suits
 - Respirators, P-100 cartridges
 - Water for hydration
 - Water for dust control
 - Gloves, leather and latex
 - Duct tape to seal Tyvek suits at arms
 - Red and yellow caution tape for hot and warm zone delienation
 - Decontamination tubs/boot washing stations
 - Protective eyewear
 - Steel-toed, full shank work boots
 - First aid kit
 - Fire extinguisher
 - Spill kit
- Personnel (all-personnel must be HAZWOPER certified)
 - 2-3 equipment operators depending on equipment used on site
 - 2 laborers for debris removal
 - 1 crew foreman (may be an operator or laborer)

Support Equipment, shared across multiple crews within the operational area:

- Equipment:
 - Water truck to support 4-5 debris removal crews
 - Street sweeper
 - Traffic control truck, signage and cones for possible lane closures as needed to comply with Colorado MUTCD standards

- Hydromulcher, truck or trailer mounted with hose to access areas the tower cannot spray
- Personnel:
 - 1-2 flaggers as needed to be compliant with Colorado MUTCD
 - 1 driver for street sweeper
 - 2 operators for hydromulcher
 - Superintendent to oversee multiple crews, generally no more than 5 crews

Operation 2 – Town of Superior

Debris Removal Crew:

- Equipment
 - Excavator, Cat size 308-336
 - Skid steer, Cat size 279-299
 - Small wheel loader or rubber tire backhoe as needed.
 - 500-gallon water buffalo
 - Hauling trucks for the various debris types
 - End dumps
 - Side dumps
 - Tandem, tri- and super dumps
 - Self-loading grapple trucks
 - Concrete breaker as needed on excavator, skid steer or rubber tired backhoe
 - Hand tools to possibly include, but not limited to:
 - Cutting torches
 - Brooms/shovels
 - Cutoff saws
 - Tarping tools
 - Roller magnet
 - Mats and/or trench plating as needed for moving equipment from site to site
 - Portable toilets
 - Decontamination stations
 - Consumables/safety supplies including, but not limited to:
 - Fuel/oil and lubricants for equipment
 - Gas for hand tools and water buffalo pumps
 - 6mm plastic to line truck beds and burrito wrap loads, as well as to place vehicles that are slated to remain on site
 - Tyvek suits
 - Respirators, P-100 cartridges
 - Water for hydration
 - Water for dust control
 - Gloves, leather and latex
 - Duct tape to seal Tyvek suits at arms
 - Red and yellow caution tape for hot and warm zone delienation
 - Decontamination tubs/boot washing stations
 - Protective eyewear
 - Steel-toed, full shank work boots
 - First aid kit
 - Fire extinguisher
 - Spill kit
- Personnel (all-personnel must be HAZWOPER certified)
 - 2-3 equipment operators depending on equipment used on site
 - 2 laborers for debris removal
 - 1 crew foreman (may be an operator or laborer)

Support Equipment, shared across multiple crews within the operational area:

- Equipment:
 - Water truck to support 4-5 debris removal crews
 - Street sweeper
 - Traffic control truck, signage and cones for possible lane closures as needed to comply with Colorado MUTCD standards
 - Hydromulcher, truck or trailer mounted with hose to access areas the tower cannot spray
- Personnel:
 - 1-2 flaggers as needed to be compliant with Colorado MUTCD
 - 1 driver for street sweeper
 - 2 operators for hydromulcher
 - Superintendent to oversee multiple crews, generally no more than 5 crews

Operation 3 – Town of Louisville

Debris Removal Crew:

- Equipment
 - Excavator, Cat size 315-336
 - Skid steer, Cat size 279-299
 - Small wheel loader or rubber tire backhoe as needed.
 - 500-gallon water buffalo
 - Hauling trucks for the various debris types
 - End dumps
 - Side dumps
 - Tandem, tri- and super dumps
 - Self-loading grapple trucks
 - Concrete breaker as needed on excavator, skid steer or rubber tired backhoe
 - Hand tools to possibly include, but not limited to:
 - Cutting torches
 - Brooms/shovels
 - Cutoff saws
 - Tarping tools
 - Roller magnet
 - Mats and/or trench plating as needed for moving equipment from site to site
 - Portable toilets
 - Decontamination stations
 - Consumables/safety supplies including, but not limited to:
 - Fuel/oil and lubricants for equipment
 - Gas for hand tools and water buffalo pumps
 - 6mm plastic to line truck beds and burrito wrap loads, as well as to place vehicles that are slated to remain on site
 - Tyvek suits
 - Respirators, P-100 cartridges
 - Water for hydration
 - Water for dust control
 - Gloves, leather and latex
 - Duct tape to seal Tyvek suits at arms
 - Red and yellow caution tape for hot and warm zone delienation
 - Decontamination tubs/boot washing stations
 - Protective eyewear
 - Steel-toed, full shank work boots
 - First aid kit
 - Fire extinguisher
 - Spill kit

- Personnel (all-personnel must be HAZWOPER certified)
 - 2-3 equipment operators depending on equipment used on site
 - 2 laborers for debris removal
 - 1 crew foreman (may be an operator or laborer)

Support Equipment, shared across multiple crews within the operational area:

- Equipment:
 - Water truck to support 4-5 debris removal crews
 - Street sweeper
 - Traffic control truck, signage and cones for possible lane closures as needed to comply with Colorado MUTCD standards
 - Hydromulcher, truck or trailer mounted with hose to access areas the tower cannot spray
- Personnel:
 - 1-2 flaggers as needed to be compliant with Colorado MUTCD
 - 1 driver for street sweeper
 - 2 operators for hydromulcher
 - Superintendent to oversee multiple crews, generally no more than 5 crews

Debris Removal Operations Plan

The purpose of this limited Debris Removal Operations Plan (DROP) is to provide a systematic approach for managing the removal of debris, contaminated soil, and hazardous material in a manner that is protective of the local community and the local workforce. This plan was based on prior coordinated debris removal projects by Ceres in California and identifies best management practices (BMPs) for undertaking the removal of ash, debris, soil, and hazardous materials (including asbestos) from residential structures after the Marshall Fire. These BMPs and standardized methods will provide a consistent approach to conducting removal and cleanup actions to protect response personnel, the surrounding community, public health, and the environment. Upon award and within 5 days of the NTP, Ceres shall provide a more detailed Debris Removal Operations Plan (DROP) for review by the County.

Work Zone

A work zone will be established around each site during debris removal operations. The work zone will be clearly marked, be the maximum practicably allowable safe distance from the assessed ash footprint and established to prevent the spread of suspected contamination from leaving the work zone.

Hot (Exclusion) Zone

The hot (exclusion) zone is the area with the highest potential for exposure to contaminated debris and will be clearly delineated and used for the purpose of reducing and capturing for disposal various debris types. All on-site personnel working in the hot zone shall receive the necessary health and safety training and medical surveillance pursuant to OSHA 1910.100, and CCR Title 8, Section 5192, and shall be required to wear Level C PPE.

Warm (Rinse) Zone

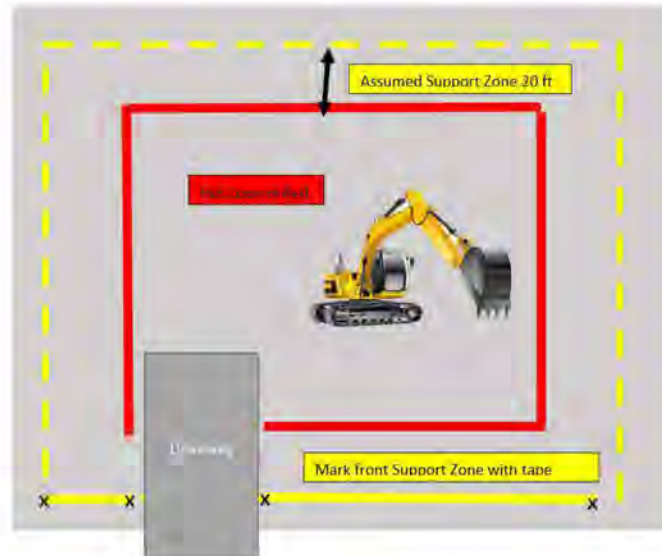
The warm (rinse) zone is the transition area between the hot and cold zones. This area is where personnel enter and exit the hot zone and where decontamination activities take place. Heavy equipment, trailers and tools shall be rinsed off within the warm zone prior to crossing the threshold into the cold zone.

Cold (Support) Zone

A cold (support) zone shall be defined as all areas clear of any suspected contaminated debris, outside of the warm zone and hot zone. This area shall require the minimum level of appropriate PPE, as identified by the Health and Safety Officer.

Proper Set Up of the Work Zone

Proper set up of the hot zone, warm zone, and cold zone helps ensure a safe work zone, but also helps control costs. No exclusion zone should be wider than 3-feet beyond the ash footprint without prior approval from the Ceres Branch Manager or Operations Chief. A brief diagram of an appropriate work zone set up is below.



HAZWOPER Training

All personnel working within an evaluated work zone shall be 40-hour HAZWOPER trained or working under the direct supervision of a HAZWOPER trained supervisor that can recognize changing site conditions and take necessary steps to evaluate and control hazards. During the onboarding process and prior to the start of debris removal operations, each member of the debris removal crew must present a 40-hour HAZWOPER certification and medical fit test.

Work Zone Hazard Evaluations

The hazard evaluation shall document the nature of the evaluation; the workplace and activity evaluated; the name, position and credentials of the person certifying that the evaluation has been performed; necessary controls and training required to be utilized; and the date of the evaluation. All testing and monitoring devices used to measure hazardous or toxic agents shall be approved and calibrated; devices shall be labeled with calibration information. Individuals performing testing and monitoring shall be trained to recognize potential hazards and how to use the monitoring devices and testing procedures.

Required PPE within Work Zone

All personnel within the work zone shall assume a PPE level of C or higher, unless the Health and Safety Officer in consultation with a Certified Industrial Hygienist has determined the PPE level can be downgraded. Required PPE level will be based on a site-specific hazard evaluation.

Colored Hazard Marking

After wildfires, structural debris can blend in with potentially hazardous substances. In an attempt to visually communicate hazards in the field, Ceres utilizes the guide provided below to indicate if a hazard is or is not visually present and provide other critical USA underground markings.

Hazard Marking Colors for Debris and USA North	
Debris or Potential Hazard	Spray Paint Color
Household Hazardous Waste (HHW), Battery, Tank, Cylinder	Bright Neon Orange
Possible ACM	Bright Neon Pink
Material Safe for Normal Disposal	White/Bright Neon Green
USA Markings for Proposed Excavation	White
USA Markings for Gas, Oil, Steam, Chemical	Yellow
USA Markings for Electric Power Line	Red

Hazard Marking Colors for Debris and USA North	
Debris or Potential Hazard	Spray Paint Color
USA Markings Sewer and Storm Drain	Green
USA Markings Telephone and Cable	Orange
USA Markings for Water	Blue
USA Markings for Reclaimed Water	Purple

Household Hazardous Waste (HHW) Handling

Ceres, in conjunction with the monitoring firm, will conduct a HHW assessment per parcel, sweep the impacted areas, and remove all identified HHW. If additional HHW is discovered during debris removal operations, Ceres, or its subcontractors, will segregate this HHW, placing it in a containment set near the roadside for pickup by specialized HHW collection crews, and continue debris removal operations.

Stormwater Protection Best Management Practices

Ceres shall employ the best management practices below to reduce or prevent pollutants in stormwater discharges and authorized non-storm water discharges. Potential sources of sediment from debris removal activities include vehicle tracking, exposed soil and slopes, export operations, disposal operations, and ash-filled topsoil stripping and stockpiling. Authorized non-storm water discharges anticipated for the project include water used to control dust, potable water, and uncontaminated excavation dewatering.



Best management practice guidelines include:

- Water to Control Dust: Ceres shall implement dust control on all debris removal sites when there is visible dust generated from the site using fire-grade nozzles or small diameter (3/4" to 1") fire hose, or with a water truck depending on the area being serviced. Water to be used for dust suppression may only be from Ceres designated areas. While the goal is to apply water spray for dust control to avoid surface runoff, **dust control shall take precedence**. In the event there is significant surface runoff, Ceres will control runoff with best management practices.
- Good Site Management/Housekeeping: Ceres strives for good site management measures which include cover or berming of loose consolidated materials that are not actively being removed; storing any chemicals in watertight containers; control of off-site tracking of loose soils; preventing disposal of rinse or wash waters into the storm drain system; ensuring containment of sanitation facilities; cleaning or replacing sanitation facilities by inspecting them regularly for leaks; and inspecting and keeping equipment in good working order to prevent leaks.
- Vehicle Washing or Decontamination: Debris removal crews shall wash vehicles in a manner as to prevent unauthorized non-storm water discharges from reaching storm drain systems.
- Street Cleaning: Street cleaning shall collect tracked out sediment and prevent unauthorized non-storm water discharges from reaching storm drain systems. A street sweeper capable of collecting particulates of 10 microns (PM-10) will be used. Street cleaning must be performed by wet sweeping or HEPA filter equipped vacuum device Ceres owns multiple PM-10 street sweepers.

- Sediment Controls: Sediment controls are designed to intercept and settle out soil particles that have been detached and transported by the force of water. Best management practices include the use of silt fencing, fiber rolls, and street sweeping to prevent sediment migration. All materials shall be certified weed-free in an effort to control the spread of noxious weeds. Sufficient quantities of temporary sediment control materials will be maintained on site throughout the duration of the project to allow the implementation of temporary sediment controls in the event of significant rain.
- Run-on and Run-off Controls: Run-on and run-off shall be managed within the immediate vicinity of the parcel being worked.
- Public Right of Ways: Ceres is not responsible for stormwater protection on public right of ways.

Pre-Work Site Walk

Prior to the debris removal crew starting operations, the Ceres Division Supervisor or Branch Manager, debris removal crew, and debris monitor shall walk the property. The group will collectively discuss the following items:

- Site safety and known hazards
- Size of Hot Zone and Warm Zone
- Sequencing of debris removal operations
- Special circumstances, i.e. retaining walls, pool, damaged driveway, etc.

Chimney Tipping

Ceres views standing chimneys pose a health and safety risk to the debris removal crew, debris monitor and other key stakeholders. Drop standing chimneys down to ground level. Ceres Health and Safety Officer in discussions with the Operations Section Chief has determined that all standing chimneys pose a health and safety risk to the debris removal team. All standing chimneys will be taken down with proper dust control and inspected for asbestos containing materials.

Since chimneys are considered a free-standing structure, a full NESHAP asbestos survey is required. Each standing chimney on a property will be knocked over using one to two water streams to abate potential dust and exposures. The chimney shall be prewetted along with the fall zone. Once the chimney is safely on the ground, a Certified Asbestos Consultant (CAC) from the County or debris monitoring firm shall visually observe the interior of the chimney flue for suspect materials. If no suspected asbestos materials are identified, then the debris removal may commence. If additional suspect materials are identified, they may be abated by a state licensed asbestos abatement contractor at that time as suspect or sampled for confirmation. The debris removal will be postponed until the suspect materials are confirmed as non-ACM or removed from the work area. The CAC will provide a verbal notice of observation finding to the on-site crew foreman or debris monitor immediately after inspection. The observation findings will be documented in the quality control reports and conveyed to the Section Chiefs and County at the end of the day.

Debris Classifications

Asbestos

Asbestos includes all asbestos identified by the Boulder County and the Certified Asbestos Consultant for bulk asbestos from structures damaged by a wildfire. Some smaller pieces of asbestos will remain in the ash for it is not practicable or reasonable to remove all the ash and debris as asbestos-containing waste.. Some metal and concrete will be disposed of as asbestos-containing building material if the cost to remove the asbestos exceeds the disposal cost or other issues as determined by the Ceres and the County.

Recyclable Metals

Recyclable metals includes large pieces of metal such as I-beams, mobile home frames, refrigerators, freezers, air conditioners, heat pumps, ovens, ranges, washing machines, clothes dryers, water heaters, garage doors, shop equipment such as drill presses, lathes, and table saws, engines, auto axles, vehicle rims and frames, and other large metal items easily sorted by heavy equipment. It is not practicable or reasonable to remove all metal debris, such as pipe, wiring, rebar, wire mesh, hand tools, or other lightweight items from the ash and debris. The goal for recycling is to sort visually and not dig through the ash and debris looking for metal debris. If other large pieces of metal become apparent during the removal,

Ceres may set aside for inclusion in another parcel's load destined for recycling. All large pieces of metal shall be lightly rinsed with water to remove the bulk of contamination. The contractor shall monitor the use of water to prevent significant ponding or runoff. Vehicles and other motorized equipment will be covered under a separate line item. Weapons under this debris operations are not recyclable and will be collected by local law enforcement. Additionally, any compressed gas cylinder or propane tank will not be recycled unless rendered safe by HAZMAT crews.

Burned Debris and Ash

Burned debris and ash includes all debris and ash impacted by fire. Ceres shall remove building materials, sheetrock, dimensional lumber, plumbing and electrical items, small household appliances and e-waste, small pieces of concrete and metal, brick, pavers, concrete masonry unit (CMU) block, asphalt, stucco, tile, faux rock siding, cement siding, burned railroad ties, melted plastic, glass, partially burned materials, and other items in the ash. All of these materials are considered contaminated and shall be removed in such a manner that is protective of public health and the environment.



**Note:* This diagram can be redeveloped following the Ceres and County kick-off meeting and prior to providing to debris removal crews in the field.

Recycle Concrete

Recycled concrete includes concrete foundations, slabs, and footings. This also includes some concrete stem walls and retaining walls, driveways, patios, walkways, and other concrete features that are within the ash footprint. Depending on the volume of recycled concrete generated by debris operations, some concrete recycling or repurposing facilities may allow brick, pavers, concrete masonry unit (CMU) block and asphalt to be mixed with the recycled concrete. If the County notifies Ceres that this debris is allowed with the recycled concrete, Ceres may opt collect this debris in such a manner that it is practicable and reasonable. Ceres will not collect individual blocks, bricks, or pavers. The goal is to collect bulk asphalt, blocks, bricks, or pavers with the concrete. If part of a concrete footing is unearthed during the final grade this concrete material will be set aside for a multi-site collection or "milk run."

Contaminated Soil

Contaminated soils includes 3- to 6-inches of soil directly below the ash and soil interface, small amounts of ash and debris after the concrete foundation and/or footings are removed, minor pieces of concrete and metal, piping, rock, and other debris incidental to the load. Large rocks shall be left on-site and are not considered contaminated. Since this is the last step in the debris removal sequence, Ceres shall collect the contaminated soil and minor debris in such a manner that it is practicable and reasonable. Ceres shall not

remove soil outside the ash footprint or over excavate soil past 6-inches unless site conditions such as steep slopes, rocky conditions, high soil moisture, and/or foundations or footer dictated the conditions. Ceres will not level the excavation to match the former footing location. The goal of the last set is to observe where the footings were located within the ash footprint.

Sequencing of Debris Removal Operations

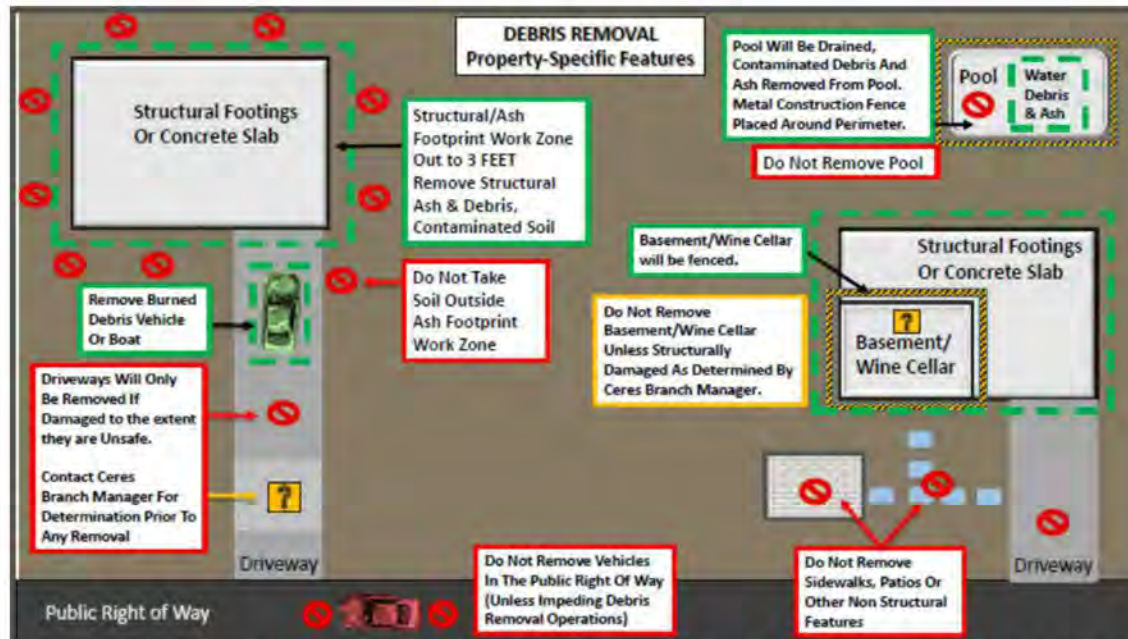
The sequencing of debris removal operations is essential to controlling costs. Oftentimes, contractors will mix debris streams to take more debris as ash. Having witnessed this on previous projects with other primes, particularly the Camp Fire, Ceres training and quality control program is largely focused around ensuring the appropriate sequencing of debris removal operations. The sequencing is provided below.

1. **Pre-water sites, if needed.** The County currently intends to apply hydromulch prior to debris removal operations for dust control. If the hydromulch does not hold from application to start of debris removal operations, Ceres will pre-water sites at the direction of the County. Ceres works 1-2 properties ahead of the debris removal crews to pre-water properties to help ensure appropriate dust control.
2. **Remove vehicles and trailers for recycling or disposal.** Vehicles and trailers are first rinsed to remove all ash and debris. This prevents ash and debris from being strewn in the community while transporting to a temporary offsite storage or final disposal, as approved by the County. Vehicles and trailers are loaded onto a flat bed and wrapped with netting or tarped to prevent loose parts from becoming dislodged and littering the public ROW. Ceres intends to haul multiple vehicles and trailers from multiple parcels together in a single load.
3. **Remove ash and commingled debris from the parcel.** This material will be treated as a hazardous asbestos containing waste. Dust emissions during all phases of the removal will be controlled via a water spray from a firefighting grade nozzle. To the greatest extent possible, Ceres will remove ash, C&D, Masonry, Stucco, and other fire related debris prior to removal of any foundations or footings to avoid further contamination of soil within the structural ash footprint. To the extent possible, concrete and metal debris will be segregated from the ash and C&D waste stream. Ceres intends to haul ash and co-mingled debris from multiple parcels together in a single load.
4. **Collect, consolidate, and remove concrete within the structural ash footprint to include foundations (driveways are not authorized for removal unless determined unsafe by the County), for recycling.** Concrete removal will not begin until after removal to the greatest extent possible of all ash, C&D, Masonry, Stucco and other fire related debris to avoid further contamination of soil within the structural ash footprint. Ceres intends to haul concrete from multiple parcels together in a single load.
 - a. The slab or foundation may have to be washed down to ensure the concrete is not contaminated;
 - b. If retaining wall is connected to the slab, make a cut with a concrete saw approximately 24-inches away from the wall prior to removal of the slab. Exception – If the County determines: handwork cannot successfully remove the ash or debris from around or on the wall, or the wall is deemed unsafe and may collapse, remove the wall and cut earth back to 2:1 (H:V). More details are provided in the Special Considerations Section of this proposal.
 - c. Seismic Piers will not be removed.
 - d. Footings or caissons will not be removed to a depth greater than 24-inches below grade.
5. **Remove contaminated soils.** Crews will remove 3- to 6-inches of contaminated soil from the structural ash footprint for disposal after all of the ash, C&D, Masonry, Stucco and other fire related debris have been removed to the greatest extent possible and prior to removal of any damaged structural foundations and concrete, so as to avoid further contamination of soil within the structural ash footprint. Straight edged bucket or a steel beam should be used on the final scrape to prevent the pushing the ash and debris into the soil from the teeth on a standard excavator bucket. Ceres intends to haul contaminated soils from multiple parcels together in a single load.
6. **Following failed soil samples, crews shall remove 3 inches of soil on the first scrape, but only within the area of the failed test.** This process shall be repeated 2 times or sooner if the County directs the debris removal crew to cease re-scrape operations. Ceres intends to haul

rescaped soils from multiple parcels together in a single load.

Special Considerations During Debris Removal Operations

Having completed thousands of parcels on past fire projects, Ceres has identified a number of special considerations during debris removal operations. For example, Ceres shall remove all concrete or asphalt within 3-feet of the structural ash footprint. All concrete left in place will be made safe by cutting rebar flush or fencing retaining walls and/or pools. While cutting or breaking concrete, debris removal crews shall wear personal protective equipment (PPE), including eye and respiratory protection. But many other special considerations exist.



**Note:* This diagram can be redeveloped following the Ceres and County kick-off meeting and prior to providing to debris removal crews in the field.

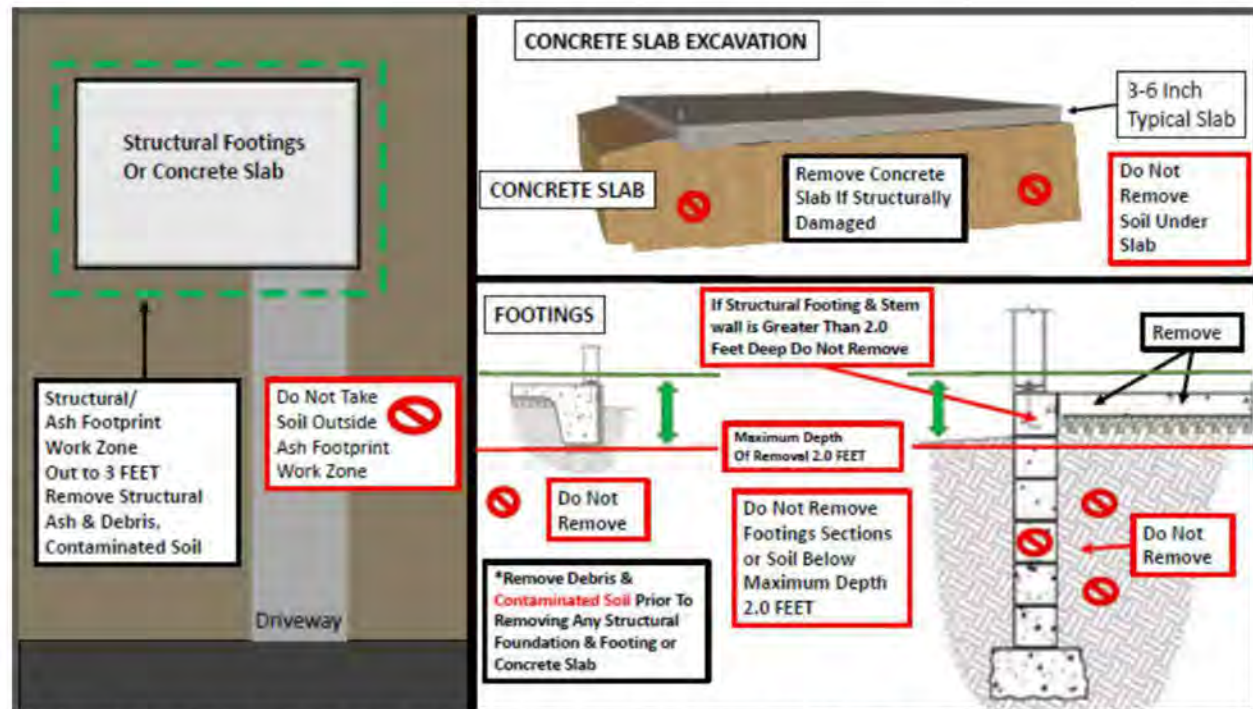
Further below, Ceres identifies those special considerations during debris removal operations with property-specific approach.

Structural Slabs and Foundations

Required removal: Includes homes, cabins, mobile home slabs, barns, sheds, garages, other living structures and any concrete pad that was designed to hold a structural load. If the slab or pad was used to store vehicles or other commercial materials such as tires, building products, roofing tiles, etc., the impacted slab should be removed.

Exception: Well slabs or pads. To protect the well casing and the integrity of the well, remove only ash and debris by hand and leave concrete pad around the well casing. Protect well with temporary construction fencing.

Exception: Former slabs or pads that only held firewood or other inert material will be left in place. These slabs may be from a previous structure that was removed and/or not damaged by a fire.



**Note:* This diagram can be redeveloped following the Ceres and County kick-off meeting and prior to providing to debris removal crews in the field.

Driveways

Undamaged driveways shall be preserved to the extent practicable. The goal is to provide a stabilized construction entrance for reconstruction. If the driveway is damaged or contaminated (e.g. burned vehicles) by debris removal equipment or haul trucks to the extent that the driveway is unsafe, the driveway will be removed to the extent necessary. Remove the driveway to the nearest concrete joint or five feet if asphalt outside the contamination or damage. All driveway cuts will be made using a concrete saw.

Chimneys

Required removal: See asbestos survey requirements.

Exception: Patio fireplaces will not be removed unless deemed unsafe due to fire-related damage.

Patio or other backyard features (such as waterfalls, sports courts, etc.)

Leave in place unless the feature poses a physical hazard from fire-related damage or impacted by ash and debris.

Pools

Leave in place. In general, pools are not eligible for removal and will not be drained. Ceres shall place metal fencing completely around the pool where feasible and notify the homeowner. If the pool is structurally built into the foundation/slab, the County and Ceres shall discuss removal options with the property owner to determine the course of action. Debris may be removed from the pool depending on site circumstances.

Exception: Above ground pools should be removed as ash and debris. Pool water may be used as dust control if feasible.

Walkways and private sidewalks

Leave in place.

Exception: Unless necessary to remove for equipment access, covered in ash and debris, or damaged by equipment so that it is unsafe to walk on.

Retaining Walls Less Than Four Feet

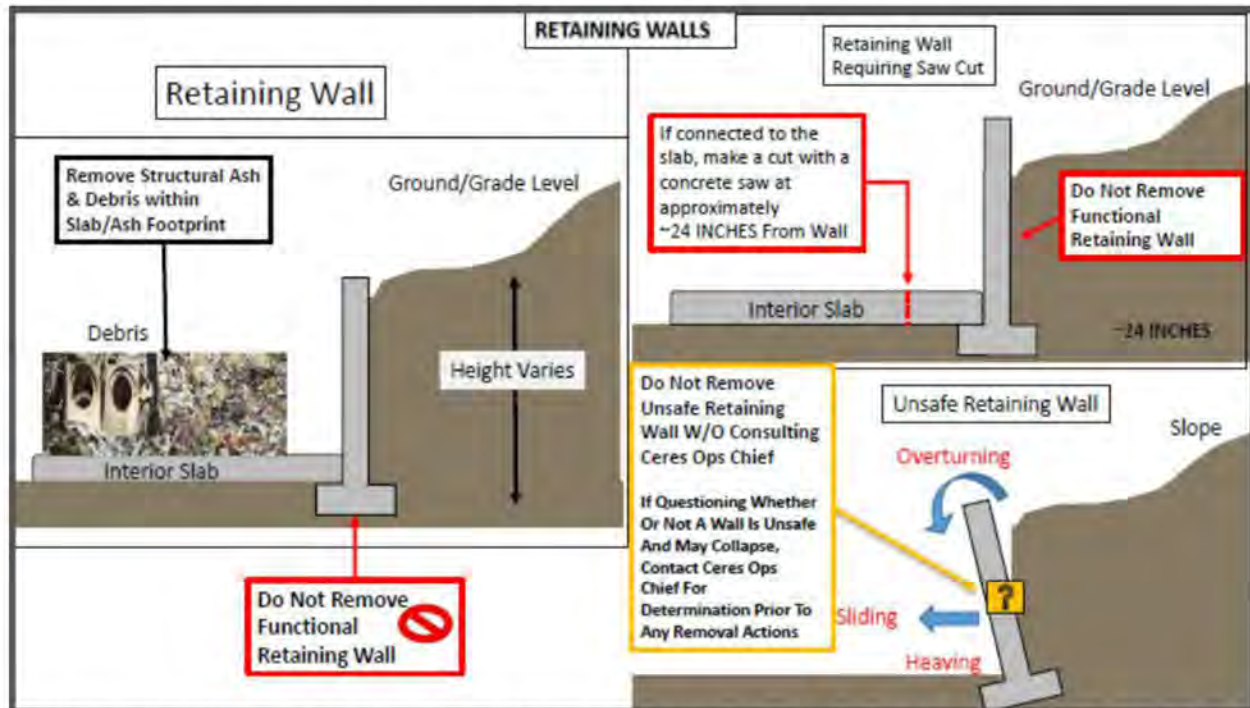
Leave in place unless covered in ash and debris or remove if the property owner wants the wall removed.

Exception: If handwork cannot successfully remove the ash, remove the wall and cut slope back to 2:1.

Structural Retaining Walls Greater Than Four Feet

Leave in place. If connected to slab, make a cut with a concrete saw approximately 24-inches away from the wall. Notify the property owner that the retaining wall shall be left in place for erosion control and that the County has **not** evaluated the wall for structural integrity. Encourage the County to evaluate the wall with a licensed civil or structural engineer before reuse.

Exception: If the wall is unsafe and may collapse, remove the wall and cut slope back to 2:1.



**Note:* This diagram can be redeveloped following the Ceres and County kick-off meeting and prior to providing to debris removal crews in the field.

Basements and Wine Caverns

Required to be removed. Once basements and caverns are removed, Ceres shall cut the slopes back to 2:1 and install temporary fencing.

Footings

Required to be removed. Footings under the foundation will be removed up to a depth of 24-inches.

Exception: If footings are horizontal piers or other structural support below the slab, the concrete and/or steel will be cut/broken at the interface and rendered safe from tripping hazards.

Caissons, Piers, Pilings, or Horizontal Structural Piers Under the Slab

Leave in place. Remove slab to grade minus 3/10 and cut rebar and other metal supports to the base of the concrete/steel piers/pilings.

Post Tension Slabs

Required to be removed. All post tension slabs shall be removed by a qualified demolition contractor under a separate work plan due to safety concerns. Workers should adhere to the recommended safe work practices and follow the prescribed procedures in the work plan. Demolition of any type of a pre-stressed concrete structure requires extra diligence and awareness even for the most experienced workers.

Appropriate Burrito Wrap and Tarping Loads

During the onboarding process, Ceres trains all crews how to appropriately apply a burrito wrap. Below is a diagram developed for a previous project.



Ceres does not allow auto-tarps. Trucks must be wrapped with appropriate tarps and bungees. At the final disposal location, Ceres provides de-tarping crews to expedite the removal of tarps by the drivers and helps ensure the safety forbidding drivers from climbing on the sides of trucks.

Difficult Property Experiences

Temporary Bridge Installation

During the Camp Fire debris removal project, Ceres installed and removed 40-foot and 65-foot temporary rail car bridges on 10+ properties with close coordination of the Environmental Lead. After all, Ceres is hauling potentially hazardous debris over a water body. In one particular location, Butte Creek Island, the community-owned bridge was damaged by the Camp Fire and rendered unsafe. Ceres worked with State, local first responders and the residents of the Butte Creek Island community to provide access to their properties using the temporary bridge while the community-owned bridge was repaired. Ceres implemented a permit for use system that residents sign indemnity waivers, received a permit and managed access by traffic control crews. Ceres debris removal crews were given priority during daylight hours to sufficiently access Butte Creek Island while providing a vital service to a devastated community.



Other Difficult Property Installation

Ceres focuses early in the project on difficult property issues. One difficult property issue identified above is temporary bridges. Other issues include degradation of road conditions, limited access due to narrow, steep or minimal radius drives, sharp brake overs, vegetative cover limited high profile vehicles, weight limited bridges, overhead power and communication lines, root cellars, hostile homeowners, historical preservation concerns, tribal concerns and environmental concerns.

Final Grading

Debris removal crews shall grade and smooth the ground surface within the hot zone. Straight edged bucket or a steel beam should be used on the final scrape to prevent the pushing the ash and debris into the soil from the teeth on a standard excavator bucket.

Track Out Management

Ceres will implement procedures to prevent or cleanup track out as specified below. The use of blower devices, or dry rotary brushes or brooms, for removal and track out on public roads is expressly prohibited. Ceres shall prevent track out, or immediately remove track out when it extends 25-feet or more from the nearest unpaved surface exit point of a site and at the minimum remove all other visible track out at the end of each workday. Cleanup of track out shall be accomplished by:

- Manually sweeping and picking-up; or
- Operating a rotary brush or broom accompanied or preceded by sufficient wetting; or
- Operating a PM10-efficient street sweeper.

Waste from a street sweeper during this operation shall be disposed of as contaminated soils and transported directly to the landfill or added to a contaminated soils load destined for the landfill.

Hazard Tree Removal

Assessment

Over the past two years, Ceres has performed more FEMA-funded wildfire hazard tree removals than any other contractor – approximately \$150mil removing over 100,000 trees. While certain burned trees are obviously hazardous, Ceres intends to have a forester on staff to perform an assessment of questionable trees and offer recommendations to the County and the debris monitoring firm.

The objectives of the tree assessment and inventory will include:

- Identification of all trees damaged by the incident,
- Assessment of the damage to and survivability of each tree,
- Assessment of each tree against established indicators of a dangerous tree, and
- Determination of which trees should be removed during recovery efforts.

Pre-Work Checklist

Following identification and marking of hazardous trees and the completion of debris removal, Ceres will remove marked hazardous trees. Tree removal crews shall fall marked trees in areas away from utilities, septic tanks and other infrastructure. The removal methodology is situation specific and may include, but not limited to, cut and block, hand falling, and/or with specific equipment such as Sennebogens. Prior to start of operations, tree removal crews will conduct a pre-work walk and complete a checklist of items to ensure operations are conducted safely, avoid delays and maximize production. The checklist utilized by tree removal crews is as follows:

- Conduct a thorough safety assessment of the work area
 - Assess the work area hazards
 - Terrain
 - Work area access (ingress/egress)
 - Other trees
 - Traffic control
 - Assess the tree
 - Direction of tree falling accounting for wind, base rot/weakness
 - Determine takedown methodology (manual v. mechanical felling)
 - Determine type of felling cuts for each tree
 - Determine if dead or broken branches can hit sawyer
 - Determine if branches are interlocking with other trees
 - Look for vines that may affect the direction of the fall
 - Determine if felling aids are required
 - Plan escape route

- Adjust the JSA as needed
- Communicate the safety assessment and any changes to all parties within the work area (“tailgate safety meeting”)
- Assess for existing damage prior to start of operations
 - Take pictures and submit information through the ArcGIS portal
 - Specifically, crews should be aware of existing infrastructure along ROW and within the ROE and surrounding utilities
- Assess for environmental and historical preservation concerns
- Review the Tree Assessment Report
 - Count and double-check the number of trees identified for removal
 - If the Crew identifies a potential unmarked hazard tree, notify the debris monitor.

Tree Removal Methodology

The tree removal crew will determine the best felling method for each tree marked for removal. The felling methodology is one of the following:

Manual felling

- Mechanical felling
 - Bucket truck, cut and block
 - Feller Buncher
 - Harvester
 - Sennebogen

After tree felling, the tree removal crews will top and delimb the tree. Tree removal crews shall stage logs and slash along the ROW for removal by hauling crews. When staging along the ROW, tree removal crews should deck logs in a stable manner that prevents logs from dislodging and damaging infrastructure or cause injury. Staging of logs, log decks and slash along the ROW should not impede general public line-of-sight.

Hauling Crew Checklist

The debris hauling process is the most visible operation to the public, the potential for damage to private property is the greatest. Prior to starting hauling operations, all trucks will have been previously inspected at the certification site for measurement, numbering, safety and compliance before dispatched to a loading location. Ceres provides all debris removal crews with a one-page Hauling Crew Checklist to serve as a constant reminder of correct procedures. Ceres strictly adheres to the following procedures to ensure efficient, safe operation and to boost community recovery morale:

1. Diligently collect logs and slash from sun up to sun down, beginning where the Hauling Crew left off the previous day.
2. Load “eligible” debris into haul trucks or trailers as outlined above and considering the Activity Hazard Analysis for debris collection.
3. Loading must be performed by mechanized equipment to ensure proper compaction; hand-loaded trucks are not an acceptable form of loading debris.
4. Maintain all PPE as associated with their responsibilities; hard hats, steel-toed shoes, reflective vests, etc. as defined the APP and Activity Hazard Analysis.
5. Utilize and properly position traffic control personnel and signage, as required by Sector Manager and State laws, statutes and/or regulations.
6. Maintain proper segregation of debris: ROE logs and ROE slash
7. Avoid collection around schools, churches and heavy trafficked roads during start/finish/rush hour times.
8. Obey all rules of the road, including:



- a. Comply with traffic rules, speed limits, and State (generally lifted in emergency situations) standards.
- b. Wear seatbelts.
- c. Utilize routes avoiding schools, interstate highways and heavily populated areas, as possible.
- d. Use turn signals whenever changing lanes or turning.
- e. Use headlights/fog lights whenever presented with adverse conditions.
9. Strictly obey all end-use facility procedures, as described in Section 7.3 and including:
 - a. Comply with all flag personnel and signage.
 - b. Slow and observe the 10 mph speed limit at the end-use facility.
 - c. Slowly approach inbound scales with extreme caution.
 - d. Remain in vehicle at all times unless unloading or dumping debris.
 - e. Confirm that vehicle is settled, brake employed and on level ground before unloading or dumping.
 - f. Ensure all debris is unloaded or dumped and vehicles are ready to exit end-use facility.
 - g. Slowly approach outbound scales with extreme caution.

Traffic Control

Ceres requires and will provide certified traffic control personnel for all debris removal 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 area in order to properly control the flow of traffic into and out of the work area. Where traffic control personnel are not available, Ceres does maintain an ATSSA-certified instructor on staff to help train personnel. This individual is also responsible for reviewing traffic control plans for safe operations and routinely conducts field visits to evaluate ongoing traffic control operations.

Erosion Control

Erosion control measures will be implemented to stabilize disturbed soil and reduce sediment transport caused by erosion from entering a storm drain system or receiving water body during debris removal after a disaster. Best management practices for erosion controls may include the use of fiber rolls, compost filter socks, silt fences, erosion control blankets, hydraulic mulch and tackifier, soil binders, and other mechanisms to reduce sediment. Erosion control plans will be developed by Ceres, with input from the County, for those sites requiring Level 3 erosion control. These erosion control levels are described below. Erosion control shall be installed after each lot has met the site-specific cleanup goals unless the property owner requests not to have erosion control installed. If the property owner declines erosion control, the property owner shall sign the erosion control waiver form and the site will be considered complete after the final walk is performed. Effort should be made to preserve existing vegetation, if practicable. Once the removal has been completed, erosion control installed and final walk, stormwater control measures must be maintained by the property owner or the County.

Erosion Control Levels

Each completed property will receive one of the following measures:

- Level 1: Hydraulic mulch and tackifier. Hydraulic mulch will include a wood-based mulch along with an organic or other proposed tackifier to cover over 95% of the lot impacted by the structural debris removal operations. Ceres will use a seed type of either buffalo grass, perennial ryegrass or Kentucky bluegrass.
- Level 2: Hydraulic mulch and fiber log and/or compost filter sock. Fiber logs shall be a minimum of 6" to 8" diameter and shall be staked and keyed in. Silt fences shall be wire-backed in snow zones and used in areas on slopes greater than 7%.
- Level 3: Hydraulic mulch, fiber log and/or silt fence and erosion control blankets.

***Please note:** Ceres only includes Level 1 erosion control in its per parcel rate. For an additional negotiated price per parcel, the County may opt to implement Level 2 or Level 3 erosion control.

Erosion Control Materials and Specifications

Materials used for erosion control shall be placed in accordance with the County-approved Debris Removal Operations Plan or as directed by the Operations Section Chief, Branch Managers, and/or Division Supervisors. All materials shall be certified weed-free in an effort to control the spread of noxious weeds.

The following materials have been identified for the project:

- Hydraulic mulch
- Organic tackifier or other proposed tackifier
- Fiber bundles
- Compost socks
- Erosion control blankets
- Gravel and drain rock
- Silt fence
- Netting
- Anchors
- Gravel bags

Hydraulic Mulch – Hydraulic mulch or hydro-mulching is an erosion control process that uses a slurry wood fiber and a tackifier. The slurry is transported in a tank, either truck or trailer-mounted, and sprayed on prepared ground. Ceres will develop and submit for the hydraulic mulch for approval by the County. The mulch design will be based on virgin wood fiber and a non-toxic organic base tackifier. Application rates will also be submitted based on slopes.

Compost filter socks - Compost filter socks are a three-dimensional tubular sediment control and stormwater runoff filtration device typically used for perimeter control of sediment and soluble pollutants on and around construction activities. Compost filter socks trap sediment and soluble pollutants by filtering runoff water as it passes through the matrix of the compost filter socks. Compost filter socks shall be used on all hardscape areas for erosion control. These areas include driveways, hardscape features including concrete, brick, asphalt and gravel roads, lava cap soils, and areas identified by the County. Compost filter socks shall be 5" to 8" inches in diameter.

Erosion Control Blanket – Erosion control blanket is a manufactured blanket or mat that is designed to hold soil and seed in place on slopes. It consists of organic biodegradable materials such as wood fiber, coconut fiber, or a combination of these materials. It is commercially manufactured and delivered to the site in rolls.

Erosion control blankets shall be 100% organic biodegradable (including parent material, stitching, and netting). The minimum thickness shall be 3/8" (9mm). The netting shall be stitched to prevent separation of the net from the parent material. The netting shall be capable of withstanding moderate foot traffic without tearing or puncturing. Neither the blanket or netting or the installation shall pose a safety risk to people walking on/crossing over it, or pose a hazard to wildlife such as birds, reptiles, and amphibians.

Appropriate products include, but may not be limited to:

- Curled I Fiber net (American Excelsior)
- Curled II Fiber net (American Excelsior)
- AEC Premier Straw Fiber net (American Excelsior)
- S 75 BD (North American Green)
- S 150 BN (North American Green)
- SC 150 BN (North American Green)
- C125 BN (North American Green)
- Excel S-2 All Natural (Western Excelsior)
- Excel SS-2 All Natural (Western Excelsior)
- Excel CS-3 All Natural (Western Excelsior)
- Excel CC-4 All Natural (Western Excelsior)

Fiber Roll Barriers – Fiber roll barriers (also called sediment logs or straw wattles) are commercially manufactured and usually consist of milled wood or other natural fibers are sewn into a circular weave fabric. Fiber rolls are good perimeter protection, designed to slow stormwater runoff and trap small amounts of sediment. Fiber rolls shall be 8" to 12" diameter. Fiber rolls must be certified weed free.

Silt Fence – Silt fence consists of a permeable filter fabric that is keyed into the ground and staked beyond the toe of a slope. The fabric pools runoff, causing entrained sediment to settle out behind the fence while the water slowly filters through the fabric.

Anchors – Anchors are devices that secure erosion control materials such as fiber roll barriers, erosion control blankets, and silt fence.

For erosion control blankets, anchors shall be completely biodegradable, environmentally safe, and have no potential for soil and/or water contamination. Steel wire pins or staples may be approved by the County if the alternative is not available or not functional. Petroleum-based plastics or composites containing petroleum-based plastics will not be approved. Materials deemed to present a hazard from splintering or spearing will not be approved. Wood stakes or stakes manufactured from wood byproducts may be approved.

Appropriate products include, but may not be limited to:

- E-Staple (American Excelsior)
- CF Bio Staple (CFM Corp)
- Green Stake (Green Stake)
- Bio-Stake (North American Green)
- Enviro-Stake (ODC Inc.)

For silt fence, anchor posts shall be at least 36" long. Steel posts should weigh no less than one pound per linear foot.

For fiber roll barriers, stakes shall be wooden and at least 18" long.

Netting – Netting is a manufactured product intended to secure wood chips or pine needle mulch to the soil surface.

Netting shall be 100% organic biodegradable and may consist of paper, jute, or cotton netting. Netting material shall be approved by the County prior to installation.

Gravel Bags – Gravel bags are intended to slow stormwater flows and trap sediment on paved surfaces.

Gravel bags shall be filled with $\frac{3}{4}$ " to $1\frac{1}{2}$ " *washed* rock. Bags filled with sand will not be approved.

Site Approval (Final Walk)

Following placement of erosion control, Ceres shall request the County to approve each site as complete and ready for return to property owner. Ceres proposes the Final Sign Off Sheet for each parcel below. The approved final inspection will be maintained as the record of parcel completion.

All Hands Safety Meetings

Once each week, Ceres shall hold an all-hands safety meeting at 0630, at a location to be determined for all project personnel. The all-hands safety meeting will focus on various safety-related topics that were witnessed and documented the previous week.

AHAs

Ceres maintains detailed Job Safety Analysis sheets for wildfire debris removal operations and hazard tree removals. This information is discussed with all project personnel during the DROP training. Ceres also provides an AHA One-Sign Form to all debris removal and hazard tree removal crews. Ceres requires any individual stepping onto the jobsite to receive a safety briefing on the applicable AHAs and sign the AHA One-Sign Form. At the end of each week, the debris removal crews are required to submit the AHA One-Sign Form and any AHA changed for differing site conditions back to the Ceres HSO. A sample AHA is provided below.

Activity Hazard Analysis (AHA)																		
Activity/Work Task:	Debris Removal Segregation, Loading and Hauling - Ash Debris, Concrete, Metal																	
Project Location:	Lake Mendocino/Napa County																	
Contract Number:	W172381SD0003																	
Date Prepared:	1/19/2018																	
Prepared by (Name/Title):	Doug Brown, Corporate HSOE																	
Reviewed by (Name/Title):	Bill Corrie, PRD, CH, GSP, PE, Health and Safety Manager																	
Notes: (Add notes, Review Comments, etc.)		<p>Step 1: Review each "Hazard" with identified Likelihood "Outcome" and determine RAC (see below).</p> <p>"Probability" is the likelihood to cause an incident, near miss, or accident and identified as: Frequent, Likely, Occasional, Seldom or Unlikely.</p> <p>"Severity" is the outcome/degree if an incident, near miss, or accident did occur and identified as: Catastrophic, Critical, Marginal, or Negligible.</p> <p>Step 2: Identify the RAC (Probability/Severity) as E, H, M, or L for each "Hazard" on AHA. Annotate the overall highest RAC at the top of AHA.</p>																
		<p>RAC Chart</p> <table border="1"> <tr> <td>Catastrophic</td> <td>Frequent</td> <td>E</td> </tr> <tr> <td>Critical</td> <td>Likely</td> <td>H</td> </tr> <tr> <td>Marginal</td> <td>Occasional</td> <td>M</td> </tr> <tr> <td>Negligible</td> <td>Seldom</td> <td>L</td> </tr> <tr> <td></td> <td>Unlikely</td> <td>L</td> </tr> </table>		Catastrophic	Frequent	E	Critical	Likely	H	Marginal	Occasional	M	Negligible	Seldom	L		Unlikely	L
Catastrophic	Frequent	E																
Critical	Likely	H																
Marginal	Occasional	M																
Negligible	Seldom	L																
	Unlikely	L																
Job Steps	Hazards	Controls	RAC															
Removal, segregation and loading of ash debris composed of: • Ash, • Ash debris, • Concrete, • Metal, • Vehicles.	Electrocution/gas explosion	• Ensure utilities are identified and de-energized before operations begin. • It is the excavation contractor's responsibility to make notification to USA 8-1-1 to have utilities marked out. • Subcontractor is responsible to "pot hole" to locate depth and direction of utilities. • Mechanical excavation in proximity to known utilities will be limited to 3-feet either side of utility. • Hand digging only within 3-feet of utility.	E H M L															
	Exposure to chemicals and ash	• Wear Level C with tight fitting half-face mask respirator equipped with a P100 cartridge as described in the APP when in the Work Zone (WZ) or the Rinse Zone (RZ). Level D PPE will be worn in the Support Zone (SZ). • Pre-wet the structure and surrounding ground. Maintain water spray on the structure and debris during the demolition and loading process.																
	Struck by falling and flying debris	• Do not try to remove items from unsafe structures until an evaluation is conducted by Ceres and its field personnel. • A preliminary evaluation of the parcel is to be performed by the foreman and operator to determine the stability of existing structures (i.e. fireplace, chimney) as to whether it will become a hazard during debris clearance operations. If structure has a potential to become unstable or possess a safety hazard for the crew the structure will be removed (whether or not it is listed on the ROE). • Establish a safe zone prior to felling any fireplace chimneys or other tall masonry structures. • Demolition will be done mechanically with excavators. <small>(Ground workers will establish a perimeter with up of the structure and out of the drop zone.)</small>																

PPE Requirements for Debris Removal Operations

Based on the anticipated hazard level while performing debris removal operations, debris removal crews are required to wear Level C PPE. Level C PPE consists of:

- Disposable coveralls (such as Tyvek)
- Outer gloves (neoprene, nitrile, or other)
- Sturdy safety-toe work boots
- Disposable boot covers or Tyvek-booted coveralls
- Full-face or half-face, air-purifying respirator with National Institute for Occupational Safety and Health (NIOSH)-approved cartridges with a particulate rating of P100 or OVP100 to protect against organic vapors, dust, fumes, and mists.
- Safety glasses or goggles (with a half-face respirator only)
- Hard hat (face shield optional).

PPE Requirements for Hazard Tree Removal Operations

The following PPE is required for all hazard tree removal operations; additional PPE may be needed for specific hazards, for example removal of trees with a chainsaw. The minimum PPE for all personnel performing hazard tree removal operations is as follows:

- Hard hat for overhead impact or electrical hazards
- High visibility ANZI-approved garment
- Safety Glasses ANSI Z-87 with side shields
- Gloves chosen for job hazards expected (e.g., heavy-duty leather work gloves for handling debris with sharp edges and/or chemical protective gloves appropriate for chemicals potentially contacted)
- Safety Toed Boots ANSI Approved

Safety Reporting

Similar to other aspects of Ceres operation, the Ceres Safety Team utilizes ArcGIS to document and communicate safety compliance and issues in the field. Below is a safety form utilized during the Camp Fire project.



Safety Form

Submitted Time: 08/14/2019 1:10 PM

APN: 058-170-059-000

Address: 12173 ANDY MOUNTAIN RD

Safety Officer	<input type="checkbox"/> Larry Curran	<input type="checkbox"/> Pat Bailey	<input checked="" type="checkbox"/> John Felt	<input type="checkbox"/> Tim Bader	<input type="checkbox"/> Tim Baker	<input type="checkbox"/> Tim Baker
SUB	MORGAN CREEK					
TF	TF 31					
Site Specific ISA available and signed by everyone on-site	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Exclusion Zone						
Delineated with Red Danger Tape	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Proper EPA LEVEL OF PPE being worn	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Contamination Reduction Zone (CRZ)						
Delineated with Yellow Caution Tape	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Boot Wash in place and used	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Plastic sheeting down to protect ground	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Trash bag for contaminated clothing	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Respirator wipes/wash available	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
First Aid Kit in CRZ	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Fire Extinguisher 5 ABC in CRZ and charged w/Updated Inspection Tag	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Spill kit in CRZ	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Drinking water available outside of CRZ	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Personnel properly decontamination/doffing PPE	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Trucking						
Drivers wearing proper PPE	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Drivers using spotter when backing	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Drivers not climbing on trucks to tarp/un-tarp	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Drivers not using cell phones while driving	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Personnel staying away from sides of truck while loading	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Drivers staying in vehicle while on-site	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Drivers obeying speed limit and traffic control signs	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
First Aid Kit in place	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Fire Extinguisher w/ Monthly Inspection Tag is Up to Date	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
General						
Exposed rebar capped (Only if it poses a direct threat)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			
Personnel staying out of swing radius of heavy equipment	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A			

Air Monitoring

Respiratory Protection Plan

Within 5 days of NTP, Ceres shall submit a written respiratory protection plan to Boulder County as part of the overall Health and Safety Plan for the project. During the course of the project, the Ceres HSO shall conduct field audits of the work zone to confirm that the written respiratory protection plan is being properly implemented and to consult personnel on proper use of respirators. Ceres shall regularly consult personnel required to use respirators to assess views on the program effectiveness and to identify any problems. Factors to be assessed include, but are not limited to:

- Respirator fit (including the ability to use the respirator without interfering with effective workplace performance),
- Appropriate respirator cartridge selection for the hazards to which the crew member is exposed,

- Proper respirator use under the workplace conditions the crew member encounters, and
- Proper respirator maintenance.

Personal Air Monitoring

Ceres intends to provide personal air monitoring devices to 20% of all debris removal crews each day for sampling purposes. The samples are collected at the end of each day and sent to a certified laboratory for analysis. The standard turnaround time for sample results is 24-hours.

Community Air Monitoring

Ceres intends to provide community air monitoring devices for 5 parcels with ongoing debris removal operations each day for sampling purposes. The samples are collected at the end of each day and sent to a certified laboratory for analysis. The standard turnaround time for sample results is 5-10 days.

Sampling Requirements

Site personnel (personal air monitoring) and community air monitoring will include dust, asbestos, silica, and heavy metals -- at a minimum arsenic, cadmium, chromium, (chromium +6 and mercury will be limited to the first 20 days of the initial personnel breathing zone samples or as directed by the Operation Section Chief based on site history and geological observations), copper, lead, manganese, nickel, silver and zinc] per OSHA requirements for hazardous waste operations. Air samples are not required during soil rescrapes or any other work after debris materials are removed. All samples are reviewed by a Certified Industrial Hygienist (CIH) with personal cover letters to staff for personal air monitoring. At the end of first 30 days, Ceres will review the air sampling data with the CIH to determine if air monitoring should continue and whether debris removal crews may lower the PPE requirements to a modified Level D. This data analysis shall be conducted every 30 days thereafter to determine if continued sampling is needed for the protection of the community and all project personnel. Ceres shall submit all air monitoring data with CIH cover letter to Boulder County every two weeks.

Following is the analytical methods proposed for the air monitoring program.

Boulder County
RFP 7301-22 Private Property Structural Debris and Hazard Tree Removal Operations

Parameter and Method	Volume and Container	Number of Investigative Samples	Number of Quality Control (QC) Samples					Total Number of Investigative and QC Samples	Total Number of Sample Containers
			Matrix Spike / Matrix Spike Duplicate (MS/MSD)	Field Duplicate or Split	Equipment Blank	Field Blank	Trip Blank		
CAM 17 Metals (minus Hg and Be) / NIOSH 7300	1,080-2,400 liters / 37-mm 0.8-µm MCE cassette	TBD	NA	NA	1 / lot or 1 / day	1 / day or 10% of samples per day	NA	TBD	TBD
Asbestos / NIOSH 7400	1,080-1,800 liters / 25-mm 0.8-µm MCE cassette with cowl	TBD	NA	NA	1 / lot or 1 / day	1 / day or 10% of samples per day	NA	TBD	TBD
Asbestos / NIOSH 7402	1,080-1,800 liters / 25-mm 0.8-µm MCE cassette with cowl	TBD	NA	NA	1 / lot or 1 / day	1 / day or 10% of samples per day	NA	TBD	TBD
Crystalline Silica / NIOSH 7500	500 – 1,500 liters / 37-mm 5-µm PVC cassette	TBD	NA	NA	1 / lot or 1 / day	1 / day or 10% of samples per day	NA	TBD	TBD
Mercury / OSHA 140	1,080-1,800 liters / 37-millimeter (mm) closed face 0.8-µm MCE cassette	TBD	NA	NA	1 / lot or 1 / day	1 / day or 10% of samples per day	NA	TBD	TBD
Hexavalent Chromium / OSHA 215	1,080-1,800 liters / 37-mm 5-µm PVC cassette	TBD	NA	NA	1 / lot or 1 / day	1 / day or 10% of samples per day	NA	TBD	TBD

		Boulder Hazard Debris Clean up										21-Jan-22 11:25 AM									
Activity ID	Activity Name	Original duration	Start	Finish	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Boulder Hazard Debris Clean Up		457	21-Feb-22 07:00 AM	12-Mar-22 08:00 AM																	
Operation 1		457	21-Feb-22 07:00 AM	12-Mar-22 08:00 AM																	
OP1-12	Remove propane tanks & HHW	1	21-Feb-22 07:00 AM	21-Feb-22 08:00 AM																	
OP1-1	Assign WO & conduct 811	1	21-Feb-22 07:00 AM	21-Feb-22 08:00 AM																	
OP1-13	Chimney removal	3	21-Feb-22 08:00 AM	21-Feb-22 11:00 AM																	
OP1-20	Mobilization	2	21-Feb-22 11:00 AM	21-Feb-22 01:00 PM																	
OP1-30	Initial property inspection with tfl	1	21-Feb-22 01:00 PM	21-Feb-22 02:00 PM																	
OP1-40	Set up exclusion and decon zone	2	21-Feb-22 02:00 PM	21-Feb-22 04:00 PM																	
OP1-170	Fall imminent threat trees	1	21-Feb-22 04:00 PM	21-Feb-22 05:00 PM																	
OP1-50	Vehicle removal	2	22-Feb-22 07:00 AM	22-Feb-22 09:00 AM																	
OP1-60	Metals Removal	4	22-Feb-22 09:00 AM	22-Feb-22 01:00 PM																	
OP1-70	Ash/debris removal day 1	4	22-Feb-22 01:00 PM	22-Feb-22 05:00 PM																	
OP1-190	Ash/debris removal day 2	2	23-Feb-22 07:00 AM	23-Feb-22 09:00 AM																	
OP1-80	Concrete removal day 1	8	23-Feb-22 09:00 AM	23-Feb-22 05:00 PM																	
OP1-180	Concrete removal day 2	4	24-Feb-22 07:00 AM	24-Feb-22 11:00 AM																	
OP1-90	Soil removal	4	24-Feb-22 11:00 AM	24-Feb-22 03:00 PM																	
OP1-100	Final grading	4	24-Feb-22 01:00 PM	24-Feb-22 05:00 PM																	
OP1-110	Pre final Inspection	1	24-Feb-22 04:00 PM	24-Feb-22 05:00 PM																	
OP1-120	Fencing	2	26-Feb-22 07:00 AM	26-Feb-22 09:00 AM																	
OP1-130	Confirmation Sampling	2	06-Mar-22 07:00 AM	06-Mar-22 09:00 AM																	
OP1-140	Erosion control installation	2	10-Mar-22 07:00 PM	10-Mar-22 09:00 PM																	
OP1-180	Hazardous tree removal	1	10-Mar-22 09:00 PM	10-Mar-22 10:00 PM																	
OP1-150	Final sign off	1	12-Mar-22 07:00 AM	12-Mar-22 08:00 AM																	
Operation 2		433	21-Feb-22 07:00 AM	11-Mar-22 08:00 AM																	
OP2-100	Remove propane tanks & HHW	1	21-Feb-22 07:00 AM	21-Feb-22 08:00 AM																	
OP2-110	Assign WO & conduct 811	1	21-Feb-22 07:00 AM	21-Feb-22 08:00 AM																	
OP2-130	Mobilization	2	21-Feb-22 08:00 AM	21-Feb-22 09:30 AM																	
OP2-140	Initial property inspection with tfl	1	21-Feb-22 09:30 AM	21-Feb-22 10:00 AM																	
OP2-150	Set up exclusion and decon zone	1	21-Feb-22 10:00 AM	21-Feb-22 11:00 AM																	
OP2-160	Fall imminent threat trees	1	21-Feb-22 11:00 AM	21-Feb-22 12:00 PM																	
OP2-170	Vehicle removal	2	21-Feb-22 12:00 PM	21-Feb-22 02:00 PM																	
OP2-180	Metals Removal	3	21-Feb-22 02:00 PM	21-Feb-22 05:00 PM																	
OP2-190	Ash/debris removal day 1	4	22-Feb-22 07:00 AM	22-Feb-22 11:00 AM																	
OP2-210	Concrete removal day 1	6	22-Feb-22 11:00 AM	22-Feb-22 05:00 PM																	

Estimate Schedule

Page 1 of 2

			Boulder Hazard Debris Clean up												31-Jan-22 11:25 PM			
Activity ID	Activity Name	Original Duration	Start	Finish	2	6	13	20	27	06	13	20	27	06	13	20	27	06
OP2-220	Concrete removal day 2	2	23-Feb-22 07:00 AM	23-Feb-22 09:00 AM														Concrete removal day 2
OP2-230	Soil removal	3	23-Feb-22 09:00 AM	23-Feb-22 12:00 PM														Soil removal
OP2-240	Final grading	2	23-Feb-22 10:00 AM	23-Feb-22 12:00 PM														Final grading
OP2-250	Pre final Inspection	1	23-Feb-22 12:00 PM	23-Feb-22 12:30 PM														Pre final Inspection
OP2-260	Fencing	2	25-Feb-22 07:00 AM	25-Feb-22 09:00 AM														Fencing
OP2-270	Confirmation Sampling	2	05-Mar-22 07:00 AM	05-Mar-22 09:00 AM														Confirmation Sampling
OP2-280	Erosion control installation	2	09-Mar-22 07:00 AM	09-Mar-22 09:00 AM														Erosion control installation
OP2-290	Hazorouds tree removal	1	09-Mar-22 09:00 AM	09-Mar-22 10:00 AM														Hazorouds tree removal
OP2-300	Final sign off	1	11-Mar-22 07:00 AM	11-Mar-22 08:00 AM														Final sign off
Operation 3			409	21-Feb-22 07:00 AM	10-Mar-22 08:00 AM													
OP3-100	Remove propane tanks & HHW	1	21-Feb-22 07:00 AM	21-Feb-22 08:00 AM														Remove propane tanks & HHW
OP3-110	Assign WO & conduct 811	1	21-Feb-22 07:00 AM	21-Feb-22 08:00 AM														Assign WO & conduct 811
OP3-120	Mobilization	2	21-Feb-22 08:00 AM	21-Feb-22 09:30 AM														Mobilization
OP3-130	Initial property inspection with tfl	1	21-Feb-22 09:30 AM	21-Feb-22 10:00 AM														Initial property inspection with tfl
OP3-140	Set up exclusion and decon zone	1	21-Feb-22 10:00 AM	21-Feb-22 10:30 AM														Set up exclusion and decon zone
OP3-150	Fall eminnit threat trees	1	21-Feb-22 10:30 AM	21-Feb-22 11:30 AM														Fall eminnit threat trees
OP3-160	Vehicle removal	2	21-Feb-22 11:30 AM	21-Feb-22 01:30 PM														Vehicle removal
OP3-170	Metals Removal	4	21-Feb-22 01:30 PM	21-Feb-22 05:00 PM														Metals Removal
OP3-180	Ash/debris removal day 1	3	22-Feb-22 07:00 AM	22-Feb-22 10:00 AM														Ash/debris removal day 1
OP3-190	Concrete removal day 1	4	22-Feb-22 10:00 AM	22-Feb-22 02:00 PM														Concrete removal day 1
OP3-200	Soil removal	3	22-Feb-22 02:00 PM	22-Feb-22 05:00 PM														Soil removal
OP3-210	Final grading	2	22-Feb-22 03:00 PM	22-Feb-22 05:00 PM														Final grading
OP3-220	Pre final Inspection	1	22-Feb-22 04:30 PM	22-Feb-22 05:00 PM														Pre final Inspection
OP3-230	Fencing	2	24-Feb-22 07:00 AM	24-Feb-22 09:00 AM														Fencing
OP3-240	Confirmation Sampling	2	04-Mar-22 07:00 AM	04-Mar-22 09:00 AM														Confirmation Sampling
OP3-250	Erosion control installation	2	08-Mar-22 07:00 AM	08-Mar-22 09:00 AM														Erosion control installation
OP3-260	Hazorouds tree removal	1	08-Mar-22 09:00 AM	08-Mar-22 10:00 AM														Hazorouds tree removal
OP3-270	Final sign off	1	10-Mar-22 07:00 AM	10-Mar-22 08:00 AM														Final sign off

UPDATED RATE SHEET

	Description	Est quantity per parcel ¹ or units	Unit price		Total
A	B	C ¹	D	E	F
1	Disaster Debris Removal Crews ²	20	\$ 20,000.00	Per Crew	\$ 400,000.00
2	Debris Management Site (DMS) Management ³	1	\$ 7.50	Per CY	\$ 7.50
3	Scale Set-up (if needed)	1	\$ 40,000.00	Per Scale	\$ 40,000.00
4	Inspection Tower	6	\$ 6,000.00	Per Tower	\$ 36,000.00
5	Scissor Lift	6	\$ 6,000.00	Per Lift	\$ 36,000.00
6	DMS Closure	1	\$ 15,000.00	Per DMS	\$ 15,000.00
7	Per Parcel Debris, Ash, Vegetative, and Incidental Soil ⁴	89 c.y.	\$ 283.37	Per Parcel	\$ 41,000.00
8	Per Parcel Concrete Removal without fill ⁴	40 c.y.	\$ 154.89	Per Parcel	\$ 16,000.00
9	Per Parcel Concrete Removal with fill ⁴	81 c.y.	\$ 164.57	Per Parcel	\$ 17,000.00
10	Per Parcel Metal Removal ⁴	79 c.y.	\$ 56.41	Per Parcel	\$ 1,800.00
11	Per Parcel Asbestos Removal and Disposal ⁴	39 c.y.	\$ 385.00	Per Parcel	\$ 3,850.00
12	Per Parcel Soil Removal, Re-Scrape, Disposal as needed ⁴	50 c.y.	\$ 30.28	Per Parcel	\$ 1,800.00
13	Vehicles Abatement ⁵	1,336	\$ 350.00	Per Vehicle	\$ 467,600.00
14	Hazard Trees removed 6-12" ⁶	1	\$ 275.00	Per Tree	\$ 275.00
15	Hazard Trees removed 12.1-24" ⁶	1	\$ 800.00	Per Tree	\$ 800.00
16	Hazard Trees removed 24.1-36" ⁷	<1	\$ 1,200.00	Per Tree	\$ 1,200.00
17	Hazard Trees removed 36.1"+ ⁷	<1	\$ 1,500.00	Per Tree	\$ 1,500.00
18	Hazard Limbs (2"+ in diameter) ⁷	<1	\$ 80.00	Per Tree	\$ 80.00
19	Stumps (24"+ in diameter) ⁷	<1	\$ 300.00	Per Stump	\$ 300.00
20	Unit Rate for Debris, Ash, & Incidental Soil Disposal ⁸	89 c.y.	\$ 45.90	At Cost	\$ 4,085.10

21.a	Unit Rate for Concrete and brick disposal/recycling ⁸	81 c.y.	\$ 9.14	At Cost	\$ 740.22
21.b	Unit Rate for Reinforced Concrete disposal/recycling ⁸	81 c.y.	\$ 9.14	At Cost	\$ 740.22
22	Unit Rate for Metal Recycling (include rebate if applicable) ⁸	79 c.y.	\$ (133.33)	At Cost Per Ton	\$ (10,533.33)
23	Unit Rate for Vegetative Debris Disposal ⁸	10 c.y.	\$ 26.40	At Cost	\$ 264.00
24	Appliances with CFCs ^{8, 9}	<1	\$ 100.00	At Cost	\$ 100.00
25	E-Waste ^{8, 10}	<10	\$ 10.00	At Cost Per Pound	\$ 100.00

NOTES:

1. Refer to column E to determine if price requested is per unit (such as per vehicle or per tree) or per parcel.
2. This is a one-time mobilization (including traffic control, tree hazard crews, asbestos crews, air quality monitoring, and dust control) rate per Disaster Debris Removal Crew for the entire project.
3. The unit price refers to each cubic yard of material that is reduced. The County does not currently anticipate that Contractor will be authorized to reduce material at the DMS or otherwise. Bidders should include a unit price Per CY for material reduction at the DMS in the event that this work is authorized.
4. These items will be paid per parcel. The "Est quantity per parcel" column includes the average estimate of the quantity of each type of material per parcel to help guide your proposal. Calculate the Unit Price using the estimated CY of material multiplied by your proposed CY rate to develop your per parcel rate. For example, in line item 7, there is an estimate of 89 CY of "debris, ash, vegetative, and incidental soil" on each parcel. For a price of \$2.00 per CY, Enter \$2.00 in Column D x 89 = \$178. Enter \$178 in column F.
5. Please calculate line item 13 by multiplying 1,336 by your per vehicle price (Column D) and enter the total into column F.
6. For line items 14 and 15, Column C estimates that there is approximately 1 tree on each parcel.
7. For purposes of calculating line items 16-19, use the whole number 1 as the multiplier, even though column C indicates less than one. It is estimated that there will be less than 1 tree of each size or stump per parcel.
8. For purposes of calculating line items 20-25, please provide your estimated actual costs for disposal or recycling.
9. For purposes of calculating this line item, use the whole number 1 as the multiplier, even though column C indicates less than one. It is estimated that each parcel has less than 1 appliance with CFCs. Most properties with CFC appliances no longer contain CFCs.
10. For purposes of calculating this line item, use the whole number 10 as the multiplier, even though column C indicates less than 10. It is estimated that each parcel has less than 10 items of E-Waste. Most electronics were destroyed in the fire.

3 REFERENCES

Confidential

4 SAMPLE CONTRACT TERMS AND CONDITIONS

Ceres Environmental Services, Inc. will comply with the Terms and Conditions in the Sample Contract contained in RFP 7301-22, with exceptions/deviations noted as follows:

1. Provision 2.c states that Contractor is to remove debris from County ROW. This project is performed on private property with a valid ROE. Ceres pricing reflects the scope of work removing structural debris and hazard trees from private property.
2. Provision 23 discuss use of subcontractors. Ceres shall self-perform a portion of the work with its own resources and subsidiaries. Additionally, Ceres intends to subcontract with local and non-local subcontractors. An emphasis is placed on the hiring of local subcontractors.
3. Ceres considers the RFP as an Exhibit to the contract.
4. During performance of the project, Ceres will work with the County to adjust the crew configurations, chiefly removing a wheel loader from the crew. This piece of equipment is generally not needed for fire debris removal operations. In return, Ceres offers to include a concrete breaker attachment to the excavator particularly in Operation 1.
5. Ceres intends to haul multiple parcels in a single load to maximize efficiencies.
6. Backfill is only applied when the County identifies parcels on which the debris removal crew over-excavated.

7.

Confidential



Boulder County Purchasing
 1325 Pearl Street
 Boulder, CO 80302
purchasing@bouldercounty.org

UPDATED SUBMITTAL SECTION

The proposer's attention is especially called to the items listed below, which must be submitted in full as part of the PROPOSAL. Failure to submit any of the documents listed below as a part of your PROPOSAL, or failure to acknowledge any addendum in writing with your PROPOSAL, or submitting a proposal on any condition, limitation or provision not officially invited in this Request for Proposal (RFP) may be cause for rejection of the PROPOSAL.

THIS CHECKLIST MUST BE SUBMITTED AS PART OF YOUR PROPOSAL PACKAGE: Proposer will check each box indicating compliance:

INCLUDED	ITEM
X	Name and Address of the Partners and Subcontractors if applicable
X	A detailed project schedule with a completed updated rate sheet
X	Information on the relevant experience of key personnel
X	State your compliance with the Terms and Conditions in the Sample Contract contained in this BID. Specifically list any deviations and provide justification for each deviation.
X	Submit three references for similar projects your company has completed within the last three years and contact information
X	Sample Contract exceptions and additional terms
X	Insurance Certificate
X	Bid Bond
X	W-9
X	Signature Page
X	Addendum Acknowledgement(s) (If Applicable)



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/27/2022

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

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

PRODUCER CSDZ, LLC 225 South Sixth Street, Suite 1900 Minneapolis MN 55402	CONTACT NAME: Sarah Edwards PHONE (A/C. No. Ext): 612-349-2407 E-MAIL ADDRESS: sedwards@csdz.com	FAX (A/C. No):
INSURED Ceres Environmental Services Inc. 6968 Professional Parkway E Sarasota, FL 34240	INSURER(S) AFFORDING COVERAGE INSURER A : Zurich American Insurance Company INSURER B : Westchester Fire Insurance Company INSURER C : Indian Harbor Insurance Company INSURER D : INSURER E : INSURER F :	NAIC # 16535 10030 36940

COVERAGES **CERTIFICATE NUMBER:** Confidential **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 SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> XCU <input checked="" type="checkbox"/> Contr Liab GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		Confidential	9/1/2021	9/1/2022	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			9/1/2021	9/1/2022	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) Hired Auto Phy Damage
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ \$0			9/1/2021	9/1/2022	EACH OCCURRENCE AGGREGATE \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N <input checked="" type="checkbox"/> N		9/1/2021	9/1/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT
A C	Instl Fltr - Completed Value Prof Liab / Claims Made Contractors Pollution			9/1/2021 9/1/2021	9/1/2022 9/1/2022	Special Form Per Occ/Agg Limits: Retro date: 8/18/14
\$2,000,000 \$10,000,000 \$10,000,000						

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
RFP # 7301-22 - For Bidding Purposes Only

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: County of Boulder, State of Colorado, a body corporate and politic; and Others as required by written contract.

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: County of Boulder, State of Colorado, a body corporate and politic; and Others as required by written contract.
See Attached...

CERTIFICATE HOLDER **CANCELLATION**

Boulder County, Purchasing
1325 Pearl Street
Boulder CO 80302

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

AUTHORIZED REPRESENTATIVE

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**ADDITIONAL REMARKS SCHEDULE**Page 1 of 1

AGENCY CSDZ, LLC		NAMED INSURED Ceres Environmental Services Inc. 6968 Professional Parkway E Sarasota, FL 34240
POLICY NUMBER		
CARRIER	NAIC CODE	EFFECTIVE DATE:

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: 25 FORM TITLE: CERTIFICATE OF LIABILITY INSURANCE

The following supersedes the cancellation wording: Should any of the above described policies be cancelled before the expiration date, 30 Days written notice (10 Days for Non-Payment) will be delivered to the certificate holder.



Liberty Mutual Surety

February 1st, 2022

Boulder County
1325 Pearl Street
Boulder, CO 80302

Re: Surety Bond Commitment
Ceres Environmental Services, Inc.
RFP: 7301-22; Private Property Structural Debris and Hazard Tree Removal Operations

To Whom It May Concern:

I am pleased to advise you that Liberty Mutual Insurance Company has approved in principle performance and payment bonds up to the estimated contract value per the terms in **RFP: 7301-22; Private Property Structural Debris and Hazard Tree Removal Operations** for Ceres Environmental Services, Inc. should they be awarded a contract. This performance and payment bond will be for the successful contract completion of the work set forth in **RFP: 7301-22; Private Property Structural Debris and Hazard Tree Removal Operations**. Ceres Environmental Services, Inc. is approved to provide bonds for single projects up to \$5,000,000,000.

Liberty Mutual Insurance Company is a surety or insurance company currently listed on the U.S. Department of the Treasury Financial Management Service list of approved bonding companies which is published annually in the Federal Register, with an A (Excellent) rating in the latest printing of the A.M. Best's Key Rating guide to write individual bonds up to ten (10) percent of policyholders' surplus as shown in the A.M. Best's key rating guide and is licensed to issue surety bonds in the State of Colorado.

If Ceres Environmental Services, Inc. is the Successful Proposer on this contract, the initial performance and payment bonds will be issued per the terms set forth in **RFP: 7301-22; Private Property Structural Debris and Hazard Tree Removal Operations** per written notification from Boulder County, CO.

This letter constitutes our commitment based upon information and documentation you have submitted. Any obligation to issue the performance and payment bond will arise only upon the satisfactory preparation, execution and delivery of documentation in form and substance satisfactory to our company. This commitment is valid for a period of fourteen (14) months from the execution date of the contract and a new letter will be provided on an annual basis throughout the term of the contract.

Sincerely,

Ted Jorgensen,
Attorney-in-Fact
Liberty Mutual Insurance Company
612-349-2400

Member of Liberty Mutual Group



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: **Confidential**

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; C. White; Emily White; Joshua R. Loftis; Lin Ulven; Melinda C. Blodgett; Nathan Weaver; Nicole Stillings; R. C. Bowman; R. W. Frank; Rachel Thomas; Ross S. Squires; Sandra M. Engstrum; Ted Jorgensen; Tina L. 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 24th day of January, 2022.



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

By:

David M. Carey
David M. Carey, Assistant Secretary

State of PENNSYLVANIA ss
County of MONTGOMERY

On this 24th day of January, 2022 before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

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



Commonwealth of Pennsylvania - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2025
Commission number 1126944
Member, Pennsylvania Association of Notaries

By:

Teresa Pastella
Teresa Pastella, Notary Public

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

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

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

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

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

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

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

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 1st day of February, 2022.



By:

Renee C. Llewellyn
Renee C. Llewellyn, Assistant Secretary

Bid Bond

CONTRACTOR:

(Name, legal status and address)

Ceres Environmental Services, Inc.

6968 Professional Parkway East

Sarasota, FL 34240

OWNER:

(Name, legal status and address)

Boulder County

1325 Pearl Street

Boulder, CO 80302

BOND AMOUNT:

Five Percent (5%) of Total Amount Bid

PROJECT:

(Name, location or address, and Project number, if any)

RFP Number: 7301-22, Private Property Structural Debris and Hazard Tree Removal Operations

SURETY:

(Name, legal status and principal place of business)

Liberty Mutual Insurance Company

175 Berkeley Street

Boston, MA 02116

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applicable.

The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.

If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted herefrom and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

Signed and sealed this **1st** day of **February, 2022**.



(Witness)

Ceres Environmental Services, Inc.

(Principal)


(Title), **Tia Laurie, Corporate Secretary**

(Seal)
No Seal

Liberty Mutual Insurance Company

(Surety)


(Title) **Ted Jorgensen, Attorney-in-Fact**

(Seal)

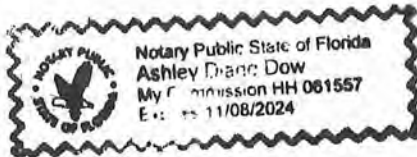


By arrangement with the American Institute of Architects, the National Association of Surety Bond Producers (NASBP) (www.nasbp.org) makes this form document available to its members, affiliates, and associates in Microsoft Word format for use in the regular course of surety business. NASBP vouches that the original text of this document conforms exactly to the text in AIA Document A310-2010, Bid Bond.

CORPORATE ACKNOWLEDGMENT

State of Florida)
) SS
County of Sarasota)

On this 1st day of February, 2022, before me appeared Tia Laurie,
to me personally known, who, being by me duly sworn, did say that he/she is the corporate secretary
of Ceres Environmental Services, Inc., a corporation, that the seal affixed to the
foregoing instrument is the corporate seal of said corporation, and that said instrument was executed in
behalf of said corporation by authority of its Board of Directors, and that said corporate secretary
acknowledged said instrument to be the free act and deed of said corporation.



Ashley Dawn Dow
Notary Public Sarasota County, Florida
My commission expires 11-08-2024

SURETY ACKNOWLEDGMENT

State of Minnesota)
) SS
County of Hennepin)

On this 1st day of February, 2022, before me appeared Ted Jorgensen,
to me personally know, who being by me duly sworn, did say that (s)he is the Attorney-in-Fact of _____
Liberty Mutual Insurance Company, a corporation, that the seal
affixed to the foregoing instrument is the corporate seal of said corporation and that said instrument was
executed in behalf of said corporation by authority of its Board of Directors; and that said _____
Ted Jorgensen acknowledged said instrument to be the free act and deed of said corporation.



Sandra M. Engstrum
Notary Public Hennepin County, Minnesota
My commission expires 1/31/2026



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:

Confidential

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; C. White; Emily White; Joshua R. Loftis; Lin Ulven; Melinda C. Blodgett; Nathan Weaver; Nicole Stillings; R. C. Bowman; R. W. Frank; Rachel Thomas; Ross S. Squires; Sandra M. Engstrom; Ted Jorgensen; Tina L. 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 24th day of January, 2022.



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

By:

David M. Carey, Assistant Secretary

State of PENNSYLVANIA ss
County of MONTGOMERY

On this 24th day of January, 2022 before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

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



Commonwealth of Pennsylvania - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2025
Commission number 1128844
Member, Pennsylvania Association of Notaries

By:

Teresa Pastella, Notary Public

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

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

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

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

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

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

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

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 1st day of February, 2022.



By:

Renee C. Llewellyn, Assistant Secretary

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

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

Request for Taxpayer Identification Number and Certification

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

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

Print or type.
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

Ceres Environmental Services, Inc.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☒ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ►

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ►

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

6968 Professional Parkway E.

6 City, state, and ZIP code

Sarasota, FL 34240

Requester's name and address (optional)

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

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

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

Social security number

____ - ____ - ____

or

Employer identification number

Confidential

Part II Certification

Under penalties of perjury, I certify that:

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

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

Sign
Here

Signature of
U.S. person ►

Date ►

11/2/2022

General Instructions

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

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

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

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

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

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding*, later.

CERES ENVIRONMENTAL SERVICES, INC

ALERT! This entity is only available FOR OFFICIAL USE ONLY.

DUNS Unique Entity ID 060619285	SAM Unique Entity ID CBUJMNJVJR6	CAGE / NCAGE 1CAW2
Purpose of Registration All Awards	Expiration Date Apr 7, 2022	Registration Status Active
Physical Address 6968 Professional PKWY E Sarasota, Florida 34240 United States	Mailing Address 6968 Professional Parkway Sarasota, Florida 34240 United States	

Business Information

Doing Business as (blank)	Division Name (blank)	Division Number (blank)
Congressional District Florida 16	State / Country of Incorporation Florida / United States	URL www.ceresenvironmental.com
MPIN *****MN55		

Registration Dates

Activation Date Apr 9, 2021	Submission Date Apr 7, 2021	Initial Registration Date Nov 30, 2001
---------------------------------------	---------------------------------------	--

Entity Dates

Entity Start Date Sep 30, 1976	Fiscal Year End Close Date Dec 31
--	---

Immediate Owner

CAGE (blank)	Legal Business Name (blank)
------------------------	---------------------------------------

Highest Level Owner

CAGE (blank)	Legal Business Name (blank)
------------------------	---------------------------------------

Executive Compensation

In your business or organization's preceding completed fiscal year, did your business or organization (the legal entity to which this specific SAM record, represented by a DUNS number, belongs) receive both of the following: 1. 80 percent or more of your annual gross revenues in U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements and 2. \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?

No

Does the public have access to information about the compensation of the senior executives in your business or organization (the legal entity to which this specific SAM record, represented by a DUNS number, belongs) through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986?

Not Selected

Proceedings Questions

Is your business or organization, as represented by the DUNS Number on this entity registration, responding to a Federal procurement opportunity that contains the provision at FAR 52.209-7, subject to the clause in FAR 52.209-9 in a current Federal contract, or applying for a Federal grant opportunity which contains the award term and condition described in 2 C.F.R. 200 Appendix XII?

No

Does your business or organization, as represented by the DUNS number on this specific SAM record, have current active Federal contracts and/or grants with total value (including any exercised/unexercised options) greater than \$10,000,000?

Not Selected

Within the last five years, had the business or organization (represented by the DUNS number on this specific SAM record) and/or any of its principals, in connection with the award to or performance by the business or organization of a Federal contract or grant, been the subject of a Federal or State (1) criminal proceeding resulting in a conviction or other acknowledgment of fault; (2) civil proceeding resulting in a finding of fault with a monetary fine, penalty, reimbursement, restitution, and/or damages greater than \$5,000, or other acknowledgment of fault; and/or (3) administrative proceeding resulting in a

finding of fault with either a monetary fine or penalty greater than \$5,000 or reimbursement, restitution, or damages greater than \$100,000, or other acknowledgment of fault?
Not Selected

SAM Search Authorization

I authorize my entity's non-sensitive information to be displayed in SAM public search results:

Yes

Entity Types

Business Types

Entity Structure	Entity Type	Organization Factors
Corporate Entity (Not Tax Exempt)	Business or Organization	(blank)
Profit Structure		
For Profit Organization		

Government Types

(blank)

Financial Information

Accepts Credit Card Payments	Debt Subject To Offset	Department Code
Yes	No	(blank)
CAGE Code	Agency Location Code	Disbursing Office Symbol
1CAW2	(blank)	(blank)

Electronic Funds Transfer

Financial Institution	Account Type	Lock Box Number
1ST SOURCE BANK	Checking	(blank)
Routing Number	Account Number	
Confidential		

Automated Clearing House

Financial Institution	Phone (U.S.)	Email
1ST SOURCE BANK	5742352873	(blank)
Phone (non-U.S.)	Fax	
(blank)	(blank)	

Remittance Information

Merchant ID1	Merchant ID2	Accounting Station
0	0	(blank)

Remittance Address

CERES ENVIRONMENTAL SERVICES INC.
3825 85TH AVE N
Brooklyn Park, Minnesota 55443
United States

Taxpayer Information

EIN	Type of Tax	Taxpayer Name
Confidential	Applicable Federal Tax	CERES ENVIRONMENTAL SERVICES INC
Tax Year (Most Recent Tax Year)	Name/Title of Individual Executing Consent	TIN Consent Date
2018	President	Apr 7, 2021
Address		
6968 Professional Parkway Sarasota, Florida 34240		

Points of Contact

Accounts Receivable POC

👤
Tia Laurie, Mrs.
tia.laurie@ceresenv.com
9413586363

Electronic Business

🔗
Tia Laurie, Mrs.
tia.laurie@ceresenv.com
9413586363

6968 Professional Parkway
Sarasota, Florida 34240
United States

Government Business

🔗
David McIntyre, Mr.
david.mcintyre@ceresenv.com
8002184424

6968 Professional Parkway
Sarasota, Florida 34240
United States

Past Performance

🔗
Tia Laurie, Mrs.
tia.laurie@ceresenv.com
9413586363

6968 Professional Parkway
Sarasota, Florida 34240
United States

David McIntyre, Mr.
david.mcintyre@ceresenv.com
8002184424

6968 Professional Parkway
Sarasota, Florida 34240
United States

Security Information

Company Security Level
(blank)

Highest Level Employee Security Level
Government Secret

Service Classifications**NAICS Codes**

Primary	NAICS Codes	NAICS Title
Yes	238990	All Other Specialty Trade Contractors
	115310	Support Activities For Forestry
	236115	New Single-Family Housing Construction (Except For-Sale Builders)
	236220	Commercial And Institutional Building Construction
	237210	Land Subdivision
	237310	Highway, Street, And Bridge Construction
	237990	Other Heavy And Civil Engineering Construction
	238160	Roofing Contractors
	238910	Site Preparation Contractors
	541620	Environmental Consulting Services
	561730	Landscaping Services
	562111	Solid Waste Collection
	562112	Hazardous Waste Collection
	562119	Other Waste Collection
	562213	Solid Waste Combustors And Incinerators
	562219	Other Nonhazardous Waste Treatment And Disposal
	562920	Materials Recovery Facilities
	562998	All Other Miscellaneous Waste Management Services
	624230	Emergency And Other Relief Services

Product and Service Codes

PSC

3805

PSC Name

Earth Moving And Excavating Equipment

P300	Salvage- Marine Vessels
R429	Support- Professional: Emergency Response, Disaster Planning, And Preparedness Support
S299	Housekeeping- Other

Size Metrics**IGT Size Metrics**

Annual Revenue (from all IGTs)

(blank)**World Wide**

Annual Receipts (3 Year Average)

Confidential

Number of Employees (12 Month Average)

200**Location**

Annual Receipts (3 Year Average)

(blank)

Number of Employees (12 Month Average)

(blank)**Industry-Specific**

Barrels Capacity

(blank)

Megawatt Hours

(blank)

Total Assets

(blank)**Electronic Data Interchange (EDI) Information**

This entity did not enter the EDI information

Disaster Response

Yes, this entity appears in the disaster response registry.

States

Any

Counties

(blank)

Metropolitan Statistical Areas

(blank)



Boulder County Purchasing
1325 Pearl Street
Boulder, CO 80302
purchasing@bouldercounty.org

SIGNATURE PAGE

Contact Information	Response
Company Name including DBA	Ceres Environmental Services, Inc.
List Type of Organization (Corporation, Partnership, etc.)	C- Corporation
Name, Title and Email Address of Person Authorized to Contract with Boulder County	Tia Laurie, Corporate Secretary tia.laurie@ceresenv.com Dawn Brown, Asst. Corporate Secretary dawn.brown@ceresenv.com
Company Address	6968 Professional Parkway Sarasota, FL 34240
Company Phone Number	Phone (800) 218-4424
Company Website	ceresenvironmental.com

By signing below I certify that:

I am authorized to bid on my company's behalf.

I am not currently an employee of Boulder County.

None of my employees or agents is currently an employee of Boulder County.

I am not related to any Boulder County employee or Elected Official.

(Sole Proprietorships Only) I am not a Public Employees' Retirement Association (PERA) retiree.

Signature of Person Authorized to Bid on
Company's Behalf

January 31, 2022

Date

Note: If you cannot certify the above statements, please explain in a statement of explanation.



**RECEIPT OF LETTER
ACKNOWLEDGMENT**

January 26, 2022

Dear Vendor:

This is an acknowledgment of receipt of Addendum #1 for RFP #7301-22, Private Property Structural Debris and Hazard Tree Removal Operations.

In an effort to keep you informed, we would appreciate your acknowledgment of receipt of the preceding addendum. Please sign this acknowledgment and email it back to purchasing@bouldercounty.org as soon as possible. If you have any questions, or problems with transmittal, please call us at 303-441-3525. This is also an acknowledgement that the vendor understands that **due to COVID-19, BIDS will only be accepted electronically by emailing purchasing@bouldercounty.org.**

Thank you for your cooperation in this matter. This information is time and date sensitive; an immediate response is requested.

Sincerely,

Boulder County Purchasing

Signed by:  Date: January 28, 2022

Name of Company Ceres Environmental Services, Inc.

End of Document

From: [Dawn Brown](#)
To: [Purchasing](#)
Cc: [David McIntyre](#); [John Ulschmid](#); [Karl A. Dix](#)
Subject: [EXTERNAL] Ceres Best and Final OFFER # 7301-22
Date: Thursday, February 3, 2022 1:49:13 PM
Attachments: [Ceres Best and Final Offer RFP # 7301-22 020322 - Signature Page and BAFO.pdf](#)
Importance: High

Dear Purchasing Agent:

Please find attached our Best and Final Offer in accordance with your email of February 1, 2022.

Please do not hesitate to contact the undersigned if you have any questions or require additional information.

Kind Regards,

Dawn Brown
Ceres Environmental Services, Inc.

Personally Identifiable Information



BEST AND FINAL OFFER
Public Works – Resource Conservation
Private Property Structural Debris and Hazard Tree Removal Operations
RFP # 7301-22

February 1, 2022

Thank you for your Proposal on RFP #7301-22. In review of the pricing received, Boulder County would like to request the below additional information from you for further consideration:

The Updated Rate Sheet includes Line Item #7, Per Parcel Debris, Ash, Vegetative, and Incidental Soil. Each bidder has submitted a Per Parcel unit price for this work based on an estimated 89 CY of material per parcel across the entire project area.

The project area is comprised of the following Operational Areas:

Operation 1: Unincorporated Boulder County

Operation 2: Town of Superior, Colorado

Operation 3: City of Louisville, Colorado

Please provide Per Parcel rates by Operational Area, as follows:

#7 Per Parcel Debris, Ash, Vegetative, and Incidental Soil by Operational Area					
		Est quantity per parcel or units	Unit Price		Total
(a)	Operation 1	100 CY	\$ 650.00	Per Parcel	\$ 65,000.00
(b)	Operation 2	84 CY	\$ 491.67	Per Parcel	\$ 41,300.00
(c)	Operation 3	89 CY	\$ 539.33	Per Parcel	\$ 48,000.00

Rates submitted pursuant to this Offer will supersede prior responses to Updated Rate Sheet Line Item #7, Per Parcel Debris, Ash, Vegetative, and Incidental Soil. Bidders are not required to respond to this request and in such an event the County will rely on the original proposal alone.

Submittal Instructions:

Proposals are due at the email box only, listed below, for time and date recording on or before **2:00 p.m. Mountain Time on February 3, 2022.**

Please note that email responses to this solicitation are limited to a maximum of 50MB capacity.

NO ZIP FILES OR LINKS TO EXTERNAL SITES WILL BE ACCEPTED. THIS INCLUDES GOOGLE DOCS AND SIMILAR SITES. ALL SUBMITTALS MUST BE RECEIVED AS AN ATTACHMENT (E.G. PDF, WORD, EXCEL).

Electronic Submittals must be received in the email box listed below. Submittals sent to any other box will NOT be forwarded or accepted. This email box is only accessed on the due date of your questions or proposals. Please use the Delivery Receipt option to verify receipt of your email. It is the sole responsibility of the proposer to ensure their documents are received before the deadline specified above. Boulder County does not accept responsibility under any circumstance for delayed or failed email or mailed submittals.

Email purchasing@bouldercounty.org; identified as **OFFER # 7301-22** in the subject line.

All OFFERS must be received and time and date recorded by authorized county staff by the above due date and time. Sole responsibility rests with the proposer to see that their RFP response is received on time at the stated location(s). Any responses received after due date and time will be returned to the proposer.

The Board of County Commissioners reserves the right to reject any and all responses, to waive any informalities or irregularities therein, and to accept the proposal that, in the opinion of the Board, is in the best interest of the Board and of the County of Boulder, State of Colorado.

Contractors and their employees, subcontractors, and agents must comply with all federal, state, and local laws, regulations, ordinances, orders, and codes, as well as Boulder County policies, guidelines, and protocols.

SIGNATURE PAGE
OFFER #7301-22

Failure to complete, sign and return this signature page with your proposal may be cause for rejection.

Contact Information	Response
Company Name including DBA	Ceres Environmental Services, Inc.
List Type of Organization (Corporation, Partnership, etc.)	Corporation
Name, Title, and Email Address of Person Authorized to Contract with Boulder County	Tia Laurie, Director of Administration/ Corporate Secretary tia.laurie@ceresenv.com
Company Address	6968 Professional Parkway Sarasota, FL 34240
Company Phone Number	(800) 218 - 4424
Company Website	ceresenvironmental.com

By signing below I certify that:

I am authorized to bid on my company's behalf.

I am not currently an employee of Boulder County.

None of my employees or agents is currently an employee of Boulder County.

I am not related to any Boulder County employee or Elected Official.

(Sole Proprietorships Only) I am not a Public Employees' Retirement Association (PERA) retiree.



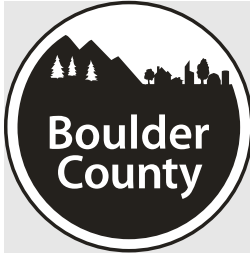
Signature of Person Authorized to Bid on

Company's Behalf

February 3, 2022

Date

Note: If you cannot certify the above statements, please explain in a statement of explanation.



WRITTEN INTERVIEW #1
Public Works – Resource Conservation
Private Property Structural Debris and Hazard Tree Removal Operations
RFP # 7301-22

February 3, 2022

This Written Interview #1 is issued in order to solicit additional information regarding each bidder's past performance and quality of service delivery. A Response will supplement the bidder's original proposal and Best and Final Offer, if submitted. If the County determines any Response, or portion thereof, to this Written Interview #1 is false or misleading, such determination shall be grounds for revocation of an award and immediate termination of a contract. **The County may draw a negative inference based on a bidder's failure to respond to this Written Interview #1.**

Due to COVID-19, Written Interview #1 Responses will only be accepted electronically by emailing purchasing@bouldercounty.org.

INTERVIEW

Please answer all questions. A "Yes" answer to any part of questions 1-5 requires a written explanation to be attached to the completed Written Interview #1.

1. Within the past five years, has your firm (under its current or any former name), any principal, owner, officer, or any person involved in the bidding or contracting process been the subject of any of the following:
 - a. A criminal investigation, judgment, or conviction for any business-related conduct constituting a crime, such as fraud, bribery, price-fixing, or bid collusion or any crime related to truthfulness and/or business conduct?
☐ Yes ☒ No
 - b. A civil suit alleging fraud, bribery, price-fixing, bid collusion, or other claim related to truthfulness and/or business conduct?
☐ Yes ☒ No

c. A debarment, unsatisfied judgment, injunction, or lien obtained by a government agency?

☐ Yes ☒ No

d. A written notice of breach, suspension, or termination for breach (cause) in connection with a local, state, or federal contract?

☐ Yes ☒ No

e. A written claim or notice of contract breach in connection with a local, state, or federal contract?

☐ Yes ☒ No

f. An administrative proceeding or civil action seeking specific performance or damages in connection with any local, state, or federal contract?

☐ Yes ☒ No

2. Within the past five years, has your firm, any principal, owner, officer, or any person involved in the bidding or contracting process initiated or been subject to civil action in connection with any local, state, or federal contract?

☒ Yes ☐ No (Please see Attachment A)

*****WRITTEN EXPLANATIONS TO ANY "YES" RESPONSE MUST BE ATTACHED TO THIS COMPLETED INTERVIEW FOR SUBMISSION*****

CERTIFICATION: The undersigned certifies that they:

- Read and understand all of the questions;
- Have supplied full and complete responses to each item therein to the best of their knowledge, information and belief;
- Are knowledgeable about the bidder's business and operations; and
- Understand that Boulder County will rely on the information and supplied in this Written Interview #1 when entering into a contract with the bidder.

Ceres Environmental Services, Inc.

Name of Business



Signature of Officer

February 3, 2022

Date

Dawn Brown

Name of Officer

Submittal Instructions:

Responses are due at the email box only, listed below, for time and date recording on or before **8:30 a.m. Mountain Time on February 4, 2022**.

Please note that email responses to this solicitation are limited to a maximum of 50MB capacity.

NO ZIP FILES OR LINKS TO EXTERNAL SITES WILL BE ACCEPTED. THIS INCLUDES GOOGLE DOCS AND SIMILAR SITES. ALL SUBMITTALS MUST BE RECEIVED AS AN ATTACHMENT (E.G. PDF, WORD, EXCEL).

Electronic submittals must be received in the email box listed below. Submittals sent to any other box will NOT be forwarded or accepted. This email box is only accessed on the due date of your questions or proposals. Please use the Delivery Receipt option to verify receipt of your email. It is the sole responsibility of the proposer to ensure their documents are received before the deadline specified above. Boulder County does not accept responsibility under any circumstance for delayed or failed email or mailed submittals.

Email purchasing@bouldercounty.org; identified as **Response to Written Interview #1 for RFP # 7301-22** in the subject line.

All responses must be received and time and date recorded at the purchasing email by the above due date and time. Sole responsibility rests with the Offeror to see that their response is received on time at the stated location(s). Any response received after due date and time will be returned to the bidder. No exceptions will be made.

The Board of County Commissioners reserve the right to reject any and all bids, to waive any informalities or irregularities therein, and to accept the bid that, in the opinion of the Board, is in the best interest of the Board and of the County of Boulder, State of Colorado.



**RECEIPT OF LETTER
ACKNOWLEDGMENT**

(Emailed 2/3/22)

February 3, 2022

Dear Vendor:

This is an acknowledgment of receipt of Written Interview #1 for RFP #7301-22, Private Property Structural Debris and Hazard Tree Removal Operations.

In an effort to keep you informed, we would appreciate your acknowledgment of receipt of the preceding written interview. Please sign this acknowledgment and email it back to purchasing@bouldercounty.org as soon as possible. If you have any questions, or problems with transmittal, please call us at 303-441-3525. This is also an acknowledgement that the vendor understands that **due to COVID-19, BIDS will only be accepted electronically by emailing purchasing@bouldercounty.org.**

Thank you for your cooperation in this matter. This information is time and date sensitive; an immediate response is requested.

Sincerely,

Boulder County Purchasing

Signed by:  Date: February 3, 2021
Dawn Brown, Assistant Corporate Secretary

Name of Company Ceres Environmental Services, Inc.

End of Document

Attachment A

CERES ENVIRONMENTAL SERVICES, INC.

LITIGATION DISCLOSURE

Within the past five years, Ceres Environmental Services, Inc. has only filed one lawsuit against a governmental body regarding a contract. Ceres has sued the United States Army Corps of Engineers in the Court of Federal Claims regarding the Army Corps' sole sourcing of a contract for debris removal when the Corps knew that Ceres had equipment ready to mobilize near the site. No counterclaims or cross claims have been filed. The case should be decided later this month. The sole source contractor is performing at a higher price and at a greatly reduced rate of progress. The docket number for the case is 1:21-cv-02346-RAH and is pending before Judge Hertling.

Ceres has not filed any claim lawsuits nor has any governmental body filed any suit against Ceres for damages or injunctive relief during the past five years. Ceres is fully and presently responsible with no responsibility matters having been asserted against the Company. Ceres has been involved in lawsuits involving subcontract disputes and employee disputes arising out of its government contracts but these cases have been dismissed, settled or are on appeal (Ceres has one case in which it was dismissed by summary judgment that is currently pending before the 11th Circuit of Appeals – an employee of a lower tier subcontractor claiming payment). No subcontractor litigation is active. Ceres also has been sued for tort cases arising out of its emergency operations over the years but these are largely settled or otherwise resolved by insurance counsel. One matter is currently active that is being defended by our insurance carrier.

If you have any questions regarding past litigation involving the Company and relating to a government contract, you may consult our outside counsel, Karl Dix, Jr. of Smith, Currie & Hancock LLP handles/coordinates these matters. His direct dial number is (404)582-8038.